

CITY OF ASHLAND



Oregon

Adopted 2011–2012 Budget

CITIZENS' BUDGET COMMITTEE

ELECTED MEMBERS:

John Stromberg, Mayor
David Chapman, Councilor
Greg Lemhouse, Councilor
Michael Morris, Councilor
Russ Silbiger, Councilor
Dennis Slattery, Councilor
Carol Voisin, Councilor

APPOINTED MEMBERS:

Dee Anne Everson-Chair
Roberta Stebbins-Vice Chair
Keith Baldwin
Douglas Gentry
Chuck Keil
David Runkel
Lynn Thompson

ADMINISTRATIVE STAFF

Martha Bennett, City Administrator
Lee Tuneberg, Administrative Services/Finance Director
Don Robertson, Parks and Recreation Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Ashland
Oregon**

For the Fiscal Year Beginning

July 1, 2010

Two handwritten signatures in black ink. The signature on the left is more stylized, and the one on the right is more legible.

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Presentation to the City of Ashland for its annual budget for the fiscal year beginning July 1, 2010.

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 communications device.

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

Introduction

City of Ashland Organization Chart 1-1
The Budget Message 1-2
Community Values Statement and Council Goals 1-26
The Budget Process 1-28
Summary by Fund 1-30
Resources Summary by Classification 1-32
Requirements Summary by Classification 1-33
Requirements Summary by Department 1-34
Debt Summary 1-36
Debt Summary Type 1-37
Property Tax Summary 1-38

Capital Improvements Plan

Capital Improvements Plan (projected expenditures through 2017)..... 2-1

Department Funds

Administration Department 3-3
Information Technology Department..... 3-15
Administrative Services Department 3-25
City Recorder / Treasurer..... 3-45
Police Department..... 3-49
Fire and Rescue Department 3-63
Public Works Department 3-75
Community Development Department 3-109
Electric Department 3-125
Parks and Recreation Department..... 3-135
Non-Departmental Activities 3-154

Resources and Long-Term Plan

Resources Summary Long-Term Plan 4-2
Long-Term Plan Fund Totals 4-4
General Fund 4-6
Community Development Block Grant 4-10
Reserve Fund..... 4-14
Street Fund 4-18
Airport Fund 4-26
Capital Improvements Plan 4-30
Debt Service Fund 4-38
Water Fund 4-42
Wastewater Fund 4-50
Electric Fund 4-58

table of contents

Telecommunication Fund 4-62
Central Services Fund 4-66
Insurance Services Fund 4-70
Equipment Fund 4-74
Cemetery Trust Fund 4-78
Parks and Recreation Fund 4-82
Parks Capital Improvement Fund 4-86
Youth Activities Levy Fund..... 4-90

Appendix

History of Combined Property Tax Rates A-2
History of Property Tax Levies..... A-3
History of Property Tax Rates..... A-4
Future Debt Requirements A-5
Economic and Cultural Development Grant History A-6
Social Service Grant History..... A-7
Financial Management Policies A-8
Accounting Methods A-14
Salary Schedule..... A-16
History of Positions and Summary of Union Affiliation A-20
Chart of Accounts Descriptions A-21
Summary of Internal Service Charges A-24
Internal Franchise Fees A-25
Glossary..... A-26
Acronyms A-30
Index..... A-32

Legal Compliance

Budget Calendar, FY 2011-12 L-3
Affidavit of Publication, March 29, 2011 L-4
Legal Notice, March 29, 2011..... L-5
Affidavit of Publication, April 7, 2011 L-6
Legal Notice, April 7, 2011..... L-7
Affidavit of Publication, May 31, 2011 L-8
Legal Notice, May 31, 2011..... L-9
Resolution 2011-16, Certifying City Provides Sufficient
Municipal Services to Qualify for State Subventions L-11
Resolution 2011-15, Declaring the City’s Election to
Receive State Revenues L-12
Resolution 2011-18, Adopting the Annual Budget and
Making Appropriations L-14
Form LB-50, Notice of Property Tax and Certification
of Intent to Inpose a Tax, Fee, Assessment, or Charge on Property L-18
Ordinance No.3020 Levying taxes for the Period of July 1, 2011
to and including June 30, 2012 L-19

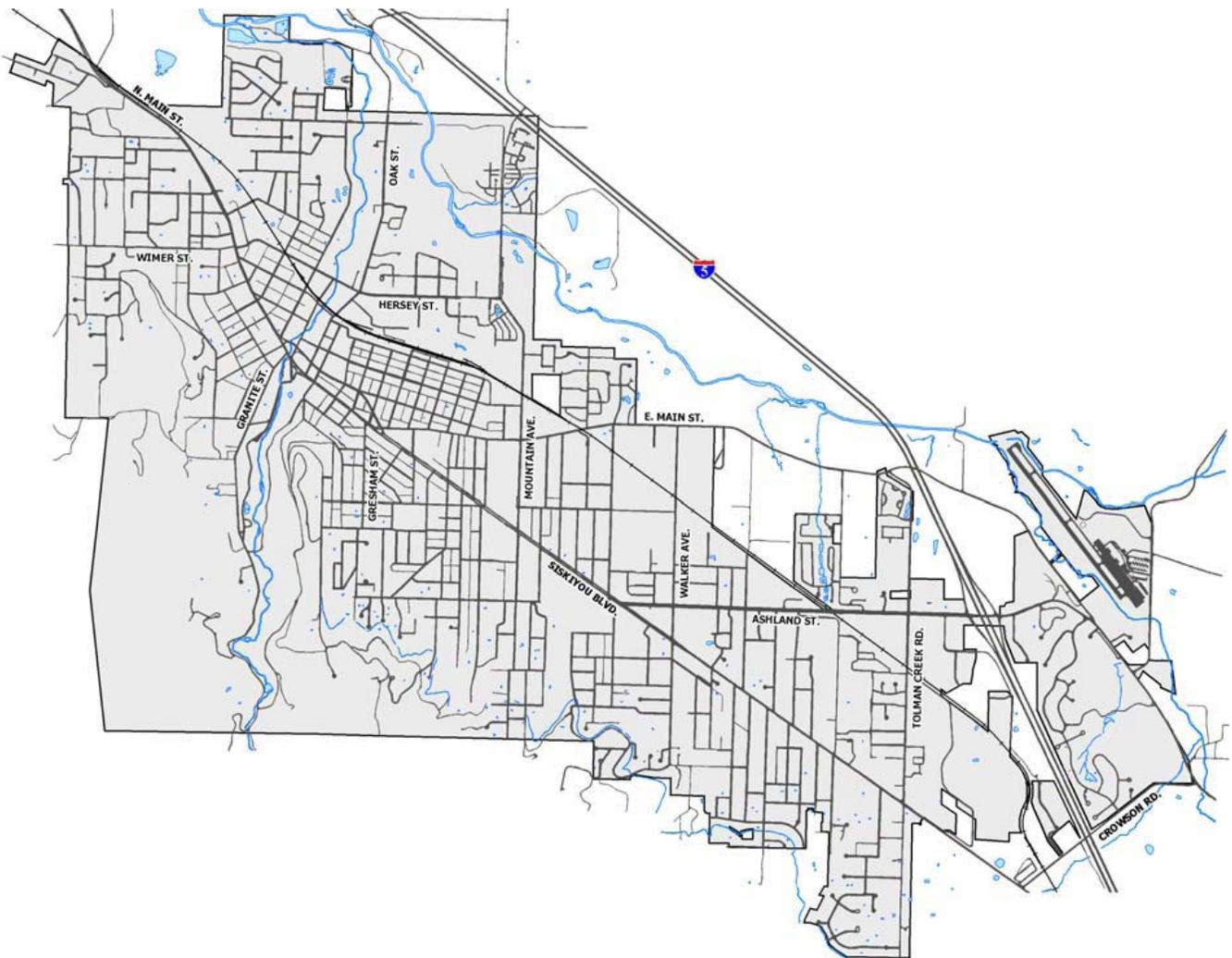
Quick Reference Guide

This section is intended to help the reader quickly find important information. On this page are references to other areas of the budget document based upon frequently asked questions and other important detail to help gain a “sense” of the City of Ashland, its operations and finances. A comparative Budget in Brief follows to facilitate an overview perspective of this year’s and last year’s Adopted budgets.

<u>If you have this Question:</u>	<u>Refer to Section:</u>	<u>Page(s)</u>
Where do I find City of Ashland information, where the money comes from and where the money goes?	Budget in Brief	VI-IX
Where do I find city at a glance information ?	City at a Glance	X-XI
Where do I find City of Ashland Statistical Data?	Statistical Data	XII-XIII
What Funds are in the budget?	Other Data	XIV to XV
What assumptions were used to create the budget?	Introduction	1-13
What are the Council Goals and Community Values?	Introduction	1-26 to 27
What is the budget timeline?	Introduction	1-29
What are the roles and authority of the budget process participants?	Introduction	1-28
What are the major revenue sources?	Introduction	1-32
What are the major expenditures?	Introduction	1-33
What capital improvements are expected next year?	Capital Improvement	Section 2
What does the long-term financial condition look like on a city-wide and fund basis?	Resources and Long Term	4-1 to 4-94
Where do I find a department’s budget across funds?	Departmental	3-1 to 3-159
Where do I find a fund’s budget for all departments?	Resources and Long Term	4-1 to 4-94

budget in brief

The City of Ashland, incorporated in 1874, is located in the southwest part of the state. The City currently has a land area of 6.52 square miles and a population of 21,460.



Budget in Brief:

The City of Ashland strives to deliver services essential to the community and that enhance quality of life. This document provides information to the Ashland community about where the money to finance the city comes from and how that money is spent.

Ashland revenue is primarily collected from fees paid for services. Two-year comparisons of budgeted resources and uses follow.

What do I get for my money?

Below are major revenue sources that citizens and visitors often ask about.

Property Tax generates approximately \$8.6 million for the City and Parks. It is used to pay for expenses found in the General Fund such as police and fire, for some of the City's principal and interest on debt and for expenses in providing parks and recreation. Voter approved levies have been used in the past for youth activities and a levy is included in this budget to assist in the operation of the library on an interim basis. Property owners within the Ashland city limits pay \$4.7076 per \$1,000 of assessed value.

Transient Occupancy Tax (TOT) also referred to as the hotel/motel tax generates approximately \$1.8 million and is used for three purposes: Economic and Cultural Development, tourism development and the remainder for general expenses in the General Fund such as police and fire. The Hotels and Motels rate in Ashland is currently 9%. The hotel or motel keeps 5% of the money collected as payment for processing.

Prepared Food and Beverage Tax (F&B) also referred to as the meals tax generates approximately \$2 million and 80% of the revenue goes toward annual debt service on the wastewater treatment plant completed in 2003 and 20% is used for purchasing open space for parks. The tax rate is 5% on most meals and non-alcohol beverages served or catered. In effect, the proceeds help keep sewer rates low and funds park expansion. This tax ends in December 2030.

Electric Utility Users Tax generates approximately \$2.6 million and is used to pay for expenses associated with the General Fund, such as police and fire. Utility bills include this tax which is approximately 25% of the total electric charges on the bill.

Charges for Services generates approximately \$22 million and pays for the Water, Wastewater, Electric and high speed data services provided to residential, commercial and governmental properties. In general, the revenue generated is based upon the base cost to provide the service and normally includes a charge that represents level of service used.

Utility Fees generates approximately \$1.9 million and are used to pay for operational and construction needs for Transportation (streets, sidewalks, bicycle lanes, handicap access, etc.) and for Storm Drain (line maintenance, open ditches, sediment pond cleaning, etc.).

Miscellaneous Licenses, Permits and other Fees and Charges (excluding interest earnings, transfers & internal payments) generates approximately \$7.0 million and are used to pay for the cost of non-utility services provided such as ambulance transport, building inspections, recreation, construction services, parking, cemetery services, etc. across funds.

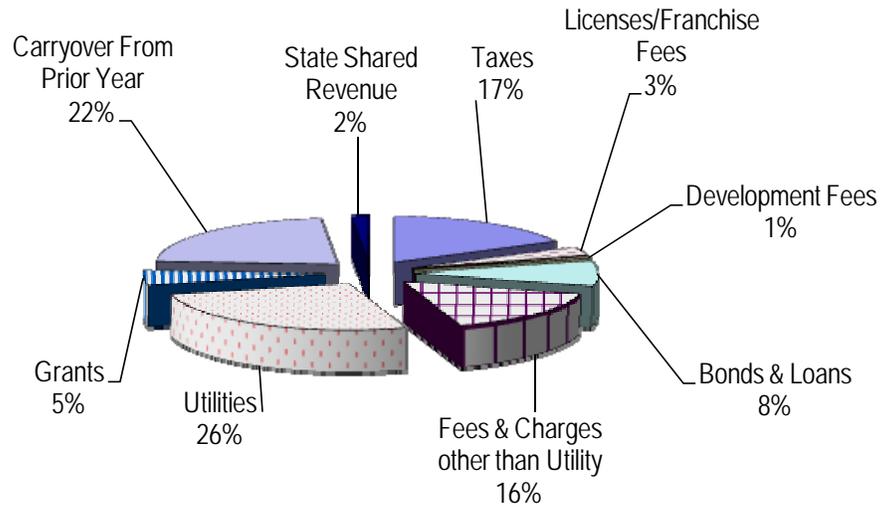
Examples of service levels and outcomes can be found throughout the Capital Improvement and Departmental sections of this document.

Note: All rates and amounts shown are current and subject to change during the year or by Council Action.

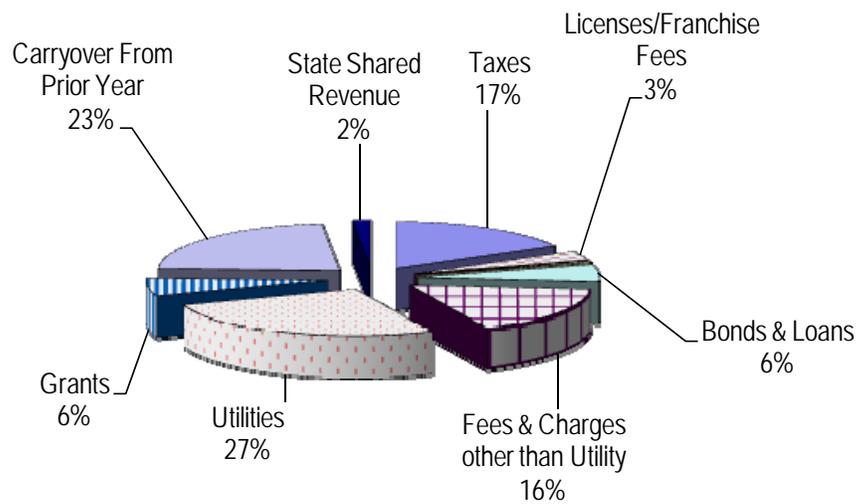
Where the Money Comes From

	2011 Amended	2012 Adopted
Taxes		
Property (Current)	\$ 8,703,115	\$ 9,311,450
Property (Prior)	265,000	287,550
Food & Beverage	2,060,000	2,182,000
Hotel/Motel	1,800,000	1,884,600
Utility Users Tax	2,595,000	2,800,000
	<u>15,423,115</u>	<u>16,465,600</u>
Licenses/Franchise Fees		
License	216,140	196,350
Franchises	2,723,000	2,751,500
	<u>2,939,140</u>	<u>2,947,850</u>
Development Fees		
Permits	388,325	482,750
	<u>388,325</u>	<u>482,750</u>
Bonds & Loans		
Capital Improvement Projects	2,987,506	6,137,200
Street Improvement Bonds	1,060,190	1,300,000
Interfund Loan	1,208,000	408,000
	<u>5,255,696</u>	<u>7,845,200</u>
Fees & Charges other than Utility		
Finance	138,000	178,211
Police	139,000	70,000
Court	401,460	430,025
Fire & Rescue	997,216	896,585
City Recorder	6,250	9,000
Cemetery	39,600	49,400
Planning & Building	26,300	85,000
Public Works	1,023,078	1,058,350
Electric	190,000	115,000
Parks & Recreation	813,100	840,000
Technology Payment	1,491,745	1,216,878
Rents	105,225	115,000
Internal Service	8,177,700	8,065,318
SDC's	158,576	202,000
Interest on Investments	175,294	257,200
Fines	165,200	165,000
Special Assessment Payments	133,495	5,000
Miscellaneous Income	121,451	434,602
Transfers	726,503	491,482
	<u>15,029,193</u>	<u>14,684,051</u>
Utilities		
Wastewater	3,367,200	3,558,000
Storm Water	611,000	663,000
Street	1,320,000	1,352,800
Electric	12,246,700	12,548,455
Ashland Fiber Network	1,882,400	2,056,000
Water	4,718,710	4,752,900
	<u>24,146,010</u>	<u>24,931,155</u>
Grants		
Federal Grants	4,687,700	2,336,110
State Grants	795,025	2,222,995
	<u>5,482,725</u>	<u>4,559,105</u>
Carryover From Prior Year	20,734,348	21,240,898
	<u>20,734,348</u>	<u>21,240,898</u>
State Shared Revenue		
Cigarette Tax	28,820	31,100
Liquor Tax	301,070	256,200
Gas Tax	1,093,690	1,125,620
	<u>1,423,580</u>	<u>1,412,920</u>
Total Resources	<u>\$ 90,822,134</u>	<u>\$94,569,529</u>

2011-12 Adopted



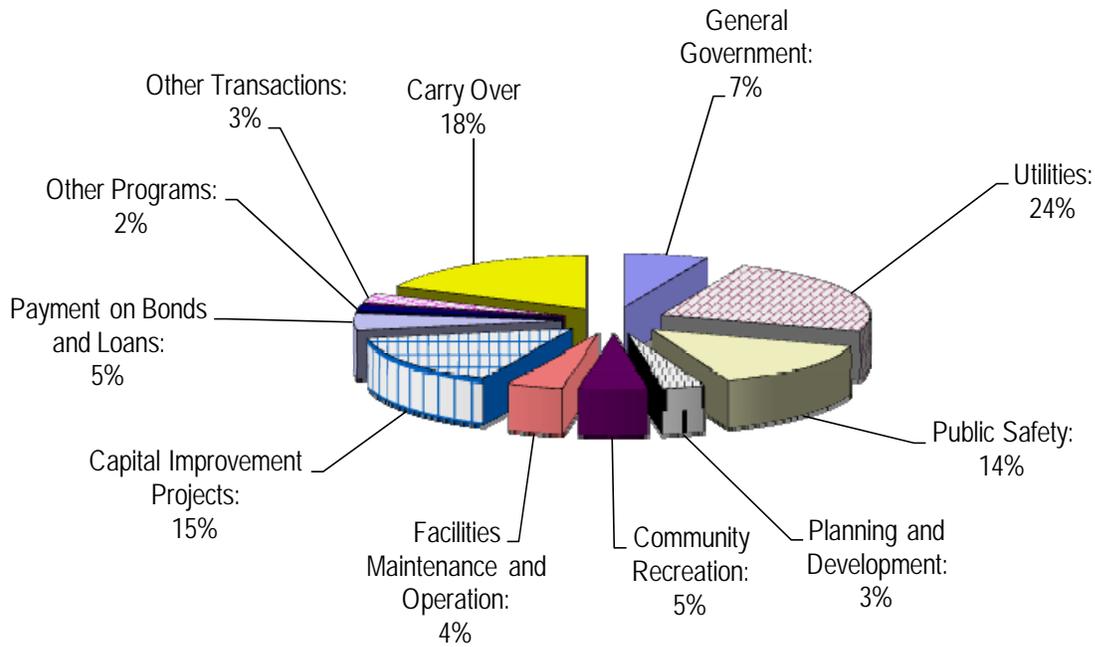
2010-11 Amended



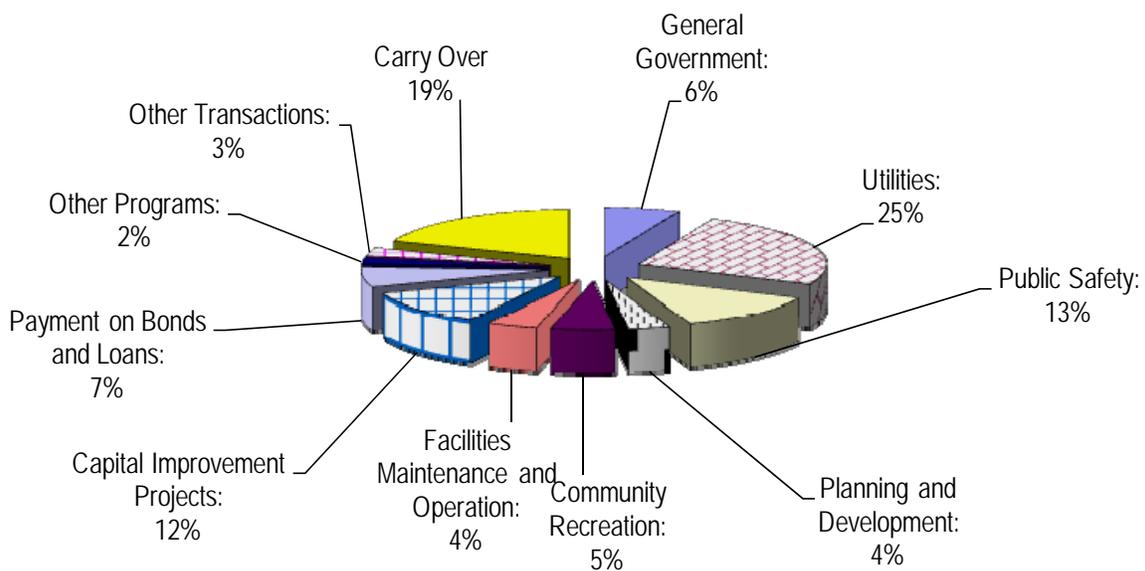
Where the Money Goes

	<u>2011 Amended</u>	<u>2012 Proposed</u>
General Government		
Mayor, Council, City Recorder	\$ 447,815	\$ 413,016
Administration	1,074,377	1,150,448
Legal Services	412,295	455,935
Human Resources	290,571	291,707
Finance & Accounting	1,737,363	1,864,147
Insurance Services	758,093	756,080
Computer Services	1,124,409	1,163,042
	<u>5,844,923</u>	<u>6,094,375</u>
Utilities		
Electric	12,534,185	12,552,917
Water	3,627,671	3,479,508
Wastewater	3,999,502	3,747,457
AFN	2,262,705	1,936,579
Storm water Collection	533,528	530,901
	<u>22,957,591</u>	<u>22,247,362</u>
Public Safety		
Police Protection	5,577,235	5,518,481
Fire Protection	2,894,661	3,008,276
Forest Interface	390,178	1,843,458
Ambulance Services	2,362,502	2,472,257
Municipal Court	421,986	452,123
	<u>11,646,562</u>	<u>13,294,595</u>
Planning and Development		
Planning	1,186,027	1,153,310
Building Inspections	649,046	612,533
Engineering Services	1,389,984	1,390,453
	<u>3,225,057</u>	<u>3,156,296</u>
Community Recreation		
Parks Operation & Maintenance	3,402,482	3,465,240
Recreation Programs & City Band	1,132,291	1,161,540
School Support	42,356	20,000
Golf Course	415,507	432,890
	<u>4,992,636</u>	<u>5,079,670</u>
Facilities Maintenance and Operation		
Roadways & Bikeways	1,754,111	1,850,826
Equipment Maintenance	1,021,374	988,614
Buildings, Grounds, Airport	840,386	919,573
Cemeteries	312,525	321,125
	<u>3,928,396</u>	<u>4,080,138</u>
Capital Improvement Projects		
Construction and Internal Projects	9,011,782	13,253,710
Equipment	1,488,300	1,033,050
	<u>10,500,082</u>	<u>14,286,760</u>
Payment on Bonds and Loans		
Infrastructure Improvements	5,638,510	4,580,472
Land Acquisition	321,078	115,156
	<u>5,959,588</u>	<u>4,695,628</u>
Other Programs		
Economic and Cultural Development Grants	591,240	626,078
Social Services Grants	120,342	122,710
Community Development Grants	413,116	266,145
Conservation	677,986	681,367
	<u>1,802,684</u>	<u>1,696,300</u>
Other Transactions		
Interfund Loans	208,000	408,000
Operating Transfers to Other Funds	726,503	491,482
Contingencies	1,614,041	1,926,000
	<u>2,548,544</u>	<u>2,825,482</u>
Carry Over	<u>17,416,070</u>	<u>17,112,922</u>
Total Requirements	<u>\$ 90,822,134</u>	<u>\$ 94,569,529</u>

2011-12 Adopted



2010-11 Amended



city at a glance

The City of Ashland is located in the southwestern part of the state, which is rated as one of the major tourist areas within Oregon. The economic base of Ashland is primarily dependent on tourism and higher education, with a small manufacturing sector based on high technology. The City of Ashland was incorporated in 1874 and operates under the provisions of its own charter and applicable State law. The City of Ashland provides a full range of municipal services including police and fire protection, parks and recreation facilities/activities, streets, airports, planning, zoning, senior program, and general administration services. The City also operates the water, wastewater, and electrical utility systems.

Date of Incorporation	1874
Form of Government	Council, Administrator
Area in Square Miles	6.52
Elevation in Feet	1,900
Annual Precipitation	18
Police	
Stations	1
Patrol Units	8
Sworn Officers	26.5
Physical Arrests, Juvenile and Adult (non traffic)	2,073
Traffic Violations	3,160
Fire	
Stations	2
Fire Fighters	26
Fire Alarm Responses	359
Emergency Medical Responses	2,705
Non-emergency Public Service Responses	75
Total Calls for Service	3,128
Total Ambulance Patient Transports	1,456
Code Enforcement Plans Review	293
Streets	
Miles of Paved Streets	92
Miles of Gravel Streets	14
Miles of Storm Sewers	93
Water	
Miles of water Mains	130
Hydrants	1,245
Service Connections	8,433
Daily Average Consumption in Millions of Gallons	2.7
Maximum Daily Capacity of Plant in Million Gallons	8
Sewer	
Miles of Sanitary Sewers	110
Treatment Plant	1
Service Connections	7,995
Daily Average Treatment in Million Gallons	2.2
Maximum Daily Capacity in Million Gallons	4

Electric	
Service Connections	11,275
Street Lights	1,832
Electrical Transformers	2,002
Poles	3,560
Substations	3
Telecommunications	
Miles of Fiber	25
Miles of Coax	119
Cable Modem	4,094
Potential Station Capacity	140
Parks and Recreation	
Community Centers	3
Parks	19
Parks Acreage	642
Golf Courses	1
Swimming Pools	1
Ice Skating Rinks	1
Skateboard Parks	1
Tennis Courts	12
Trails (miles)	29
Health Care	
Hospital	1
Hospital Beds	49
Education	
Elementary Schools	3
Elementary School Instructors	59
Secondary Schools	2
Secondary School Instructors	106
State Universities	1

Ten Year Statistics

Year	Assessed Valuation	Population	School Enrollment
2001-02	1,333,040,730	1 9,770	3,393
2002-03	1,423,894,752	2 0,130	3,321
2003-04	1,511,835,569	20,430	3,138
2004-05	1,593,607,600	20,590	2,920
2005-06	1,677,271,999	20,880	2,777
2006-07	1,761,135,599	21,430	3,000
2007-08	1,853,307,500	21,800	3,000
2008-09	1,950,322,442	21,485	3,000 est.
2009-10	1,991,746,917	21,505	2,721
2010-11	2,056,407,188	21,460	2,674

**CITY OF ASHLAND, OREGON
PRINCIPAL EMPLOYERS
Current Year and Ten Years Ago**

2010		
Employer	Employees	Percentage of Total City Employment
Southern Oregon University	775	8.61%
Ashland Community Hospital	402	4.47%
Oregon Shakespeare Festival	500	5.56%
Ashland Public Schools	300	3.33%
*City of Ashland	250	2.78%
Pathway Enterprises	95	1.06%
Ashland Food Cooperative	150	1.67%
Darex Corporation	56	0.62%
Linda Vista	92	1.02%
Total	<u>2,620</u>	29.11%
Estimated Total City Employment	<u>9,000</u>	

2001		
Employer	Employees	Percentage of Total City Employment
Southern Oregon State College	740	12.33%
Oregon Shakespeare Festival	450	7.50%
Public Schools	394	6.57%
Ashland Community Hospital	264	4.40%
*City of Ashland	236	3.93%
Pathway Enterprises	150	2.50%
Darex Corporation	135	2.25%
Linda Vista Care	75	1.25%
Albertson's	71	1.18%
Total	<u>2,515</u>	41.92%
Estimated Total City Employment	<u>6,000</u>	

Source: Ashland Chamber of Commerce

*Source City of Ashland Budget Document Including Parks

**CITY OF ASHLAND, OREGON
 ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
 for the last ten fiscal years - Unaudited**

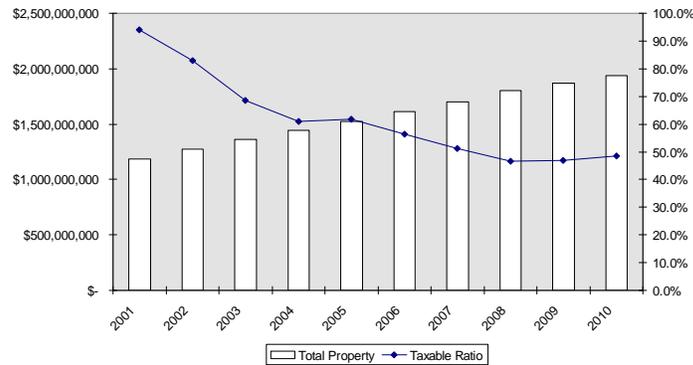
Fiscal Year Ended June 30,	Real Property	Mobile Home	Personal	Utilities	Total	Property Tax Rate	Taxable ratio (True Cash Value to Assessed)
2010	\$ 1,937,303,620	\$ 5,881,825	\$ 40,133,110	\$ 24,860,300	\$ 2,008,178,855	\$ 4.59	53.0%
2009	1,871,896,544	5,744,350	44,282,840	21,243,990	1,943,167,724	4.42	48.4%
2008	1,802,639,910	5,762,080	44,536,050	22,372,000	1,875,310,040	5.73	46.9%
2007	1,700,020,579	5,498,040	40,468,280	20,509,400	1,766,496,299	5.56	46.6%
2006	1,610,148,502	5,301,570	38,820,610	20,344,260	1,674,614,942	5.25	51.3%
2005	1,524,210,039	5,108,410	38,419,400	27,532,841	1,595,270,690	5.26	56.4%
2004	1,446,150,336	5,400,552	37,453,000	22,831,681	1,511,835,569	5.34	61.7%
2003	1,360,297,002	5,147,040	34,209,260	24,241,450	1,423,894,752	5.36	61.1%
2002	1,272,205,820	4,983,960	32,044,090	23,806,860	1,333,040,730	5.38	68.6%
2001	1,183,527,490	4,760,560	30,004,310	21,823,850	1,240,116,210	5.46	83.0%

All property is evaluated once every six years as required by State Statute

Personal includes Non-Profit Housing

Source: County Assessor tax roll property values

**Real Property Value and Taxable Ratio
Last Ten Years**



Photograph by Fred Stockwell, Ashland Oregon

other data

Funds included in budget

General Fund	This fund accounts for all financial resources except those accounted for in other funds. It provides for many of the city's primary operations such as general government administration, public safety services, and other supporting services.
Community Development Block Grant Fund	This fund accounts for financial resources received from the U.S. Department of Housing and Urban Development as CDBG funds can be used for a variety of housing and Community development projects that benefit low-and moderate-income persons in Ashland.
Reserve Fund	This fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events.
Street Fund	This fund accounts for revenue sources from state road tax, franchise fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and surfacing of streets, as well as maintenance and construction of the storm water runoff infrastructure.
Airport Fund	This fund accounts for maintenance of airport facilities. Revenues are from airport leases.
Capital Improvements Fund	This fund accounts for revenues from grants, non-bonded assessment payment, bond proceeds, and other sources, and will account for the construction of special local improvements with revenues from short-term borrowing and non-bonded assessments. Expenditures are for construction, property and equipment acquisitions, and the related payment of debt service in financing improvements.
Debt Service Fund	This fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest except that payable from proprietary, fiduciary, or special assessment funds.
Water Fund	This fund accounts for water operations. Revenues are from water, other charges for services, as well as property taxes dedicated to the retirement of general obligation bonds. Expenditures are for operations, and retirement of debt.
Wastewater Fund	This fund accounts for wastewater treatment and collection. Revenues are from charges for services. Expenditures are for operations, capital construction, and retirement of debt.
Electric Fund	This fund accounts for sale of electricity, charges for other services, and Intergovernmental grants. Expenditures are for wholesale power purchases, operating expenses, energy conservation incentives, capital outlay, retirement of debt, and franchise tax.
Central Services Fund	This fund captures all the costs of central services providers that provide support to the other departments and divisions. Revenues supporting this fund are charges to departments based on the benefits received.
Insurance Services Fund	This fund accounts for insurance premiums, self insurance direct claims, and risk management administration. Revenues are from service charges from other departments, and investment income.

- Equipment Fund** This fund accounts for the replacement and maintenance of the city’s fleet of vehicles. Revenues are from equipment rental charges.
- Cemetery Trust Fund** This fund was established to provide perceptual care of cemeteries and accounts for the repurchase of plots and transfers of earnings to the general fund. Revenues are from interest income and service charges on cemetery operations.
- Parks and Recreation Fund** This fund accounts for the parks and recreational purposes as well as department operations. Revenues are from parks and recreation portion of property tax levy, and charges for services.
- Parks Capital Improvements Fund** This fund accounts for resources from grants and inter-fund transfers that are to be expended for equipment purchases and major park renovations.
- Ashland Youth Activities Serial Levy Fund** This fund accounts for community and youth activities from an Ashland local options property tax levy. Revenues are from prior year delinquent tax receipts that the City Expects to receive. The levy passed in 2003 and expired in 2008.

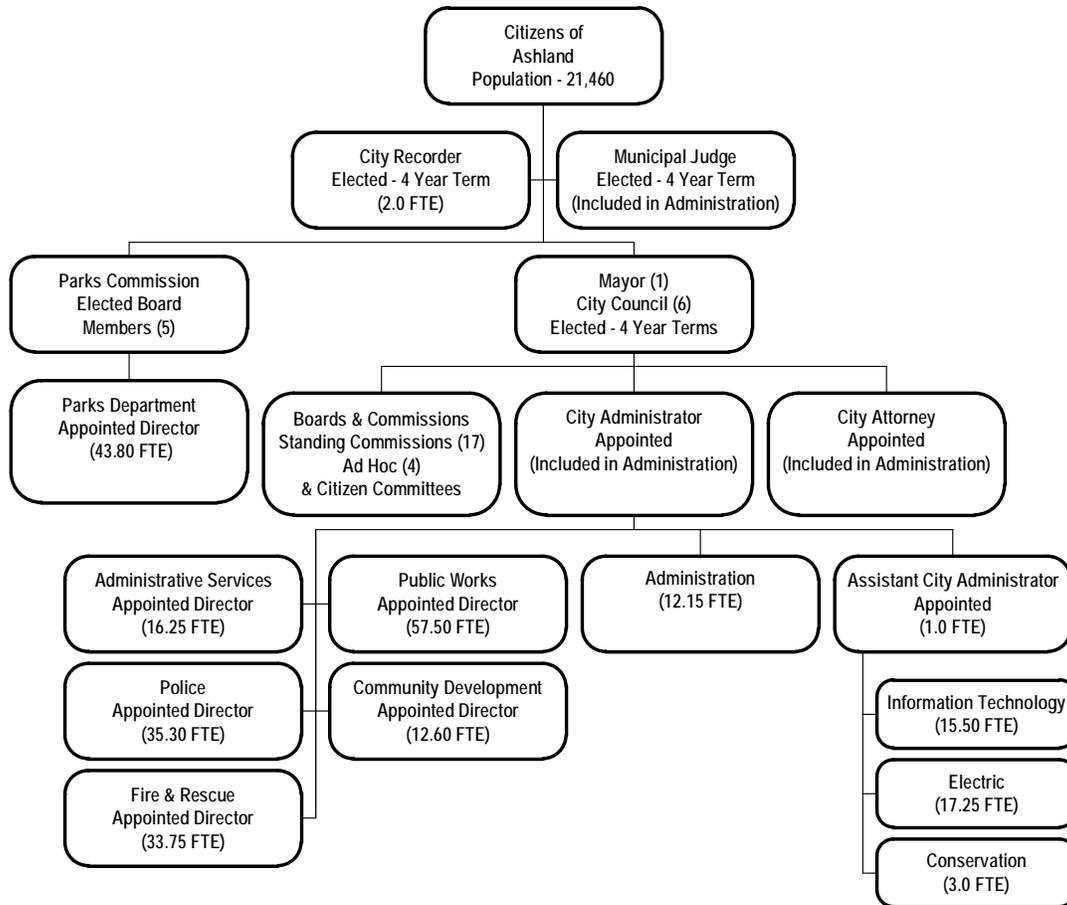
Petty Cash

Oregon Revised Statute 294.465 requires that each petty cash account and the amount thereof be listed in the budget document. The City of Ashland has the following cash accounts:

City Recorder	\$ 1,000.00
Community Development Till	150.00
Electric	100.00
Finance-Accounting	300.00
Finance-Purchasing	400.00
Fire and Rescue Department	200.00
Hangardine Parking Structure	50.00
Municipal Court Till	150.00
Parks and Recreation Till	100.00
Nature Center	50.00
Police Department	150.00
Police Till	100.00
Police Contact Station	50.00
Utilities Till	390.00
	<u>\$ 3,190.00</u>



City of Ashland 249.10 FTE Adopted



The City of Ashland is a municipal corporation first organized in 1874. The Ashland City Council is elected to serve as the governing body for Ashland’s 21,460 citizens. The Mayor, who presides at the City Council meetings, is elected at-large for a four-year term. Six council members are elected at-large for four-year staggered terms. Other elected officials are the City Recorder, Municipal Judge, and the five-member Parks and Recreation Commission.

The Mayor, with confirmation of the City Council, appoints a City Administrator. The City Administrator has responsibility for all City functions with the exception of the Parks Department. The Mayor, with confirmation of the City Council, also appoints the Department Heads, the City Attorney, and the Band Board.

The City Administrator recommends the appointment or dismissal of the Administrative Services and Finance Director, Community Development Director, Electric Director, Fire Chief, Information Technology Director, Police Chief, and Public Works Director.

In addition to the help they receive from their appointed staff and employees, 21 advisory boards and commissions assist the City Council. Over 135 Ashland citizens serve on these boards and commissions and make a valuable contribution to the City of Ashland.



DATE: April 18, 2011
TO: Ashland Budget Committee
FROM: Martha Bennett, City Administrator
Lee Tuneberg, Budget Officer
RE: Fiscal Year 2011-2012 Budget Message

OVERVIEW

We respectfully submit the proposed budget for the City of Ashland for Fiscal Year 2011-2012. In addition to a proposed operating plan for next fiscal year, this budget includes long term planning for the next six years.

The proposed budget is a status quo budget. Staff is proposing neither adds nor cuts to major programs and activities. Staffing levels remain essentially the same. Staff does not recommend any increases in taxes, although the budgets for most of the utility funds required a rate increase to balance. Some of the economic activities that the City relies on for revenue, such as tourism, have grown slightly compared to last fiscal year. This slight growth is sufficient to cover the major cost increases the City faces, allowing staff to propose a budget without recommending an increase in property taxes or other tax and fee rates.

In preparing the budget, staff has assumed the national, statewide, and regional economic downturn will continue to depress many of the other revenues the City generates to fund activities. Non tourism-based revenue streams have grown slowly, stayed flat, or shrunk slightly. Staff has also assumed that Ashland residents will continue to struggle financially in the current economic environment, so although we have proposed utility rate increases, we have proposed them at as low a level as we believed we could.

Our goal in preparing this budget was the same as in past years: protect core services in each fund and preserve the current quality of those services. As we do each year, staff sought increased efficiencies when possible and looked at alternative methods and ways of delivering service in several areas. Overall, we believe this proposed budget is both fiscally responsible and also consistent with the vision, values, and goals of the Ashland City Council, and we look forward to working with the Budget Committee.

FY 2011-2012 BUDGET HIGHLIGHTS

Staff used the guidelines approved by the Budget Committee in February 2011 to prepare the budget. As in the prior year the Proposed Budget was built with the goal of creating strong links to City Council directed policies. In addition to the financial policies the City has set for the budget, staff made decisions about priorities based on:

- The revised City Council Values adopted by the City Council in February 2011
- The Budget Criteria adopted by the City Council in 2009 that was used to prioritize programs and activities in both of the past two fiscal years
- The City Council goals adopted by the Council in February 2011.
- Outcome-based performance measures. As we did last year, each department has measures that should illustrate whether the City's programs and activities are effective in achieving a result in the community. This year, some departments may have revised the measure to better illustrate an outcome, and most departments should have data for their measures. Each department will be prepared to discuss how their proposed spending plan relates to how they achieve this performance measure. Last but not least, the City completed a citizen survey earlier this year, and each department should have a citizen satisfaction measure.

The proposed budget includes a minor increase in overall staffing from 250.2 FTE to 250.25 FTE. The proposed operating budget includes increased wages and benefits only for Police and Fire Union employees where the City has a contractual requirement and for Parks & Recreation employees. City staff have changed health care providers, and as a result the budget reflects no increase in the cost of health benefits. Budgets for discretionary material and supply costs were limited to no more than a 2% total increase. Contractual and compliance obligations were budgeted as required. All Department budgets show increases due to the required retirement contributions for PERS. The total budgetary impact for this item alone is estimated at \$559,760 for FY 2011-2012.

Additionally, as discussed in February, capital projects were capped by the Capital Improvement Program adopted by the City Council in October 2010. In as many funds as possible, staff budgeted fund balances that meet adopted policy. Staff also tried to ensure that expected revenues exceeded or matched proposed expenses in each fund. This was not possible in the Central Services Fund, the Water Fund, and the Electric Fund.

General Fund. The proposed budget is balanced without an increase in the property tax rate and without the 1.6 cents levied last year to fund hoses and turnout replacement in the Fire Department. There are also no increases proposed in other fees or rates. The proposed budget does reflect projected growth in the transient occupancy tax and minor increase (2.5%) in the amount collected from property taxes due to growth in assessed value of residential properties (not real market value). Other revenues are assumed to be flat. The \$0.175 tax rate levied in the General Fund to pay technology debt has been transferred to the Debt Service Fund, and therefore the amount previously paid for technology debt has been removed from General Fund department budgets.

Even with the \$360,000 transfer to the Reserve Fund that will be made in FY 2010-2011, the General Fund's balance between revenues and expenditures are consistent with the prior year, providing an ending fund balance that meets the target.

After reducing the proposed property tax levy by the 1.6 cents levied in FY 2010-2011 for Fire Department gear, the City has 8.92 cents that has not been levied in its permanent rate. For FY 2011-2012 we estimate that to equal \$176,600 in tax revenue proceeds. Unlike previous years, staff does not recommend levying that additional amount in this proposed budget. Staff believes that revenue increases will be needed more by the Water, Wastewater, and Electric Funds than the General Fund. Although the recession is technically over, many Ashland residents and businesses are continuing to struggle with the economic downturn. The median assessed value of single family homes in Ashland is \$237,410, so the impact of the 8.92 cents is approximately \$21.18 per year for a residential property with the median assessed value if the City had chosen to levy that amount.

The proposed budget does not include any changes in current programs and activities, and therefore there are no proposed additions or reductions to current staffing levels in General Fund departments. On the expenditure side the City has benefited by the consolidation of dispatch services in Jackson County. In FY 2011-2012 the proposed budget reflects a decrease in the Police Department budget of approximately \$100,000. The Fire department's share is consistent between years. Additionally, as budgeted last year, the City has paid off the loan on the Community Development/Engineering Services building, saving in interest payments and providing for reductions in the Community Development and Public Works budgets by reducing their internal charges.

Several General Fund departments proposed "add" packages. None of these are included in the proposed budget, and staff's recommendations about these add packages are discussed below.

Library Levy. The proposed budget includes an amount to be levied for library services of 19.21 cents per thousand. This is the same as the amount levied in FY 2011, but is less than allowed under the local option levy measure approved by the voters in November 2008.

Reserve Fund. In February 2011, Council voted to transfer funds from the General and Ashland Parks and Recreation funds to the Reserve Fund. The amount transferred is the amount of the actual ending fund balance in both funds that was in excess of the amount projected. This was approximately \$360,000 from the General Fund and \$349,000 from the Parks & Recreation Fund. The General Fund transfer is anticipated to be complete by June 30, 2011, but the amount from the Parks & Recreation Fund is budgeted in FY 2011-2012. When complete, the Reserve Fund balance is estimated to be near \$870,000. No expenditure from the Reserve Fund is proposed in the FY 2011-2012 budget.

the budget message

Water and Wastewater Funds. The City implemented a 10% increase in Water and 6% increase in Wastewater charges effective in May and June 2011. The proposed budget is balanced with a proposed 5 % increase in Water Rates and a proposed 4% increase in wastewater rates which would be considered by the Council in Spring of 2012. Increases in sewer rates, refinancing of the treatment plant debt, and growth in Food & Beverage revenues, has improved the financial condition of the Wastewater Fund. Because of increasing operational costs and dependence on warm weather water sales, the Water Fund continues to be fiscally challenged. Both funds face significant costs from needed capital projects. At the conclusion of the master plans for both systems, the City will need to evaluate the rate structure and rate amounts for both utilities and balance operational and capital costs with affordability for utility customers.

Ashland Forest Resiliency within the Water Fund. Within the Water Fund, the proposed budget includes substantial increases due to the Ashland Forest Resiliency Project. The proposed budget includes a nearly \$1.4 million increase in inter-governmental revenue for AFR and a similar amount in the expenditures for Forest Interface.

Electric Fund. The proposed budget includes rate increases for the Electric Utility of 6% proposed to be implemented in October 2011. The estimated impact on the average residential household in Ashland of this proposed increase is \$4.73 per month. A 13.9% increase in wholesale power costs is the main cause for the 6%. The City did not increase Electric Rates in fiscal year 2010-2011. The proposed budget also includes \$1 million in borrowing and appropriation for buying the North Mountain substation from Bonneville Power, which will only occur if the City and Bonneville Power Administration are able to agree on an appropriate purchase price.

Other Utilities. The proposed budget includes increases of 4% in the Transportation Utility fee and 15% in the Storm Water Utility Fee for fall 2011. The Storm Water Division needs this adjustment to cover operational costs. The estimated impact on the average residential customer of these combined increases is \$0.70 per month. Both divisions have significant unfunded capital projects in the future.

Internal Service Funds. As we have in the past five budget years, staff has held most internal service charges for the Central Services Fund, the Insurance Services Fund, and for facilities maintenance flat by using ending fund balances and reducing operating budgets. The proposed budget includes an ending fund balance in the Central Services Fund that is only possible if these departments do not spend the fund's budgeted contingency. As we have written both of the last two fiscal years, no additional reductions are possible in Central Services without a significant reduction in activity (e.g., a reduction in operating hours).

Parks & Recreation Fund. As with the General Fund, the total property tax collections for the Parks and Recreation Fund are expected to be relatively stable. Parks achieved a larger than projected and needed ending fund balance for FY 2010 and is expected to carry a like amount into FY 2012. City Council voted to transfer excess ending fund balance from the Parks Fund into the Reserve Fund. Since there are insufficient appropriations to do that in FY 2010-2011, staff has budgeted a \$349,000 transfer for FY 2011-2012. The major changes in Parks & Recreation is that they have budgeted a 2% COLA for staff. In addition, the only significant budget change is a restoration of Park Patrol from approximately \$13,000 in the current fiscal year to \$26,000, which will make the program more effective.

Capital Projects. Capital spending is \$9,773,000 in the proposed budget, compared to \$10,859,000 in the FY 2011 adopted budget. The City is anticipating certain grant funds for street and airport improvements and voter approved bond proceeds to build Fire Station #2. Also, the Parks & Recreation Department proposes to use the Food and Beverage Tax funds to front-load capital projects. In other words, they plan to sell a revenue bond to permit them to build projects now rather than allow the funds to accumulate. Capital projects have been carefully selected based on whether the City has available, non-operating funds (such as grants or restricted monies), whether the project will lower operating costs or reduce future capital cost, and whether the project meets a critical community need.

Costs Related to Staffing. The proposed budget includes a cost of living adjustment (COLA) for Police and Fire Union employees of 3% and for Parks & Recreation employees of 2%. Police and Fire employees are also receiving an additional 1% of salary contribution into their HRA VEBA accounts. With the exception of these three employee groups, the proposed budget includes a 0% COLA for all other employee groups (Management & Confidential, IBEW Clerical-Technical, IBEW Electrical, and Laborers). The City has a re-opener for wages and VEBA with the Clerical-Technical group and will be bargaining contracts for the Electrical and Laborers groups. The proposed budget also does not include increases to implement the Classification and Compensation Study. The proposed budget includes a 0% increase in the cost of health benefits. The City has switched health care providers, and we were able to negotiate a flat rate for the existing coverage. As discussed with the Budget Committee in the past, City staff is working with the Council and with employees to increase our ability to manage these costs, which is challenging but critical. As discussed above, the State of Oregon has passed on significant increases in the cost of Oregon PERS, which are included in the proposed budget. The PERS increases are as follows:

GENERAL FUND	
Police Department	\$ 91,230
Fire and Rescue Department	86,490
Community Development	28,620
All Other Departments	15,400
TOTAL GENERAL FUND	221,740
COMMUNITY DEVELOPMENT BLOCK GRANT FUND	330
STREET FUND	22,400
CAPITAL IMPROVEMENTS FUND	5,360
WATER FUND	40,370
WASTEWATER FUND	23,500
ELECTRIC FUND	51,750
TELECOMMUNICATIONS FUND	17,615
CENTRAL SERVICES FUND	98,410
INSURANCE SERVICES FUND	2,275
EQUIPMENT FUND	11,140
TOTAL CITY	\$ 494,890
PARKS AND RECREATION FUND	64,870
TOTAL CITY AND PARKS	\$ 559,760

ADD PACKAGES

As discussed by the Budget Committee in February 2011, City Departments were allowed to propose “Add Packages” that were outside of their existing programs and services. At the staff level, we discussed nearly 50 different additions to existing programs or activities that departments believe would improve the quality of City services for Ashland residents, businesses and visitors.

In considering these additions, staff analyzed the need for the proposed addition and weighed it against whether it was likely that the City would have sufficient revenue to fund the addition in the long run. Staff does not recommend any addition that is likely to be cut in the near term due to limited revenues. In addition, staff considered the urgency of each request. Is there a specific problem that needs to be addressed in the next 12 months? Will deferring the addition significantly harm citizens, businesses, visitors, the Council, or the operation of the City? After this analysis, staff gave significant consideration to eight proposals, and we recommend that the Budget Committee include four of them in the approved budget. None of these recommendations would permanently increase the total number of Full Time Equivalent employees for the City.

the budget message

Priority	Department	Proposed Addition	Fund	One Time or Ongoing	Fiscal Impact	Staff Recomm.
1	Administration	Convert Electric Department Director to Assistant City Administrator Addresses several critical operational needs for the City. Cost of position is \$160,000 total (salary and benefits) compared to \$145,000	Electric Central Services General	Ongoing	\$15,000 net	Yes
2	Fire	Weed Abatement Adds temporary employee for summer months only to enforce the City's weed ordinance	General	Ongoing	\$20,000 Recommend reducing ending fund balance	Yes
3	Administration	Convert Project Manager for Economic Development to Conservation Manager Allows the City to undertake programmatic revisions to City's conservation programs and address three Council goals.	General Electric Water	Ongoing	Net impact is \$112,000, but there are savings to General Fund and increased cost to Electric and Water	Yes
4	Community Development	Fund Urban Renewal Plan If Council opts to proceed with urban renewal, the funds set aside for economic development projects may be the appropriate source for this project	General	One Time	\$85,000	Pending Council Action
RECOMMENDED FOR FUTURE FISCAL YEARS						
5	Municipal Court	Restore ½ Time Court Clerk Position This position was cut in December 2008. This has meant that the Court has to close on days when more than one person is absent for any reason, a total of 13 business days in calendar year 2010.	General	Ongoing	\$23,000 1.2 cents per thousand in levy	No. Top priority for future fiscal years
6	Police	Restore one Police Officer position to increase downtown patrol. Since FY 2007, the City has eliminated three officer positions through attrition. This would restore one of those three positions	General	Ongoing	\$90,000 (4.55 cents)	No. Second priority for future fiscal years At this point, ongoing cost is too high.
7	Fire	Restore Firefighter position. In December 2008, the City eliminated a vacant firefighter position	General	Ongoing	\$96,000 (\$4.85 cents)	No. Ongoing cost too high given current fiscal climate. Third priority for future fiscal years
8	Fire Department Equipment Replacement Program	As noted during last year's budget committee discussion, the Fire Department has underbudgeted for replacement of equipment.	General	Ongoing	\$91,000 (\$4.6 cents)	No. The Department can work grants and budget for this in future fiscal years.

Fiscal Impact of Recommendations

Recommended Add Package	Electric Fund	Water Fund	Central Services	General Fund	Total
Change Electric Department Director position to Assistant City Administrator	(\$65,000)		\$40,000	\$40,000	\$15,000
Add Summer Temporary to fund Weed Abatement				\$20,000	\$20,000
Add Conservation Manager and simultaneously eliminate program manager for economic development	\$75,000	\$37,000			\$112,000
Fund Urban Renewal Plan				\$85,000	\$85,000
Total Change to Proposed Budget	\$10,000	\$37,000	\$40,000		

LONG TERM SECTION

As with previous years, the proposed budget contains a six-year forecast of revenues and expenditures. Again this year we have added more historical information, balancing five years of actual information and five years of projection around the current year's amended budget and projection and the proposed resources and appropriations for the coming year. Staff has modeled the long-term forecast with assumptions that are as consistent as possible. However, we note that our ability to predict larger economic forces is limited. As we have in prior years, we caution the budget committee to use the long term pages as a planning rather than as a predictive tool.

BUDGET HIGHLIGHTS CONCLUSION

As discussed in the introduction, this proposed budget really represents a continuation of existing programs and services. The proposed budget does not reduce current services. Staff recommends the Budget Committee consider only incremental additions. City reduced services in Fiscal Years 2007-2008, 2008-2009, and 2009-2010, and we believe that further reductions in programs and activities will require substantial discussion by the City Council, Parks & Recreation Commission, and Citizens Budget Committee. Furthermore, we believe that some of the services the City offers are now at the minimum level needed to meet public health and safety needs or to meet Federal and State Mandates.

The Budget Committee will no doubt remember that staff believed that the Fiscal Year 2011-2012 budget would be more challenging than the FY 2010-2011 budget. As you will recall, we were concerned that the economy was still very weak and that the City was facing significant potential increases for Oregon PERS and health care.

After preparing this proposed budget, we find that we were both correct and incorrect in stating that FY 2011-2012 would be a difficult year. On the one hand, the City has seen some revenues grow and has taken management steps to mitigate potential problems. The impacts of PERS increases on the General Fund, for example, were partially offset by growth in the revenues related to the visitor industry. Additionally, the City has made a change in health care which has kept that cost in check for one year, and the decision to refinance the wastewater treatment plant debt last fiscal year has helped improve the condition of the wastewater fund. On the other hand, the City's utility funds, particularly the Water Fund, remain weak and susceptible to many forces beyond the City's control. For example the Water Fund is dependent on weather, and the Electric Fund is vulnerable to having the Bonneville Power Administration impose a significant increase in wholesale power rates. While we were able to balance the budget without recommending an increase in taxes, we are not able to balance the City's major utility funds without rate increases. We are concerned about how rate increases will hit our residents, businesses, and visitors, especially given that many of our residents and businesses are still struggling with the effects of the economic downturn.

As we have in past fiscal years, staff continues to recommend that the City look for ways to set aside funds into the Reserve Fund to protect the City against unexpected events. Rather than levy taxes to do so, however, staff now recommends that the City Council establish a policy of putting aside funds whenever an ending fund balance is higher than expended or whenever the City receives a financial windfall.

the budget message

CITY COUNCIL VALUES

In February 2011, the Ashland City Council adopted revised values that guide their decisions:

- **Participatory government.** We value government that is open, accessible, honest and democratic. We value responsive and visionary leadership by elected officials. We have professional, high quality staff. We seek to be efficient and effective with public funds. Our citizens are engaged with their local government as volunteers and in critical community decisions.
- **Natural Environment.** Our town is part of nature's community. We seek to enhance the quality of water, land, air, and wildlife. Our parks and open spaces provide habitat for plants and animals and access to nature for our residents.
- **Responsible Resource Use.** We value sustainable use of land, water, energy, and public services; our architectural heritage; and buildings with quality design and construction. We value a vibrant downtown, Lithia Park and strong neighborhoods. We support transit, bicycling, and walking throughout our land use plans. We actively support energy conservation and alternative energy generation.
- **Free Expression.** We invite the exchange of diverse ideas. We value the social, economic, and creative contributions of the arts, cultural activities, and community events.
- **Diversity.** We are a welcoming community that invites and respects the individuality and contributions of all people.
- **Economy.** We value an economy that creates wealth for all. We strive to nurture homegrown business and to connect local consumers to local products. Our economy supports creativity, entrepreneurship, arts and culture. Our economic health depends on Southern Oregon University and supports high quality public services. We value a business community in tune with the environment and that provides good wages and economic choices for individuals and families.
- **Distinctiveness.** Ashland is a unique part of the Rogue Valley. We depend on partnerships in our community and region to meet many of the needs of our residents. At the same time, we value our ability to develop innovative approaches and to chart our own course.
- **Continuous Learning and Improvement.** We value lifelong education. We value the social, economic, cultural, and civic contributions of strong, integrated educational institutions.
- **Basic Needs.** We believe each person needs public safety, water, sanitation, adequate food, clothing, housing, transportation, and health care.
- **Community.** We believe Ashland is a unique and special place. Residents participate in community life and feel a sense of belonging. Ashland is a good place to raise a family. Community gardens, neighborhoods, schools, volunteerism, and events bring our residents together. Residents look out for each other and support those in need.

2009 ADOPTED BUDGET CRITERIA

In 2009, the City Council adopted policy criteria for the services that they wish to protect during the budget process. Staff again used these criteria to prepare the budget.

Higher Priority

- Federal and State mandates
- City Charter and Code
- Contractual obligations and bond covenants
- Emergency response
- Basic needs public health & welfare

Medium Priority

- Operational efficiency/risk management/ fiscal health
- Support for local economic health
- Environmental protection above mandated levels
- Emergency preparedness
- Service only available from government/
- Not offered by private or non-profit provider

Lower Priority

- Enhance quality of life/desirability of Ashland
- Support for residents' health beyond basics
- Quality citizen service
- Key issue of local control

ADOPTED COUNCIL GOALS

The City Council has set goals for the next 12 to 24 months to continue Ashland's history as a community that focuses on sustaining itself and its people. To us, sustainability means using, developing and protecting resources at a rate and in a manner that enables people to meet their current needs and also provides that future generations can meet their own needs. The City of Ashland has a responsibility towards sustainability in five primary areas:

ECONOMY	Status in Proposed Budget
Adopt a comprehensive economic development strategy to: diversify the economic base of the community, support businesses that use and provide local and regional products, increase the number of family-wage jobs, leverage Ashland's tourism and repeat visitors. Adopt an action plan to ensure City programs and activities support the overall strategic direction by June 2011.	Proposed Budget includes the economic development strategy exactly as budgeted in FY 2010-2011. This is recommended as a placeholder only. The Budget will need to be revised as directed by Council. This also is affected by a decision on an Add Package.
Complete the feasibility study for urban renewal and tax increment financing as a method of funding infrastructure, public facilities and economic development programs for the Croman Mill District, the railroad district, and the downtown.	The feasibility study should be complete in FY 2011. The FY 2011-2012 budget does not include funds for any additional work.
Increase the clarity, responsiveness, and certainty of the development process and develop a specific action plan to respond to the recommendations of the 2006 Zucker and Siegel Report.	In budget

the budget message

ENVIRONMENT	Status in Proposed Budget
Adopt land use codes, building codes, green building standards, and fee structures that creates strong incentives for development that is energy, water, and land efficient and supports a multi-modal transportation system.	In budget
Develop a strategy to use conservation and local renewal sources to meet Tier 2 power demands.	Not in budget. Related to Add Package for Conservation Manager.
Implement Specific capital projects and operation programs to ensure that City facilities and operations are a model of efficient use of water.	In budget, but depends on Council decision on sustainability plan.
Develop a concise sustainability plan for the community and for City operations.	Related to add package for conservation manager.

SOCIAL EQUITY	Status in Proposed Budget
Decide whether to develop or sell the remaining land on Clay Street.	In budget
Appoint an ad-hoc committee to make recommendations to the City Council by December 31, 2011 about how the City and partner organizations can work together in the long run to address the needs of homeless people and to reduce homelessness in the Community.	Goal in process of being revised. Staffing is in budget.

ORGANIZATION	Status in Proposed Budget
Develop a plan for fiscal stability, manage costs, prioritize services, and insure key revenue streams. Adopt policies and targets to use surpluses in ending fund balances to fund longer-term reserves. Implement 2010 Council direction on Ending Fund Balance targets.	In budget
Adopt a plan to increase the City's ability to afford the cost of employee benefits while ensuring that employee benefits remain a tool for recruiting and retaining a high quality work force.	In budget
Recognize and affirm the value of the contributions of volunteers to the City and the Community	No additional funds were included
Move to a biennial budget, with adjustments and policy discussion in the second year, with the first two year process for Fiscal Years 2012-13 and 2013-14.	In budget, pending additional Council action
Evaluate the need to revise the powers, duties and membership of the Tree Commission, Housing Commission, Conservation Commission, Public Arts Commission and Planning Commission.	In budget

INFRASTRUCTURE	Status in Proposed Budget
Adopt an integrated land use and transportation plan to increase the viability of transit, bicycles, walking and other alternative modes of transportation; reduce per capita automobile vehicle, miles traveled; provide safe walking and bicycling routes to home, work, shopping and schools; implement environmentally responsible design standards, and minimize new automobile-related infrastructures.	In budget
Adopt an integrated Waster Master Plan that address long-term water supply including, climate change issues, security and redundancy, watershed health, conservation and reuse, and stream health.	In budget
Complete a feasibility and financing plan regarding renovating the Grove for the Ashland Police station. Evaluate use of the existing police station for other City office needs.	Not in budget, pending receipt of asset forfeiture funds

BUDGET PROCESS

To prepare the proposed budget, staff:

- Evaluated current year revenues and expenses to better project end-of-year fund balances.
- Estimated revenue and expense growth for the proposed year in light of the preliminary assumptions and the cap on charges for service to the public proposed by staff and accepted by Council.
- Prioritized programs and staff.
- Identified short falls or gaps between revenues and expenses and identified potential related additional revenues or reduced lesser priority expenses where possible to better align to targets.
- Modeled long-term budgetary impacts

An overview of the complete budget process required by the State of Oregon and followed by Ashland is on Page 1-20.

BUDGET FORMAT

The budget format is consistent with the prior year. The expenditure portion of the document is organized by departments, not by fund. Both a capital improvement plan section and a long-term budget section are included.

The document is structured with three perspectives – by operations and capital on a city-wide basis, by department and by fund. Summary, overview and major category information is found in the budget message. The departmental budget section contains a comprehensive outline of the activities and operations of each department and division. Staff has attempted to better associate departmental appropriations with major program or category of expense in the long-term plan for an extended perspective by fund. The long-term projections help identify future issues.

As this document and its major components are used, the city will refine the information and how it is presented to benefit the reader and staff. **The budget document is meant to be a financial plan, a communication device, a management tool and an operational guide.** Developing performance goals and measures will change as the needs warrant and their presentation in the budget will grow and change accordingly.

Summary information by fund, department, division and revenue source follows this message.

the budget message

POLICIES & METHODS

The policies and practices employed by the city in developing our budget and compliance can be found in the appendix on page A-8 Financial Management Policies and A-14 Accounting Methods. Expenditure groupings are listed on page A-22 Chart of Accounts Descriptions to help the reader in understanding what kinds of things are normally expended from each line item.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary funds and fiduciary fund financial statements. Revenues are recorded when earned and expenses are reported when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. The budgetary basis of accounting is the same as Generally Accepted Accounting Principles. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when the payment is due.

BUDGET SUMMARY

The total for all funds for the FY 2011-2012 budget is \$64,001,809 which is \$4.3 million or 4.7% more than last year's amended budget. It includes \$1,002,614 more in staffing costs, \$1,420,553 more materials & services, \$1,062,113 less in debt service.

The approved Capital Improvements program is \$1,086,000 less for fiscal 2011-2012 but the budget includes an additional \$3.8 million in capital outlay not formally adopted in the CIP. As in prior years, the formal CIP does not include all equipment to be purchased and there are some projects that were identified too late to incorporate in the CIP discussion such as \$1 million for the potential of purchasing the North Mountain electrical substation. Staff felt it would be more appropriate to budget the possibility rather than seek a budget adjustment later in the year.

The proposed budget also includes Budgetary Requirements such as Interfund Loans, Transfers, Contingencies and Unappropriated Ending Fund Balance. The net impact of these is an increase of less than \$100,000. Included in the proposed budget are:

- A. Social services grants
- B. Economic and cultural grants
- C. Capital improvements
- D. Debt service
- E. Status quo core services
- F. Changes to revenues and services to meet city needs

Below is a total budget comparison by fund reflecting a total increase of 4.7%. Significant dollar changes can be seen in almost all of the funds that include capital projects and related financing. Only the General and Wastewater funds remained in a moderate net growth range of 2% or 3% but these funds experienced considerable variances themselves.

The most notable change is the Reserve Fund increasing 474% with Council’s approved transfers from the General Fund and Parks & Recreation Fund.

The Parks line below is summary information. Its totals include all Parks & Recreation funds.

Proposed 2011-2012 Budget Comparison			2012 Projected	
Fund	2010-2011 Amended	2011-2012 Proposed	Dollar Difference	Percent Difference
General	16,793,938	17,339,456	545,518	3.2%
CDBG	413,116	266,145	(146,971)	-35.6%
Reserve	151,500	869,172	717,672	473.7%
Street	9,194,088	8,719,091	(474,997)	-5.2%
Airport	118,091	157,873	39,782	33.7%
Capital Improvements	5,586,431	8,259,612	2,673,181	47.9%
Debt	3,498,444	3,269,120	(229,324)	-6.6%
Water	9,624,291	8,435,403	(1,188,888)	-12.4%
Wastewater	8,747,315	8,951,854	204,539	2.3%
Electric	14,388,479	16,263,914	1,875,435	13.0%
Telecommunications	2,797,937	2,516,683	(281,254)	-10.1%
Central Services	6,095,883	6,145,679	49,796	0.8%
Insurance Services	1,302,559	1,552,382	249,823	19.2%
Equipment	3,508,076	2,960,114	(547,962)	-15.6%
Cemetery Trust	846,753	872,797	26,044	3.1%
Total by Fund	83,066,901	86,579,295	3,512,396	4.2%
Parks Total	6,675,233	7,422,514	747,281	11.2%
Total Requirements	\$89,742,134	\$94,001,809	\$4,259,677	4.7%

Budget Assumptions

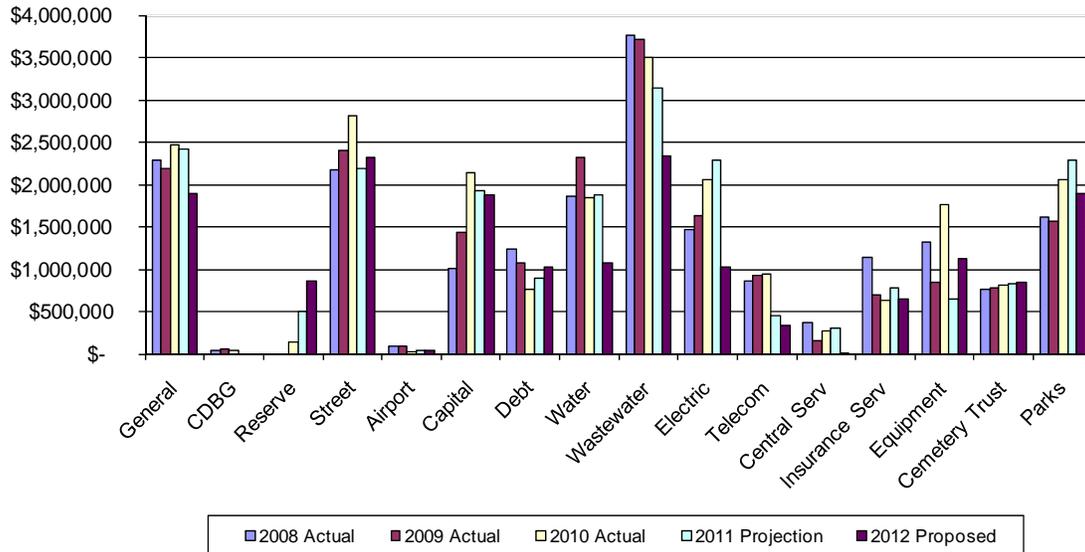
In the past, assumptions were agreed upon as to the rate of inflation, population growth, tax revenue and other revenue stream changes between years. The following assumptions represent what was considered by Council and similar to what has been employed as guidelines in the past.

- General growth in revenue streams affected by growth is 1%.
- Property tax assessed valuation growth will be 2.5% under Measure 50 and new construction will be flat with little or no growth each year.
- General inflation starting in 2012 is 2%.
- Debt service changes are per covenants and not based upon an inflation factor.
- Population growth will be 1.0%.
- Staff will ensure efficient and effective operations prior to recommending tax level increases.
- Personnel costs increase annually about 5%, (FY 2012 includes the required retirement expense increase for PERS and health care premiums held flat due to a change in providers).
- User fees will continue to support enterprise operations.
- System development charges (SDCs) will be updated where applicable.
- Existing physical assets of the City will be maintained at current levels.
- The city will comply with Federal and State requirements.

the budget message

Ending Fund Balance Comparison					
Fund	2008 Actual	2009 Actual	2010 Actual	2011 Projection	2012 Proposed
General	\$ 2,296,666	\$ 2,185,456	\$ 2,474,570	\$ 2,429,346	\$ 1,902,188
CDBG	44,705	69,618	37,424	-	-
Reserve	-	-	148,072	510,172	869,172
Street	2,170,470	2,402,258	2,820,517	2,192,596	2,318,920
Airport	86,891	99,979	32,160	42,573	44,387
Capital	1,003,916	1,433,904	2,138,176	1,925,612	1,883,450
Debt	1,246,509	1,072,785	762,199	894,697	1,020,546
Water	1,865,418	2,323,768	1,851,885	1,885,088	1,071,531
Wastewater	3,764,972	3,710,771	3,496,009	3,135,224	2,332,204
Electric	1,469,744	1,642,543	2,054,733	2,290,459	1,026,591
Telecom	869,719	929,945	953,315	453,183	339,464
Central Serv	368,086	161,163	266,820	301,659	20,026
Insurance Serv	1,138,699	696,071	640,110	783,477	646,302
Equipment	1,329,672	844,150	1,760,305	650,551	1,124,500
Cemetery Trust	771,948	788,752	807,797	830,297	852,797
Parks	1,625,377	1,574,099	2,063,180	2,298,314	1,897,344
Total	\$ 20,052,792	\$ 19,935,262	\$ 22,307,272	\$ 20,623,248	\$ 17,349,422

Ending Fund Balance Comparison



REVENUES

Ashland’s revenue is primarily fee based as shown on the revenue summary page. Revenues are summarized by fund in the Long-term section of the budget document.

Taxes. The tax category makes up 30.5% of the total revenues, about 1.5% above the prior year. Total taxes are estimated to be 6.9% or \$1 million more. Taxes include property taxes, Electric Utility Users tax, Food & Beverage taxes, Hotel/Motel taxes and franchise fees. Anticipated revenue is primarily expected in from assessed property value growth and increased activities in tourism and utilities generating “sales” taxes from prepared food and lodging industries and franchises from internal and external utilities.

Property Taxes. Property taxes are distributed to the General Fund and Parks Fund for operational needs. Taxes are also levied for the Debt Service Fund for payment of bonded indebtedness. The estimated tax rate included in the budget for 2012 is \$4.7076 or approximately \$0.1024 greater than the prior year’s \$4.6052 due to increased cost for 2012 Fire Station Bond.

Tax rate comparisons by categories can be seen on pages 1-31 and A-4.

Charges for Service. Charges for services account for 58.4% of Ashland’s revenues. Some of the charges are for ambulance patient services, transportation utility fees, storm drain utility fees, airport rental fees, water services, wastewater services, electric service and telecommunications services, system development charges and internal service charges.

Each year the city must evaluate the appropriate level of its fees and charges. Staff attempts to stagger such adjustments for the benefit of the customer and to allow adequate time for evaluation since not all systems can be addressed in a single year.

The following chart shows the estimated fee changes in the next several years. These estimates are necessary to meet projected operational and capital costs and to provide for long-term financial stability. These are only estimates. Ashland’s history in rate changes indicates that adjustments are based upon need identified during rate hearings before Council and often result in smaller increases than modeled in the long-term budget.

Rate Adjustments in FY Actual, Proposed & Projected	2008	FY 2008-2009		2010	FY 2010-2011		2012	2013	2014
	Actual	Actual (8/1/08)	Actual (4/20/09)	Actual	Budgeted	Actual	Proposed	Projected	Projected
Transportation Utility Fee	15.0%	3.0%	N/A	3.0%	3.0%	0.0%	4.0%	3.0%	3.0%
Storm Drain Utility Fee	50.0%	10.0%	N/A	3.0%	5.0%	0.0%	15.0%	4.0%	4.0%
Airport Fees	CPI	CPI	N/A	CPI	CPI	CPI	To Be Determined		
Water Fees	6.0%	4% - 7.8%	10.0%	8.0%	8.0%	10.0%	5.0%	3.0%	3.0%
Wastewater Fees	10.0%	3.0%	20.0%	9.0%	8.0%	6.0%	4.0%	4.0%	4.0%
Electric Rate Increase	8.7%	0.0%	N/A	4.0%	3.0%	0.0%	6.0%	6.0%	6.0%
Electric Surcharge	-16.6%	Electric Surcharge - Eliminated FY 2008							

the budget message

System Development Charges. It is important for the City to re-evaluate each system development charge (SDC) on a regular basis. As part of our long-term plan, staff has identified needed changes in certain other SDCs to better match their contribution to the type of project being constructed or expenditure being made. Based upon internal financial planning and a Transportation Funding Task Force review, an evaluation of Transportation SDC fees and Storm Water SDCs are in process.

OPERATIONAL EXPENSES

Comparing total budget between years is inevitable but not always telling. A better view of cost components and trending comes from looking at the elements comprising the operational budget total. The annual budget assumptions normally use 3% as the default inflation factor but other rates better represent industry specific costs changes, staffing and debt service. In most cases items like purchased electricity, health care, retirement and others vary greatly and may even be negative, as did wholesale power in recent years. A comparison of operational budgets including personal services, materials & services (excluding capital expenditures) and debt service is as follows:

Proposed Operational Budget Comparison				
Category	2010-2011 Adopted Budget	2011-2012 Proposed Budget	Dollar Difference	Percent Difference
Personal Services	23,405,251	24,407,865	1,002,614	4.3%
Materials and Services	29,708,599	31,129,152	1,420,553	4.8%
Debt Service	5,757,741	4,695,628	(1,062,113)	-18.4%
Total	\$58,871,591	\$60,232,645	\$1,361,054	2.3%

EXPENDITURES

Personal Services. Personal services costs represent 26% of the total proposed budget and 40.5% of the operational budget. The increase of 4.3% is primarily due to labor contract obligations (two bargaining units have a 3.5% increase included) and increases in the Public Employees Retirement System costs that increased, city-wide, approximately 2.4%. Health care premiums were held in place by moving to a different provider. Reductions in staffing levels have helped to minimize the change but more reductions are difficult at this time without harming the ability to provide services.

Department	2010-2011 (FTE)	Change	2011-2012 (FTE)
Administration	12.65	0.00	12.65
Info Technology	16.00	0.00	16.00
Admin Services	17.25	-1.00	16.25
City Recorder	2.00	0.00	2.00
Police	34.80	0.50	35.30
Fire	33.90	-0.40	33.50
Public Works	56.70	0.80	57.50
Community Dev	12.50	0.00	12.50
Electric	20.75	0.00	20.75
City Subtotal	206.55	-0.10	206.45
Parks	43.65	0.15	43.80
Total FTE	250.20	0.05	250.25

The above table presents a city-wide net 0.05 increase in positions. The table identifies the few changes between departments that resulted in the net difference. Administrative Services reduced one FTE through attrition, Public Works increased a temp position by 0.8 FTE, Police replaced the half time Deputy Chief with a police officer, Fire eliminated the part time CERT position and Parks corrected their position listing by adding 0.15 FTE to accurately reflect temporary work done in the Recreation Division.

Materials and Services. This category represents 33.1% of the total budget again this year after decreasing in prior years. M&S is budgeted to increase \$1.4 million, an amount equivalent to the added work in the Water Fund (Forest Interface) paid for through grants. For the most part, departments were held to provide the same or better services with a limited increase where needed.

Central Services costs (accounting, computers, legal assistance, executive management, etc.), insurance coverage, fleet maintenance and facilities charges to other funds and departments were recalculated and distributed based upon estimated use and ability to pay. However, internal charges were held flat where possible. Departments were given credit for good experience in insurances and fleet operations. Some costs went up in recognition of the impact a department has on overhead costs to internal service providers. Allocation of these costs will be evaluated and adjusted as possible during each budget process.

Capital Outlay. Total Capital Outlay (including most equipment, furniture and project costs) is proposed at \$13,564,260. This differs from the total CIP costs of \$9.773 million listed below in that some costs (like equipment with relatively short useful lives compared to capital projects) are included in capital outlay. CIP projects may also include some expenses (like advertising, internal costs and personnel work) that are captured as part of the project but not expensed from a capital outlay/project line item. In most of these cases, costs included in the CIP listing are not in Capital Outlay because they are more appropriately presented in the various departmental budgets, Materials & Services categories, for trending and comparisons.

The majority of capital equipment budgeted can be found in the Equipment Fund and an overview of each capital project can be found in the Capital Improvement section of this budget. Total CIP projected for 2012 and over the following six years is \$81.4 million and represents significant financing challenges for the city. The anticipated timing of projects will change based upon the priority of need, the City's ability to take on all proposed projects and the community's ability to pay for improvements.

Below is a summary by category of the projects included in the Capital Improvement Plan for the proposed budget year

Approved Capital Improvement Projects	2010	2011	2012 Proposed
Transportation Projects	\$ 2,270,100	\$ 2,816,000	\$ 1,911,000
Local Improvement District Projects	230,000	642,000	397,000
Storm Drain Projects	187,000	35,000	135,000
Airport Projects	150,000	1,800,000	175,000
Water Projects	575,000	865,000	242,000
Wastewater Projects	850,000	1,210,000	325,000
Electric Projects	200,000	630,000	535,000
Telecommunications Projects	505,000	196,000	135,000
Information Technology	325,000	95,000	465,000
Facilities	95,000	475,000	3,413,000
Parks Projects	200,000	2,095,000	2,040,000
Total	\$ 5,587,100	\$ 10,859,000	\$ 9,773,000

Debt Service. The proposed budget includes the payment of all current debt obligations of the City. The amount budgeted is \$4,695,628, approximately \$1 million (18%) less than FY 2010-2011. The prior year included considerably more in borrowing for Water and Wastewater improvements, refinancing the DEQ loan, early pay off of the CDES building and smaller financing for other capital intensive funds and reflected the corresponding interest and principal payments in that year. This proposed year, borrowing has been reduced to match the basic CIP projects, minimized in funds that cannot support additional debt and, in some cases, scheduled such that payments may not occur until FY 2012-2013. There remains in the budget small amounts of borrowing and related debt service such as \$200,000 in Bancroft bonds if the local improvement projects are done and assessed property owners elect financing, debt service for new revenue bonds if capital projects and related financing is approved by Council.

the budget message

One exception is the budgeted financing for purchasing the North Mountain Electrical Substation from Bonneville Power Administration at \$1,000,000. This is not an approved purchase and only an estimate of what the price could be. If this purchase is approved and completed the borrowing may occur late in the fiscal year and payments on principal and interest would likely begin in the following year. Other potential, key financings are the bonds to build Fire Station #2 if approved by the voters and the proposed financing of Parks' capital projects intended to be financed with future Food & Beverage Tax proceeds.

A review of the Capital Improvement and Long-term sections of this document will assist the reader in understanding the identified improvements and related financing for transportation-related projects, local improvement district financing and municipal buildings through tax-based bonds (general obligation bonds) and revenue-backed bonds for enterprise projects. The City will have to consider capital project timing and ability to pay as it looks to future issues of bonds or loans for construction.

ACKNOWLEDGEMENTS

We want to acknowledge the creative energy of staff and their dedication to the City of Ashland. Special thanks to the finance staff and others for who have helped prepare this document.

SUMMARY AND CONCLUSION

In summary, this document represents the expertise, creativity, ingenuity and resourcefulness of the Department Heads, Finance Department, Division Managers, Supervisors and Staff. Both of us sincerely appreciate the hard work that dozens of staff people have put into this proposed budget. In many cases, the work was more challenging than it has been for decades in the City of Ashland, and we have appreciated the positive approach modeled by staff throughout the City.

It is our hope and belief that this budget protects the capacity of the City of Ashland to meet key ongoing service needs, adjusts City operations for a slow economy for several years, and positions the city to improve core service levels when determined necessary. We look forward to the opportunity to discuss this budget with the Budget Committee.

Respectfully submitted,



Martha Bennett
City Administrator

Lee Tuneberg
Budget Officer



CITY OF
ASHLAND

DATE: June 7, 2011
TO: Mayor and Council
FROM: Lee Tuneberg, Budget Officer
RE: FY 2011-2012 Budget Process – Summary of Changes

The Budget Committee finished the annual budget process in an efficient manner with a reduced number of hours for deliberation. Even though the process took less time the Committee heard all presentations and considered changes proposed by its members, staff and the public.

Below is a summary of adjustments made at various stages of the process:

1. Preliminary revisions to the Proposed Budget from staff:
 - a. There were none submitted after distribution of the Proposed Budget document.
2. Committee revisions approved at the May 12, 2011, meeting:
 - a. The Assistant City Administrator position was approved at \$160,000 for a net increase of \$15,000 in place of, and partly funded by, the Electric Director position. The budget impact is a net reduction in the Electric Fund of \$65,000 (reduce \$145,000 position partially offset by \$80,000 contribution for the new position) and \$40,000 increase in both the General Fund Administration Department and the Central Service Fund Administration Department.

This change results in a \$65,000 increase to the Electric Fund Budgeted Ending Fund balance and a \$40,000 reduction in the General Fund Budgeted Ending Fund Balance. To maintain a positive (\$10,026) Budgeted Ending fund Balance in the Central Service Fund a \$30,000 reduction in Contingency was used and only a \$10,000 reduction is recorded in Budgeted Ending Fund Balance.
 - b. Increase of \$23,000 in the General Fund, Administration Department, Municipal Court Division to fund a part-time clerk. This increase results in a reduction in Budgeted Ending Fund Balance.
 - c. Increase of \$20,000 in the General Fund, Fire Department, to fund a part-time weed abatement program. This increase results in a reduction in Budgeted Ending Fund Balance.
 - d. Decrease of \$90,000 in the Water Fund, Public Works Department, Distribution Division, representing a reduction of franchise payments to the General Fund from 8% to 6% of water operating revenues. This change results in an increase to the Water Fund Budgeted Ending Fund balance and a reduction in the General Fund Budgeted Ending Fund Balance.

The changes accepted at the Committee's final meeting caused a net decrease of \$90,000 which resulted in a total budget of \$93,911,809. The Committee approved property taxes at \$4.19730 for operating and \$0.19210 for local option levies and \$675,810 for debt service, leaving \$0.08920 of the permanent rate unlevied. The \$259,200 in General Obligation debt service for Fire Station #2 included in the total was approved by the votes on May 17, 2011.

The Approved Budget includes \$76,590,387 in Total Appropriations.

At the Public hearing held June 7, 2011, City Council approved the following:

1. Staff proposed changes due to program and project work in FY 2010-2011 that will not be completed as projected due to extenuating circumstances, like poor weather delaying construction. These delays that will reduce expenditures this year and increase the corresponding carry forward into next year. The request is to recognize a larger beginning fund balance and to increase FY 2011-2012 appropriations (re-budgeting for the incomplete work) which will have a zero total impact between the two years. The approved changes are:
 - a. \$88,720 in General Fund, Police for architect services for the Grove
 - b. \$100,000 in Street Operations for slurry sealing
 - c. \$130,000 in Street Operations for improvements
 - d. \$30,000 in Street Systems Development Charges projects
 - e. \$9,500 in Storm Drain Operations for basin improvements
 - f. \$9,500 in Storm Drain Systems Development Charges projects
 - g. \$50,000 in Capital Improvements for runway improvements
 - h. \$165,000 in Water Supply Division for improvements
 - i. \$75,000 in Capital Improvements for tennis court lighting

2. Staff also proposed increases to the Approved Budget to recognize items not anticipated in the Proposed Budget but will require expenditures in FY 2011-2012. These items do not have an associated revenue stream so they will represent a reduction in Ending Fund Balance if approved. The approved changes are:
 - a. \$56,750 in Storm Drain operations for water quality improvements
 - b. \$56,750 in Storm Drain SDC projects
 - c. \$55,000 in Capital Improvements for Gun Club environmental studies
 - d. \$40,000 in Water SDC to purchase Ashland Creek water rights

The changes accepted at the Committee's final meeting caused a net increase of \$657,720 which resulted in a total budget of \$94,569,5299. City Council adopted property taxes at \$4.19730 for operating and \$0.19210 for local option levies and \$675,810 for debt service, leaving \$0.08920 of the permanent rate unlevied. The \$259,200 in General Obligation debt service for Fire Station #2 included in the total was approved by the votes on May 17, 2011.

The Adopted Budget includes \$77,456,607 in Total Appropriations.

budget message addendum

**City of Ashland
Fiscal Year 2011-2012 Summary of Changes**

	2012 Proposed	Committee Revisions	2012 Approved	Revisions Recommended to Council	2012 Adopted
GENERAL FUND					
Administration Department	218,829	40,000	258,829		258,829
Administration Department - Library	376,720		376,720		376,720
Administration Department- Municipal Court	429,123	23,000	452,123		452,123
Administrative Services - Social Services Grants	122,710		122,710		122,710
Administrative Services - Economic & Cultural Grants	626,078		626,078		626,078
Administrative Services - Miscellaneous	127,546		127,546		127,546
Administrative Services - Band	58,500		58,500		58,500
Police Department	5,429,761		5,429,761	88,720	5,518,481
Fire and Rescue Department	5,460,533	20,000	5,480,533		5,480,533
Public Works - Cemetery Division	321,125		321,125		321,125
Community Development - Planning Division	1,153,310		1,153,310		1,153,310
Community Development - Building Division	612,533		612,533		612,533
Transfers	500		500		500
Contingency	500,000		500,000		500,000
Ending Fund Balance	1,902,188	(83,000)	1,819,188		1,819,188
TOTAL GENERAL FUND	17,339,456	-	17,339,456	88,720	17,428,176
COMMUNITY DEVELOPMENT BLOCK GRANT FUND					
Personal Services	44,300		44,300		44,300
Materials and Services	221,845		221,845		221,845
Ending Fund Balance	-		-		-
TOTAL CDBG FUND	266,145	-	266,145	-	266,145
RESERVE FUND					
Transfers					
Ending Fund Balance	869,172		869,172		869,172
TOTAL RESERVE FUND	869,172	-	869,172	-	869,172
STREET FUND					
Public Works - Street Operations	4,810,020		4,810,020	230,000	5,040,020
Public Works - Storm Water Operations	647,301		647,301	66,250	713,551
Public Works - Transportation SDC's	371,110		371,110	30,000	401,110
Public Works - Storm Water SDC's	80,600		80,600	66,250	146,850
Public Works - Local Improvement Districts	391,140		391,140		391,140
Contingency	100,000		100,000		100,000
Ending Fund Balance	2,318,920		2,318,920	(113,500)	2,205,420
TOTAL STREET FUND	8,719,091	-	8,719,091	279,000	8,998,091
AIRPORT FUND					
Materials and Services	64,950		64,950		64,950
Capital Outlay	-		-		-
Debt Service	43,536		43,536		43,536
Interfund Loan	-		-		-
Contingency	5,000		5,000		5,000
Ending Fund Balance	44,387		44,387		44,387
TOTAL AIRPORT FUND	157,873	-	157,873	-	157,873
CAPITAL IMPROVEMENTS FUND					
Public Works - Facilities	4,164,180		4,164,180	105,000	4,269,180
Administrative Services - Parks Open Space	1,832,000		1,832,000	75,000	1,907,000
Transfers	121,982		121,982		121,982
Interfund Loan	208,000		208,000		208,000
Contingency	50,000		50,000		50,000
Ending Fund Balance	1,883,450		1,883,450	(55,000)	1,828,450
TOTAL CAPITAL IMPROVEMENTS	8,259,612	-	8,259,612	125,000	8,384,612

budget message addendum

DEBT SERVICE FUND				
Debt Service	2,248,574		2,248,574	2,248,574
Ending Fund Balance	1,020,546		1,020,546	1,020,546
TOTAL DEBT SERVICE FUND	3,269,120	-	3,269,120	-

WATER FUND				
Public Works - Forest Lands Management Division	1,843,458		1,843,458	1,843,458
Public Works - Water Supply	455,922		455,922	165,000
Public Works - Water Treatment	1,056,289		1,056,289	1,056,289
Public Works - Water Distribution	2,437,519	(90,000)	2,347,519	2,347,519
Public Works - Reimbursement SDC's	110,000		110,000	110,000
Public Works - Improvement SDC's	210,000		210,000	40,000
Public Works - Debt SDC's	124,860		124,860	124,860
Electric - Conservation Division	171,526		171,526	171,526
Debt Service	560,298		560,298	560,298
Interfund loan	200,000		200,000	200,000
Contingency	194,000		194,000	194,000
Ending Fund Balance	1,071,531		1,071,531	(40,000)
TOTAL WATER FUND	8,435,403	(90,000)	8,345,403	165,000

WASTEWATER FUND				
Public Works - Wastewater Collection	1,937,482		1,937,482	1,937,482
Public Works - Wastewater Treatment	2,478,433		2,478,433	2,478,433
Public Works - Reimbursement SDC's	21,250		21,250	21,250
Public Works - Improvement SDC's	351,912		351,912	351,912
Debt Service	1,670,573		1,670,573	1,670,573
Contingency	160,000		160,000	160,000
Ending Fund Balance	2,332,204		2,332,204	2,332,204
TOTAL WASTEWATER FUND	8,951,854	-	8,951,854	-

ELECTRIC FUND				
Electric - Conservation Division	509,841		509,841	509,841
Electric - Supply	7,095,300		7,095,300	7,095,300
Electric - Distribution	6,229,617	(65,000)	6,164,617	6,164,617
Electric - Transmission	953,000		953,000	953,000
Debt Service	24,565		24,565	24,565
Contingency	425,000		425,000	425,000
Ending Fund Balance	1,026,591	65,000	1,091,591	1,091,591
TOTAL ELECTRIC FUND	16,263,914	-	16,263,914	-

TELECOMMUNICATIONS FUND				
Personal Services	2,077,219		2,077,219	2,077,219
Materials and Services				
Capital Outlay				
Contingency	100,000		100,000	100,000
Ending Fund Balance	339,464		339,464	339,464
TOTAL TELECOMMUNICATIONS FUND	2,516,683	-	2,516,683	-

CENTRAL SERVICES FUND				
Administration Department	1,324,801	40,000	1,364,801	1,364,801
IT - Computer Services Division	1,188,042		1,188,042	1,188,042
Administrative Services Department	1,736,601		1,736,601	1,736,601
City Recorder Division	310,756		310,756	310,756
Public Works - Administration and Engineering	1,390,453		1,390,453	1,390,453
Contingency	175,000	(30,000)	145,000	145,000
Ending Fund Balance	20,026	(10,000)	10,026	10,026
TOTAL CENTRAL SERVICES FUND	6,145,679	-	6,145,679	-

budget message addendum

INSURANCE SERVICES FUND				
Personal Services	79,580		79,580	79,580
Materials and Services	676,500		676,500	676,500
Contingency	150,000		150,000	150,000
Ending Fund Balance	646,302		646,302	646,302
TOTAL INSURANCE SERVICES FUND	1,552,382	-	1,552,382	-
EQUIPMENT FUND				
Public Works - Maintenance	988,614		988,614	988,614
Public Works - Purchasing and Acquisition	800,000		800,000	800,000
Contingency	47,000		47,000	47,000
Ending Fund Balance	1,124,500		1,124,500	1,124,500
TOTAL EQUIPMENT FUND	2,960,114	-	2,960,114	-
CEMETERY TRUST FUND				
Transfers	20,000		20,000	20,000
Ending Fund Balance	852,797		852,797	852,797
TOTAL CEMETERY TRUST FUND	872,797	-	872,797	-
PARKS AND RECREATION FUND				
Parks Division	3,500,240		3,500,240	3,500,240
Recreation Division	1,103,040		1,103,040	1,103,040
Golf Division	432,890		432,890	432,890
Transfer	349,000		349,000	349,000
Contingency	50,000		50,000	50,000
Ending Fund Balance	1,703,840		1,703,840	1,703,840
TOTAL PARKS AND RECREATION FUND	7,139,010	-	7,139,010	-
YOUTH ACTIVITIES LEVY FUND				
Materials and Services	20,000		20,000	20,000
Ending Fund Balance	-		-	-
TOTAL YOUTH ACTIVITIES LEVY FUND	20,000	-	20,000	-
PARKS CAPITAL IMPROVEMENTS FUND				
Capital Outlay	70,000		70,000	70,000
Ending Fund Balance	193,504		193,504	193,504
TOTAL PARKS CAPITAL IMP. FUND	263,504	-	263,504	-
TOTAL BUDGET	94,001,809	(90,000)	93,911,809	657,720
Less Ending Fund Balance	17,349,422	(28,000)	17,321,422	(208,500)
Total Appropriations	76,652,387	(62,000)	76,590,387	866,220



COMMUNITY VALUES STATEMENT

“The citizens of Ashland value a city government that helps create an environment within which they are able to live happy and productive lives. This includes a healthy and sustainable environment; an opportunity to acquire the basic necessities of life; a sound infrastructure that meets our common needs for transportation, energy, information and communications, health care, water and waste management; and a variety of social, recreational, business and cultural opportunities.

The citizens want their government to respect our diverse people, natural environment, and rich heritage and culture; and to promote citizen involvement, initiative, innovation, and a strong sense of community.”

2011-2012 CITY COUNCIL GOALS

OVERVIEW

The City Council has set goals for the next 12 to 24 months to continue Ashland’s history as a community that focuses on sustaining itself and its people. To us, sustainability means using, developing and protecting resources at a rate and in a manner that enables people to meet their current needs and also provides that future generations can meet their own needs. The City of Ashland has a responsibility towards sustainability in six primary areas:

- Economy
- Environment
- Social Equity
- Municipal Organization
- Infrastructure

ECONOMY

- Adopt a comprehensive economic development strategy to: diversify the economic base of the community, support businesses that use and provide local and regional products, increase the number of family-wage jobs, leverage Ashland’s tourism and repeat visitors. Adopt an action plan to ensure City programs and activities support the overall strategic direction by June 2011.
- Complete the feasibility study for urban renewal and tax increment financing as a method of funding infrastructure, public facilities and economic development programs for the Croman Mill District, the railroad district, and the downtown.
- Increase the clarity, responsiveness, and certainty of the development process and develop a specific action plan to respond to the recommendations of the 2006 Zucker and Siegel Report.

2011-2012
Council Goals of the City of Ashland Continued

ENVIRONMENT

- Adopt land use codes, building codes, green building standards, and fee structures that creates strong incentives for development that is energy, water, and land efficient and supports a multi-modal transportation system.
- Develop a strategy to use conservation and local renewable sources to meet Tier 2 power demands.
- Implement specific capital projects and operational programs to ensure that City facilities and operations are a model of efficient use of water.
- Develop a concise sustainability plan for the community and for City operations.

SOCIAL EQUITY

- Decide whether to develop or sell the remaining land on Clay Street.
- Appoint an ad-hoc committee to make recommendations to the City Council by December 31, 2011 about how the City and partner organizations can work together in the long run to address the needs of homeless people and to reduce homelessness in the Community.

ORGANIZATION

- Develop a plan for fiscal stability, manage costs, prioritize services, and insure key revenue streams. Adopt policies and targets to use surpluses in ending fund balances to fund longer-term reserves. Implement 2010 Council direction on Ending Fund Balance targets.
- Adopt a plan to increase the City's ability to afford the cost of employee benefits while ensuring that employee benefits remain a tool for recruiting and retaining a high quality work force.
- Recognize and affirm the value of the contributions of volunteers to the City and the Community.
- Move to a biennial budget, with adjustments and policy discussion in the second year, with the first two year process for Fiscal Years 2012-13 and 2013-14.
- Evaluate the need to revise the powers, duties and membership of the Tree Commission, Housing Commission, Conservation Commission, Public Arts Commission and Planning Commission.

INFRASTRUCTURE

- Adopt an integrated land use and transportation plan to increase the viability of transit, bicycles, walking and other alternative modes of transportation; reduce per capita automobile vehicle, miles traveled; provide safe walking and bicycling routes to home, work, shopping and schools; implement environmentally responsible design standards, and minimize new automobile-related infrastructures.
- Adopt an integrated Water Master Plan that address long-term water supply including, climate change issues, security and redundancy, watershed health, conservation and reuse, and stream health.
- Complete a feasibility and financing plan regarding renovating the Grove for the Ashland Police station. Evaluate use of the existing police station for other City office needs.

The Budget Process

According to Oregon Law (ORS 294), the City of Ashland must prepare and adopt a balanced budget annually. In December, meetings are held with department heads, the Mayor, and City Council to set goals and priorities for the upcoming year. In April, a preliminary budget is prepared and presented to the Budget Committee, which, by law, comprises the Mayor, City Councilors, and seven citizen members.

A summary of the recommended budget is published in the local newspaper. The City Council holds a public hearing prior to July 1, which may result in further changes. If a change will increase property taxes or increase expenditures within a fund by more than ten percent or \$5,000, whichever is greater, the budget must be referred back to the Budget Committee. The City Council adopts the budget and levies taxes prior to June 30 each year. The adopted budget is filed with the county clerk and State of Oregon, and the Property Tax Levy is certified to the County Assessor by July 15 each year.

The Budget Amendment Process

Oregon Budget Law allows for amendments to the City budget for reasons unforeseen at the time of adoption. The City Council may adopt resolution changes that decrease one existing appropriation and increase another. Certain changes of ten percent or less to any fund require a supplemental budget. Changes over ten percent to any fund require a supplemental budget process similar to the annual budget requiring a public hearing. Further detail may be found in (ORS 294).

The Budget Committee

The Budget Committee is composed of the Mayor, City Councilors, and seven citizen members appointed by the governing board.

The appointed members:

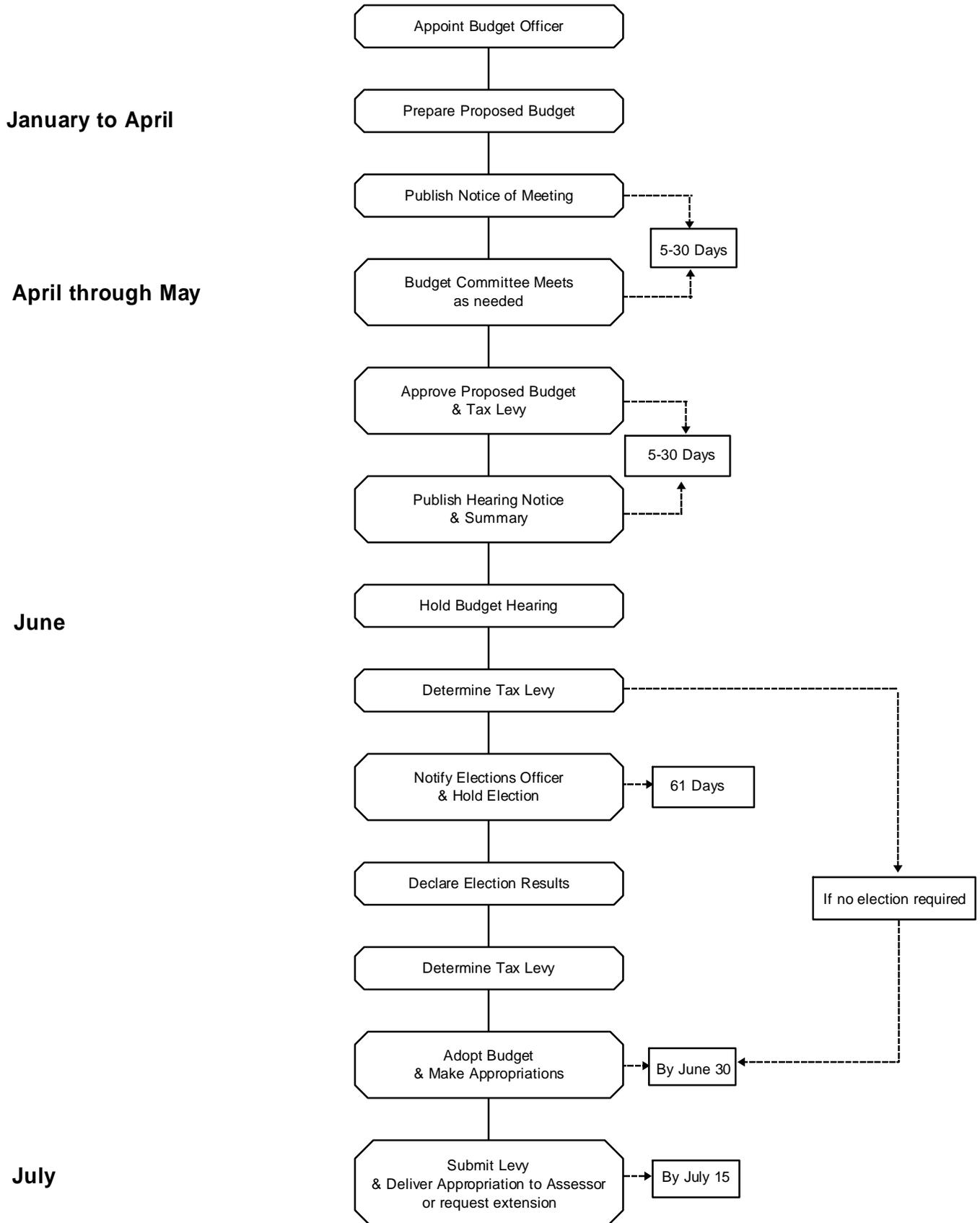
- Must live in the City of Ashland,
- Cannot be officers, agents, or employees of the local government,
- Serve three-year terms that are staggered so that approximately one-third of the terms end each year, and
- Can be spouses of officers, agents, or employees of the Municipality.

The Budget Basis

Governmental fund financial statements and enterprise funds are reported (budgetarily) using the current financial resources measurement focus and the modified accrual basis of accounting. The budgetary basis of accounting is the same as Generally Accepted Accounting Principles for governmental funds. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when the payment is due. For financial reporting purposes the enterprise funds are converted from the modified accrual basis to the accrual basis of accounting, but the budgetary enterprise statements are reported with the modified accrual basis of accounting.

The City of Ashland manages its finances according to generally accepted accounting principles (GAAP). During the year, expenditures and revenues are closely monitored to ensure compliance with the adopted budget and state law. Monthly budget comparisons are distributed to management. Quarterly financial reports, prepared on the budgetary basis of accounting, are distributed to the Budget Committee, the Audit Committee, and the general public. Annually, an audit is performed and filed with the State of Oregon by an independent certified public accountant. The City of Ashland publishes an annual financial report that documents the City's budgetary performance and the financial health of the City. This report compares budgeted to actual revenues and expenditures, thus documenting the City's budgetary compliance.

The Budget Process

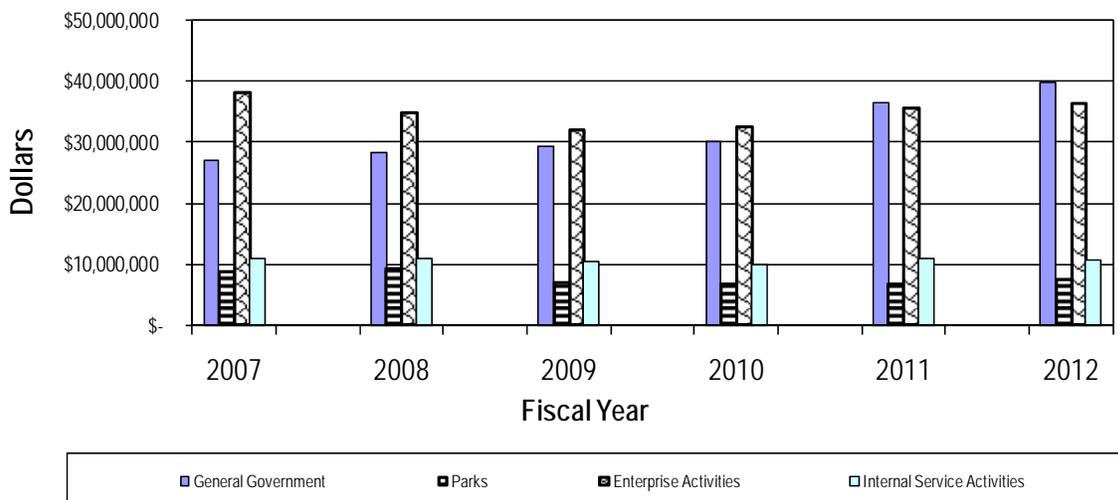


Overview

The 2012 budget Summary by Fund is on the following page. The City portion increased 4.9% or \$4,246,149 from the 2011 Adopted Budget, while the Parks portion increased 11.2% or \$747,281 from the 2011 Adopted Budget.

The Long-Term budget includes a summary by fund from 2006 through 2017.

Total Budget By Activity



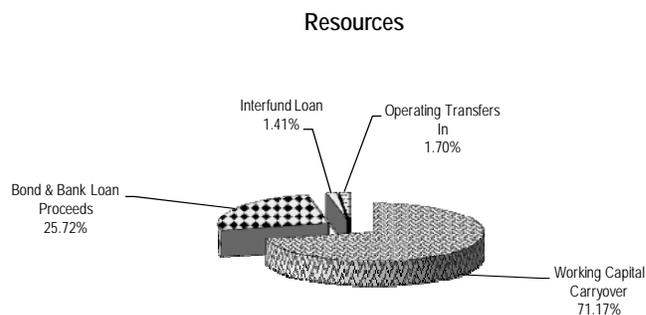
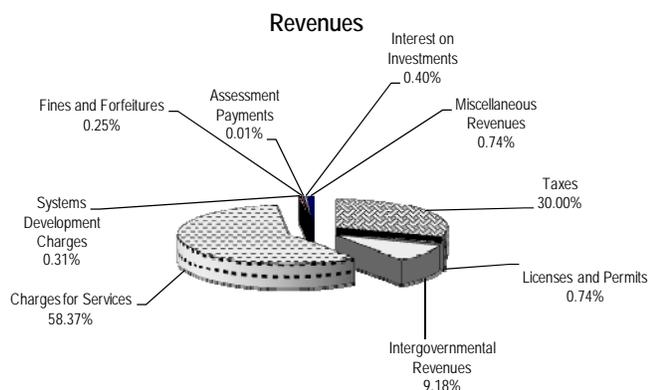
summary by fund

REQUIREMENTS BY FUND City Component	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
General Fund	\$ 16,220,589	\$ 16,617,044	\$ 16,793,938	\$ 17,339,456	\$ 17,339,456	\$ 17,338,176
Community Development Block Grant Fund	195,130	484,441	413,116	266,145	266,145	266,145
Reserve Fund	-	148,072	151,500	869,172	869,172	869,172
Street Fund	5,160,478	5,536,688	9,194,088	8,719,091	8,719,091	8,998,091
Airport Fund	486,794	218,776	118,091	157,873	157,873	157,873
Capital Improvements Fund	3,241,962	3,242,703	5,586,431	8,259,612	8,259,612	8,384,612
Debt Service Fund	3,121,792	2,953,381	3,498,444	3,269,120	3,269,120	3,269,120
Water Fund	7,109,027	6,859,536	10,634,291	8,435,403	8,345,403	8,600,403
Wastewater Fund	8,414,152	8,541,876	8,747,315	8,951,854	8,951,854	8,951,854
Electric Fund	13,693,271	14,341,980	14,458,479	16,263,914	16,263,914	16,263,914
Telecommunications Fund	2,684,019	2,757,100	2,797,937	2,516,683	2,516,683	2,516,683
Central Services Fund	5,823,695	5,872,035	6,095,883	6,145,679	6,145,679	6,145,679
Insurance Services Fund	1,900,671	1,380,007	1,302,559	1,552,382	1,552,382	1,552,382
Equipment Fund	2,600,592	2,575,872	3,508,076	2,960,114	2,960,114	2,960,114
Cemetery Trust Fund	803,551	814,968	846,753	872,797	872,797	872,797
Total by Fund	71,455,723	72,344,479	84,146,901	86,579,295	86,489,295	87,147,015
Parks and Recreation Fund	6,344,686	6,403,188	6,366,886	7,139,010	7,139,010	7,139,010
Ashland Youth Activities Levy Fund	235,729	65,970	42,356	20,000	20,000	20,000
Parks Capital Imp Fund	326,017	252,864	265,991	263,504	263,504	263,504
Total Parks Component	6,906,432	6,722,022	6,675,233	7,422,514	7,422,514	7,422,514
Total Budget	\$ 78,362,155	\$ 79,066,501	\$ 90,822,134	\$ 94,001,809	\$ 93,911,809	\$ 94,569,529

resources summary by classification

RESOURCE SUMMARY

	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Revenues:						
Taxes	\$ 17,285,423	\$ 18,319,252	\$ 18,463,680	\$ 19,523,650	\$ 19,433,650	\$ 19,433,650
Licenses and Permits	768,451	474,379	388,325	482,750	482,750	482,750
Intergovernmental Revenues	1,735,699	2,483,776	6,819,631	5,972,025	5,972,025	5,972,025
Charges for Services	34,141,945	35,891,183	37,389,796	37,989,722	37,989,722	37,989,722
Systems Development Charges	292,250	300,287	158,576	202,000	202,000	202,000
Fines and Forfeitures	156,092	183,266	165,200	165,000	165,000	165,000
Assessment Payments	25,587	3,292	133,495	5,000	5,000	5,000
Interest on Investments	241,283	255,999	175,294	257,200	257,200	257,200
Miscellaneous Revenues	1,270,500	670,446	411,590	484,602	484,602	484,602
Total Revenues	55,917,230	58,581,880	64,105,587	65,081,949	64,991,949	64,991,949
Budgetary Resources:						
Working Capital Carryover	20,052,791	19,935,261	20,734,348	20,583,178	20,583,178	21,240,898
Other Financing Sources:						
Bond & Bank Loan Proceeds	1,438,961	-	4,047,696	7,437,200	7,437,200	7,437,200
Interfund Loan	625,000	80,000	1,208,000	408,000	408,000	408,000
Operating Transfers In	328,173	469,360	726,503	491,482	491,482	491,482
Total Budgetary Resources	22,444,925	20,484,621	26,716,547	28,919,860	28,919,860	29,577,580
Total Resources	\$ 78,362,155	\$ 79,066,501	\$ 90,822,134	\$ 94,001,809	\$ 93,911,809	\$ 94,569,529



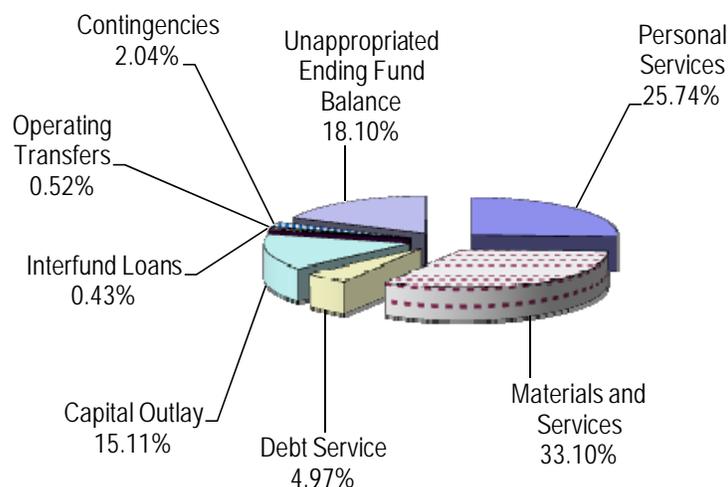
Charges for Services are 58.45% of Revenues. They primarily consist of Electric, Water, Wastewater, Telecommunications and other charges for services provided. The second largest category is Taxes of 30% of total revenues.

Budgetary Resources consist of Carryover, Loans and Transfers between funds, and Borrowings from outside sources. These categories account for \$29.6 million of the \$95 million budget. Working Capital Carryover (the beginning equity of the City) accounts for 71.8% of Budgetary Resources, while borrowings accounted for most of the remainder.

requirements summary by classification

REQUIREMENTS BY CLASSIFICATION	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Operating Expenditures						
Personal Services	\$22,414,643	\$22,063,568	\$23,405,251	\$24,407,865	\$24,344,430	\$24,344,430
Materials and Services	26,833,937	27,665,997	29,738,598	31,129,152	31,160,587	31,304,307
Debt Service	4,803,717	4,764,408	5,757,589	4,695,628	4,695,628	4,695,628
Total Operating Expenditures	54,052,297	54,493,973	58,901,438	60,232,645	60,200,645	60,344,365
Capital Construction						
Capital Outlay	3,421,423	1,715,897	10,757,082	13,564,260	13,564,260	14,286,760
Budgetary Requirements						
Interfund Loans	625,000	80,000	1,208,000	408,000	408,000	408,000
Operating Transfers	328,173	469,360	726,503	491,482	491,482	491,482
Contingencies	-	-	1,813,041	1,956,000	1,926,000	1,926,000
Unappropriated Ending Fund Balance	19,935,262	22,307,271	17,416,070	17,349,422	17,321,422	17,112,922
Total Budgetary Requirements	20,888,435	22,856,631	21,163,614	20,204,904	20,146,904	19,938,404
Total Requirements by Classification	\$78,362,155	79,066,501	\$90,822,134	\$94,001,809	\$93,911,809	\$94,569,529

Adopted Budget



Personal Services increased by 4%, Materials and Services Increased 5% and Capital Outlay increased 34% from the 2011 Amended Budget.

requirements summary by department

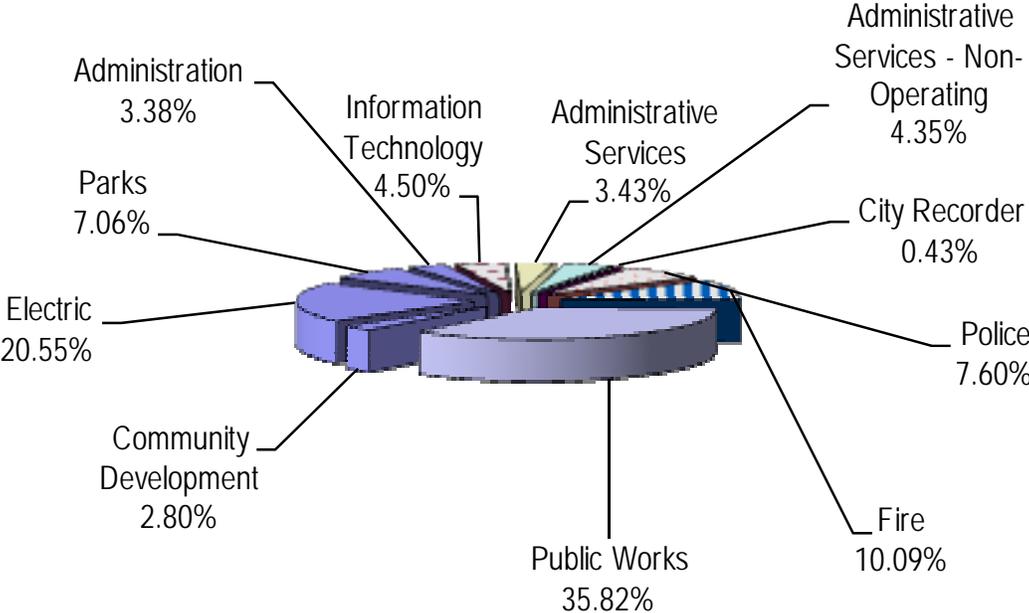
Overview

The Requirements Summary by Department totals \$94.6 million. Contributing to the increase from the previous year are costs in Capital Outlay as mentioned in the Budget Message. Fund related requirements totaling \$22 million are segregated at the bottom of the presentation.

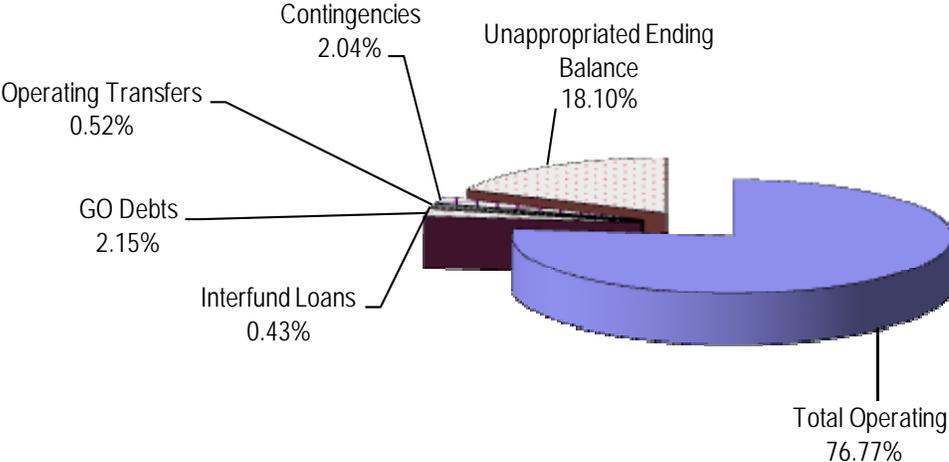
The total budget of \$94.6 million is a 5 million increase over last year's total adopted budget of \$89.6 million.

REQUIREMENTS BY DEPARTMENT	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Administration	\$ 2,127,522	\$ 2,159,917	\$ 2,291,319	\$ 2,349,473	\$ 2,452,473	\$ 2,452,473
Information Technology	2,918,562	2,925,849	3,615,614	3,265,261	3,265,261	3,265,261
Administrative Services	2,813,600	2,395,349	2,450,456	2,492,681	2,492,681	2,492,681
Administrative Services - Non-Operating	1,308,506	1,157,652	2,112,879	3,081,990	3,081,990	3,156,990
City Recorder	272,350	293,784	305,725	310,756	310,756	310,756
Police	5,345,705	5,463,162	5,581,235	5,429,761	5,429,761	5,518,481
Fire	4,933,222	5,015,905	5,730,541	7,303,991	7,323,991	7,323,991
Public Works	16,532,731	15,672,763	25,456,171	25,392,327	25,302,327	26,004,827
Community Development	2,002,368	2,099,833	2,248,189	2,031,988	2,031,988	2,031,988
Electric	12,218,470	12,462,301	12,867,008	14,983,849	14,918,849	14,918,849
Subtotal	50,473,036	49,646,515	62,659,137	66,642,077	66,610,077	67,476,297
Parks	5,332,333	4,658,842	5,020,017	5,126,170	5,126,170	5,126,170
Total Operating	55,805,369	54,305,357	67,679,154	71,768,247	71,736,247	72,602,467
GO Debts	1,668,351	1,904,513	1,979,366	2,028,658	2,028,658	2,028,658
Interfund Loans	625,000	80,000	1,208,000	408,000	408,000	408,000
Operating Transfers	328,173	469,360	726,503	491,482	491,482	491,482
Contingencies	-	-	1,813,041	1,956,000	1,926,000	1,926,000
Unappropriated Ending Balance	19,935,262	22,307,271	17,416,070	17,349,422	17,321,422	17,112,922
Total Non-departmental	22,556,786	24,761,144	23,142,980	22,233,562	22,175,562	21,967,062
Total Requirements by Department	\$78,362,155	\$79,066,501	\$90,822,134	\$94,001,809	\$93,911,809	\$94,569,529

Total Operating Budget



Total Budget

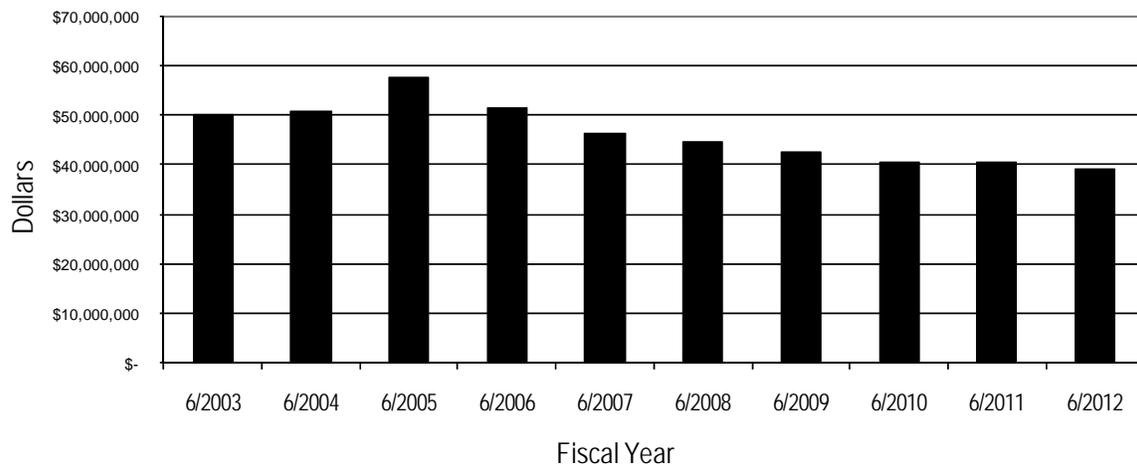


Overview

The adopted budget includes the payment of all current debt obligations of the City.

The total debt limitation as mandated by the State of Oregon revised statute (ORS 287.004) is 3 percent of the true cash value of all taxable property. The limitation excludes issues for most utilities as well as Special Assessment Debt. With a true cash value estimated at \$3,790,236,802 on June 30, 2010, this computes to a limit of \$113,707,104. The City has \$96,153,407 of available Legal Debt Margin.

Budgeted Indebtedness



debt summary

DEBT SUMMARY

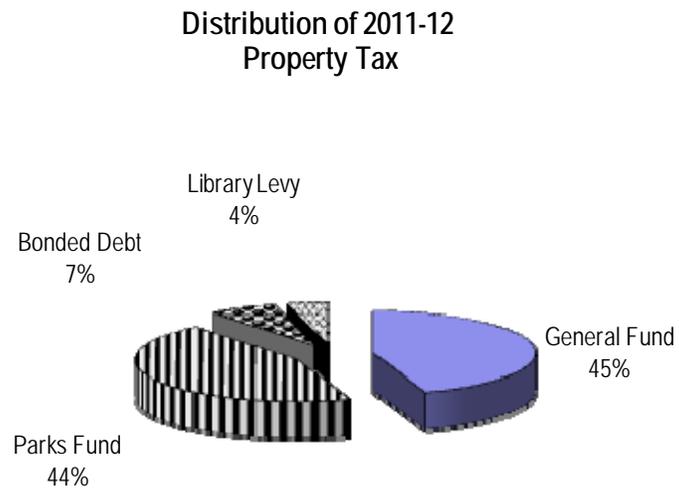
Fund	Debt Instrument	June 30, 2011	Retirements	New Debt	June 30, 2012
City Component					
Airport Fund	Hangar Construction Capital Loan	\$ 244,356	\$ 24,837		\$ 219,519
Street Fund	To be determined, Revenue Bond Portion			1,300,000	1,300,000
CIP Fund	To be determined, Revenue Bond Portion			4,670,000	4,670,000
Debt Service Fund	Open Space Land Notes	11,309	11,309		-
Debt Service Fund	Hospital Land Notes	100,606	28,902		71,704
Debt Service Fund	OSF Parking Structure	703,502	28,364		675,138
Debt Service Fund	2005 Refunding Series	2,075,000	290,000		1,785,000
Debt Service Fund	2004 Revenue Bonds*	13,620,000	660,000		12,960,000
Water Fund	1997 Water Refunding Bond	175,000	175,000		-
Water Fund	2003 Water Revenue Bonds	2,940,000	370,000		2,570,000
Water Fund	2009 Water Full Faith and Credit Bond	633,551	35,742		597,809
Wastewater Fund	2010 Wastewater Full Faith and Credit Bond	14,320,000	1,140,000		13,180,000
Wastewater Fund	2009 Wastewater Full Faith and Credit Bond	271,523	15,318		256,205
Wastewater Fund	To be determined, Revenue Bond Portion			467,200	467,200
Electric Fund	Clean Renewable Energy Bond	238,857	21,714		217,143
Total Budget		\$ 35,333,704	\$ 2,801,186	\$ 6,437,200	\$ 38,969,718

*These Revenue Bonds are also backed by the Full Faith and Credit of the City of Ashland

Summary by Type	June 30, 2011	Retirements	New Debt	June 30, 2012
External Obligations:				
General Obligation Bonds	\$ 16,775,074	\$ 1,001,060	\$ 4,670,000	\$ 20,269,014
Revenue Bonds, Loans and Notes	17,498,857	1,731,551	1,767,200	17,953,862
Notes Payable	1,059,773	68,575	-	746,842
	35,333,704	2,801,186	6,437,200	38,969,718
Total Obligations	\$ 35,333,704	\$ 2,801,186	\$ 6,437,200	\$ 38,969,718

Overview

Property taxes are distributed to the General Fund, Parks Fund, and Debt Service Funds for payment of bonded indebtedness. The estimated tax rate for FY 2011-12 is \$4.7076, which is an increase from the prior year's rate of \$4.6052.



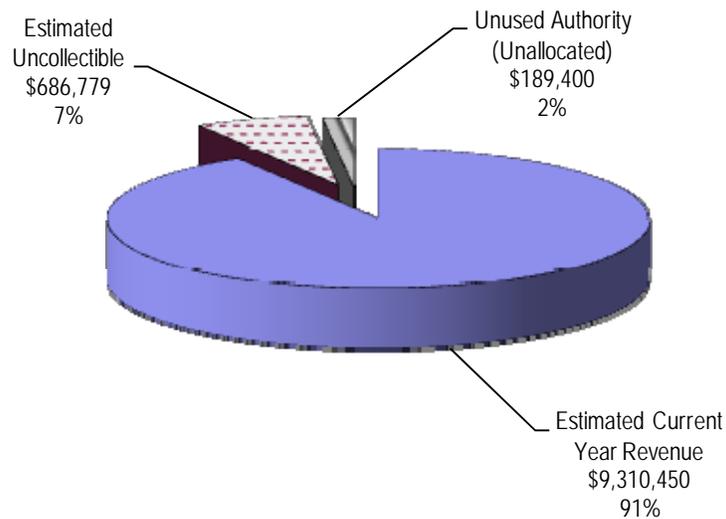
The City of Ashland levies property taxes for the funds and activities in the amounts shown in the table above. The City has assumed an uncollectible rate of 8% for budgetary purposes. The chart above shows the distribution of property taxes as a percentage of total taxes levied.

property tax summary

Limit	Permanent:	Amount Authorized 2011-12	Unused Authority (unallocated)*	Adopted Levy 2011-12	Estimated Uncollectible	Estimated Current Year Taxes	Estimated Tax Rate 2011-12
1.97179	General Fund- Operations	\$ 4,188,000		\$ 4,097,873	\$ 274,593	\$ 3,823,280	1.9295
0.175	Debt Service - Technology Fee	372,000		372,000	25,500	346,500	0.1750
2.13971	Parks Fund	4,544,000		4,444,689	306,489	4,138,200	2.0928
4.2865		9,104,000	189,400	8,914,562	606,582	8,307,980	4.1973
4.2865	Local Option Levies:						
	Ashland Library	406,858	-	406,858	30,138	376,720	0.1921
	Bonded Debt:						
	2005 GO Bonds	416,610	-	416,610	30,860	385,750	0.1962
	2012 Fire Station GO Bonds	259,200	-	259,200	19,200	240,000	0.1220
		675,810	-	675,810	50,060	625,750	0.3182
Total		\$ 10,186,668	\$ 189,400	\$ 9,997,229	\$ 686,779	\$ 9,310,450	4.7076

*Unused authority before estimated uncollectible and discounts

**Distribution of 2011-12
Property Tax**





Capital Improvement Program

Overview	2-3
Long Term Summary	2-8

Funded Projects Transportation/LID

TSP Update	2-13
Railroad Crossing Improvements; Oak	2-14
Miscellaneous Concrete Safety Repairs	2-15
Misc. New Sidewalk Improvements (based on prioritized list in TSP)	2-16
Slurry Seal Streets Per PMS	2-17
Croman Central Boulevard	2-18
Willow Wind Pedestrian Crossing Signal	2-19
Overlay—Wightman Street—Quincy to Siskiyou	2-20
Overlay—Taylor Street—Holly to Ashland	2-21
Pavement plus; Sheridan Street & Schofield Street Local Improvement District	2-22
Pavement plus; Fielder Street Local Improvement District (Indiana to End)	2-23

Funded Projects Airport

Entitlement Grants (FAA/ODA)	2-24
Federal Aid to Municipalities (FAM)	2-25

Funded Projects Water

Water Master Plan Update / Water Supply Study (Right Water for the Right Use Program)	2-26
FERC Part 12 Hosler Dam Safety Analysis	2-27
Reeder Res / Improvements & Silt Removal E/W Forks	2-28
Water Plant Security Fencing	2-29

Funded Projects Wastewater

Comprehensive Wastewater Master Plan Update	2-30
Wastewater Collections Line Replacement Miscellaneous In-House	2-31
Abandon Nevada St PS and realign line	2-32

Funded Projects Storm Drain

Water Quality Improvements—Basin/Riparian Areas	2-33
Beach / Mountain Creek; Idaho from Iowa to Holly	2-34

Funded Projects Electric

Install New Service & Infrastructure	2-35
Electric Utility Line Installation; In House Various Locations	2-36
Ashland Substation Upgrade	2-37
Upgrade Feeder Line—Morton Street	2-38
Upgrade Feeder Line— Railroad Feeder	2-39
Oak Street Facility Undergrounding— Van Ness to Nevada	2-40

capital improvements plan

Funded Projects AFN/Telecommunications

Telecommunications Services and Fiber Expansion..... 2-41
Telecommunications Installations, Extensions, and Undergrounding..... 2-42
Wireless Services Deployment 2-43

Funded Projects Information Technology/GIS/Administrative Services/Finance

Desktop and Laptop Planned Replacement (25% Annually)..... 2-44
Server Replacements (Virtual Server Solution)..... 2-45
City Wide Aerial Photographs 2-46
Financial Software Upgrades 2-47

Funded Projects Administration

City Facility Upgrades & Maintenance..... 2-48
Miscellaneous Roof Replacement..... 2-49
EV Charging Stations Installations 2-50
I/T Headend Room Fire Suppression System 2-51
Fire Station No. 2 Reconstruction..... 2-52
Police Department Building Improvements..... 2-53

Funded Projects Parks and Recreation

Lower Clay Street Purchase 2-54
Ashland Creek Park Development..... 2-55
Oak Knoll Irrigation Replacement / Improvements..... 2-56
Lithia Park Plan / Evaluation 2-57
Overlay Parking Lots 2-58
Lithia Park Restrooms..... 2-59
Tennis Court Lighting Improvements..... 2-60
Sherwood Park Restroom..... 2-61
Enders Shelter 2-62
Upper Clay Street Park Development..... 2-63
Bluebird Park Stairs 2-64
North Mountain Park Nature Center Remodel..... 2-65
Ice Rink Cover and Improvements 2-66
Calle Guanajuato Improvements..... 2-67
Tennis Court Surface Replacement..... 2-68
Lower Clay Street Park Development..... 2-69
Open Space Acquisition..... 2-70
Softball Field Lights..... 2-71

Unfunded Projects

Unfunded Transportation and Local Improvement District Project 2-72
Unfunded Storm Drain Projects 2-76
Unfunded Water Projects 2-79
Unfunded Wastewater Projects..... 2-81
Unfunded Electric Project..... 2-82
Unfunded Administration Projects..... 2-83

Overview

The Public Works Department maintains and manages the City's Capital Improvement Program (CIP). Each department or enterprise fund manager develops their specific portion of the CIP with a rolling 6-year funding outlook based on the need due to the current and future capacity requirements, the condition of existing systems vs the expected life of the system, and future growth anticipations.

Current Year Highlights (FY2011)

The Public Works section of the FY11 CIP Program resulted in the completion of numerous projects including the Jefferson Street Extension Project; Sidewalk construction on Laurel Street; Overlay/Reconstruction of Will Dodge Way; Liberty Street LID; Water Plant Process Improvement; and the completion of the Storm Water Master Plan.

Significant Budget Changes

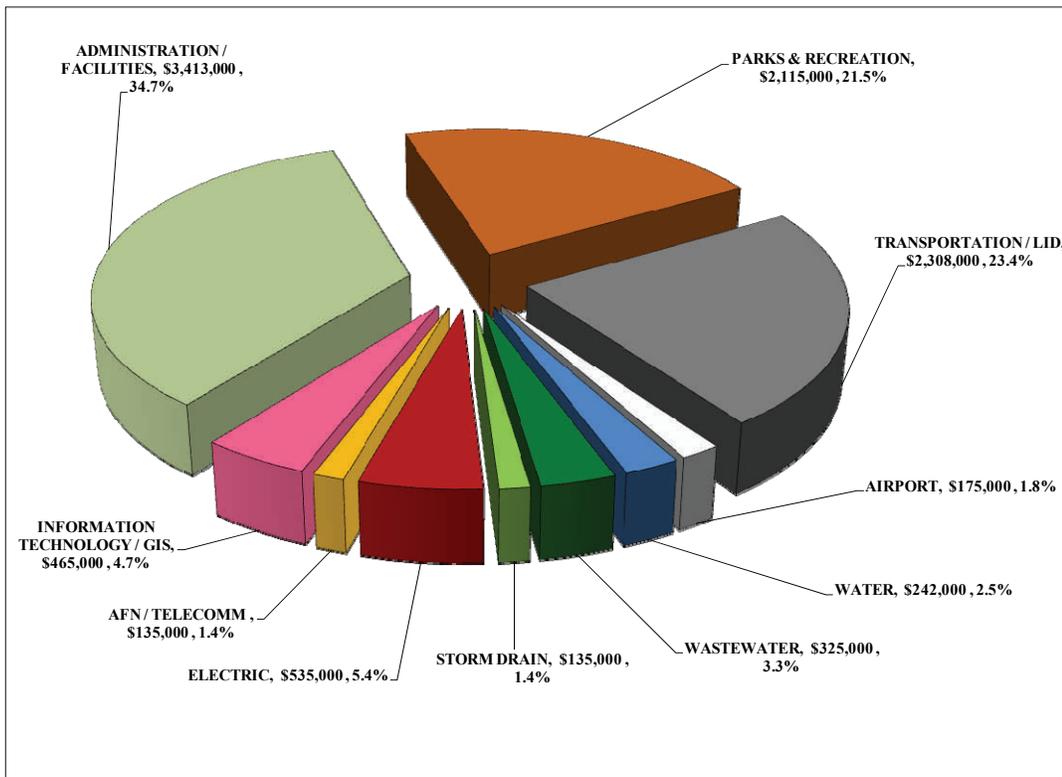
The FY2012 CIP reflects the current economic situation facing the City. Due to funding shortfalls and economic uncertainty, an "unfunded" CIP category was created in FY2010 and any project without certain funding is listed in this section. These unfunded projects total in excess of \$51.7 Million. The FY2012 CIP is proposed at \$9,773,000.

FY 2012 Program Summary

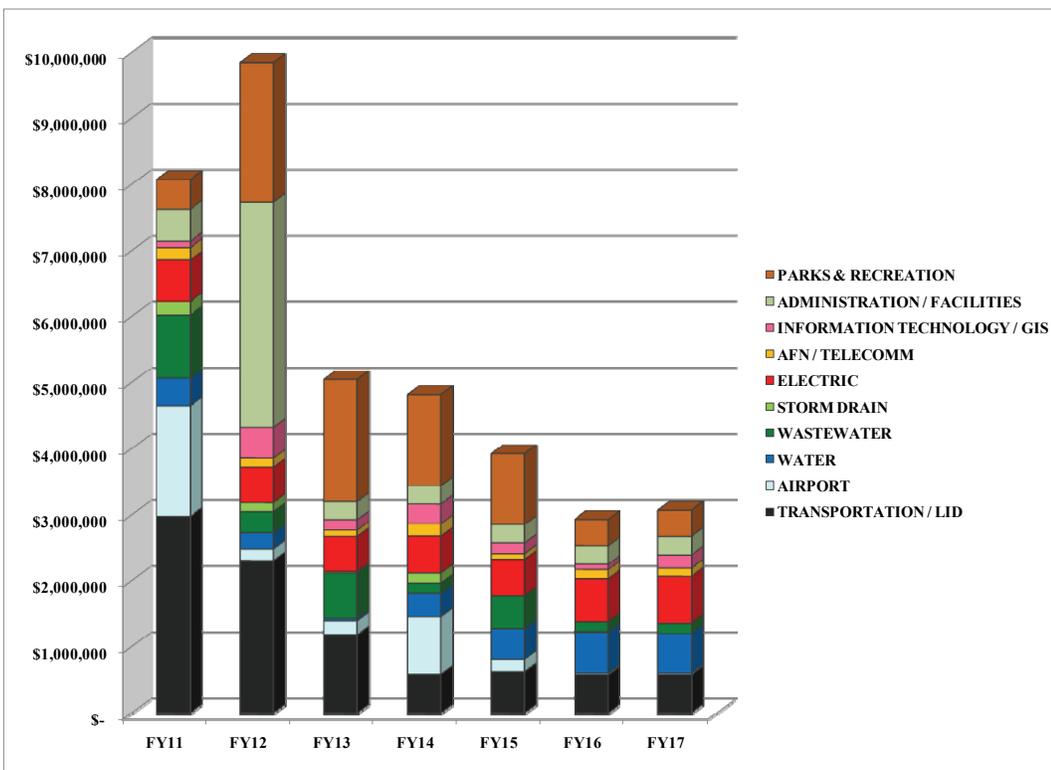
Transportation /LID	\$ 2,308,000
Airport	175,000
Water	242,000
Wastewater	325,000
Strom Drain	135,000
Electric	535,000
AFN/Telecomm	135,000
Information Technology	465,000
Administration - Facilities	3,413,000
Parks & Recreation	\$ 2,040,000
Proposed Total	<u>\$ 9,773,000</u>
2010-11 Projects Carried Forward	\$ 569,000 *
2011-12 Additional Projects	153,500 *
Adopted Total	<u>\$10,495,500</u>

See Page 1-21

FY 12 Breakdown



FY11-FY17 CIP Summary by Department



FY12 CIP PROGRAM LIST AND PROJECT SUMMARY

CIP Projects are divided into corresponding City Departments and then often sub-divided into their respective Divisions. Project details are described on the project sheets as shown on the table of contents on page 2-1. A summary of the overall CIP program follows.

Transportation

Located within the Street Fund, the City's transportation program encompasses streets, sidewalks, bike paths, railroad crossings, transit, and "Grounds Maintenance" for costs associated with the Parks Department agreement to fund the landscaping maintenance for the medians, entry ways and downtown landscaped areas. The fund also supports the Transportation Commission, Transportation System Plan Update and other specific transportation studies, a portion of the Rogue Valley Council of Governments dues for the Metropolitan Planning Organization (MPO) and other ancillary transportation related program elements.

Street Fund Revenue sources include

- ⇒ Oregon State gasoline taxes that may be used on roadway pavement and maintenance projects
- ⇒ City franchise fees paid by other City enterprise funds such as electric, water, wastewater and others for use of the transportation system, (FY11 proposed budget proposes to suspend water and sewer franchise fee payments for one year only)
- ⇒ City transportation systems development charges (SDCs which were updated in FY08) to pay for future growth needs of the system
- ⇒ City transportation user/utility fees assessed to all property owners
- ⇒ City Local Improvement District charges for specific projects assessed through a benefiting district
- ⇒ State and federal grants including
 - ⇒ FTE – Federal Transportation Enhancement projects for sidewalks, bikepaths, etc.
 - ⇒ STP – State Transportation Program funds for major improvements and system upgrades to the City's system
 - ⇒ STIP – State Transportation Improvement Plan funds for urban upgrades on state facilities
 - ⇒ CMAQ – Federal Congestion Mitigation and Air Quality grant funds for projects that help reduce emissions (Diesel Retrofit and Sweeper purchases) and dust (paving projects)
 - ⇒ OECD SPWF – Oregon Economic Commission Development Division Special Public Works Funds for projects that relate to the creation of new jobs
 - ⇒ Other safety and specific transportation funding program opportunities
 - ⇒ Federal Stimulus funds.

The FY12 CIP transportation program includes the Willow Wind Pedestrian Crossing Signal, Schofield/Monte Vista LID, Croman Central Boulevard and the Oak Street Railroad Crossing Improvement project. Maintenance projects include overlaying portions of Wightman Street from Quincy to Siskiyou, and Taylor Street from Holly to Ashland. Other projects within the FY11 transportation CIP include update of the City's transportation system plan and miscellaneous sidewalk and concrete infrastructure repair projects.

capital improvements plan

Airport

The Ashland Municipal Airport is trending toward self sufficiency through revenues generated from the hangar leases and flight operations on the field. Currently revenues are not where they should be for the long term maintenance and development of the Airport. There are plans for continued improvements and growth that will generate more revenue for the Airport. In addition to the standard fees and charges at the Airport, there are several grant opportunities for Airport maintenance through state and federal resources.

The Airport Layout / Master Plan was updated in October of 2005 and describes the direction of Airport growth for years 2005-2024. The FY12 CIP program includes federal grant funds administered through FAA to be used for an overlay for runway 12/30.

Water Fund

The Water Fund is further divided into four divisions; supply, treatment and distribution, and the improvement and reimbursement SDC portions. The Water program has had several master planning projects to ensure that all federal and state drinking water standards are fully met, the distribution system is fully functional, and that planning is completed to ensure long term water viability for the community as it continues to grow. The supply division focuses on the raw water sources that are then treated to drinking water standards then distributed to our community. There are three sources of water that are managed in the Supply division; water from the Mount Ashland watershed that is held in Reeder Reservoir prior to treatment, water from the Talent Irrigation District that is primarily used untreated as irrigation water, but in drought years it is pumped to the treatment plant and treated for potable water consumption, and finally water rights in Lost Creek Lake have been purchased from the US Army Corps of Engineers for future consumption through the Medford Water District's treatment system and transported through the Talent-Ashland-Phoenix (TAP) water transmission line straight into the City's distribution system. Adequate water supply is a must for all communities. To that end, staff will continue to develop the "Right Water for the Right Use" concept through the Water Master Plan update and will incorporate conservation and irrigation practices to increase the availability of potable water well into the future.

The FY12 Water Supply CIP includes the Right Water Right Use Water Master Plan update, FERC Part 12 Hosler Dam Safety Analysis, and Reeder Reservoir Silt removal.

The Treatment Plant is a separate division that accounts for all of the costs associated with receiving raw water and treating it to meet the state and federal standards. The distribution division includes all of the costs associated for piping and pumping to get treated potable water to each customer. The lone FY12 Water Distribution project for this year will involve installing security fencing for the Water Treatment Plant.

Wastewater

The Wastewater Fund is just slightly less complicated with only three funds; collection of wastewater, treatment and disposal of the final effluent and biosolids, and the improvement and reimbursement SDC portions. Overall this enterprise program is funded through a combination of service fees, SDCs, and food and beverage tax collected specifically for the repayment of the construction of the wastewater treatment plant (1998-2003 construction at a cost of \$30M).

The Wastewater Treatment Plant Facilities Plan was originally completed and adopted in 1998. As a part of the required permit renewal, the Facilities Plan will be updated. The FY12 program includes the anticipated costs for the Master Plan update as well as some in-house line replacements and the abandonment of the Nevada Street Pump Station.

Storm Drain / Water Quality

Phase 1 of the City's Stormwater and Drainage Master Plan update to the original 2000 study was completed in 2009, and the second phase of this project began in April 2010. This project looks at all drainage basins within the City for drainage capacity, needed improvements and specific water quality improvements that are needed for regulatory compliance. Improvements will include pipe capacity upgrades to ensure that the drainage from rain events will be safely transported to stream channels, as well as water quality projects to better control the waters that flow into the creeks and stream beds. Major improvements to the Beach and Mountain Creek systems are being proposed for the next several years. This was identified in the 2000 Master Plan as one large "need" but has since been revised into several smaller specific projects that will better adjust to the development in the area. In addition, the water quality projects will be specifically defined to meet the Department of Environmental Quality's (DEQ) National Pollution Discharge Elimination System non-point source permitting requirements, the DEQ Total Maximum Daily Load (TMDL) for bacteria and temperature, and the City's new Riparian Protection Ordinance.

The Stormwater Program is still within the overall Street Fund but in its own division to specifically account for the program funding. Revenue sources are from the storm drain utility fee which is calculated based on the impervious area for commercial customers and a flat fee for residential users. Because of the regulatory requirements for removing sediment and improving water quality, it is anticipated that the street sweeping function will be funded in the Storm Drain program in the future. There are small matching grants available from DEQ for water quality improvement projects. The Systems Development Charges (SDCs) will be updated with the Master Plan update.

The only projects identified in the FY12 Stormwater program are riparian improvements to Ashland Creek near Water Street and Central Avenue and storm drain installation in Idaho Street from Iowa to Holly.

Electric

The Majority of the Electric funds CIP program is in annual anticipated new installations. The remaining capital items are focused on improving the existing systems with under grounding utilities lines, and the continuation of upgrading the City's portion of the Ashland Substation on Nevada Street. A portion of the Morton Street Feeder from Mountain Avenue Substation will have a conductor upgrade for future additional loads and the same will be started on the Railroad Feeder.

AFN/Telecommunications

The Ashland Fiber Network system has over 27 miles of fiber optic cable, more than 110 miles of coax cable, and transmitting signals through 40 optical nodes to provide services to over 4,200 customers. The CIP includes elements that were presented in the Business Plan to Council in 2009. The majority of the projects in the FY12 program are anticipated annual requirements to maintain and improve the network, provide fiber to the premise in response to business customer requests, and convert some of the overhead connections to underground. Continued deployment of wireless internet service is forecasted in FY 12 as well as telecommunication services and fiber expansion.

Technology

The computer technology budget provides for all planned computer and printer replacements for the City's internal systems. This also includes other hardware purchases such as servers and major software updates / purchases.

Administration – City Facilities

This portion of the CIP includes all of the City's facilities that are not separately accounted for in enterprise funds. Funding for this program is typically through general obligation bonds, other borrowings, property tax and a "City Facility Use Fee" to other departments.

Parks and Recreation

The City funds approximately \$400,000 annually from the food and beverage funds for Parks acquisition and development. In addition, the Parks CIP shows new park development for the Vogel Property which is now known as the Ashland Creek Park, planning for Lithia Park, parking lot overlays, and several other projects. In addition, the CIP anticipates irrigation projects at the Oak Knoll Golf Course and additional open space acquisition.

capital improvements plan

Capital Improvements Plan 2011-2017 Construction Years											
Project Description	Approved 2010-11	Est. Spend 2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Unfunded	FY12-Unfunded TOTAL COST	
Transportation	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	
Jefferson Street Extension Project (Brammo - OECCDD)	\$ 775,000	\$ 652,000								\$ -	
Pavement plus; Plaza Avenue (CMAQ)	\$ 80,000	\$ 75,000								\$ -	
Sidewalk Construction - Laurel Street - Hersey to Randy	\$ 280,000	\$ 280,000								\$ -	
Audible Pedestrian Signals	\$ -	\$ 28,000								\$ -	
Railroad Crossing Improvements; Hersey & Laurel	\$ 450,000	\$ 400,000								\$ -	
TSP Update	\$ 216,000	\$ 75,000	\$ 166,000							\$ 166,000	
Railroad Crossing Improvements; Oak	\$ 35,000	\$ -	\$ 35,000							\$ 35,000	
Miscellaneous Concrete Safety Repairs	\$ 100,000	\$ 180,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 600,000	
Misc New Sidewalk Improvements (based on prioritized list in TSP)	\$ 80,000	\$ 140,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 480,000	
Slurry Seal Streets Per PMS	\$ 100,000	\$ 97,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 600,000	
Croman Central Boulevard			\$ 1,000,000							\$ 1,000,000	
Willow Wind Pedestrian Crossing Signal			\$ 80,000							\$ 80,000	
Walker Avenue Improvements - Ashland St to E. Main St (CMAQ)				\$ 605,000						\$ 605,000	
Nevada Street Extension & Bridge Const, Bear Creek to Mountain Ave									\$ 2,400,000	\$ 2,400,000	
Downtown Plan Phase II									\$ 1,500,000	\$ 1,500,000	
N. Main Street & Wimer Street Intersection Safety Improvements									\$ 1,485,000	\$ 1,485,000	
Bikeway									\$ 1,800,000	\$ 1,800,000	
Bike Path Improvement on N Main section									\$ 650,000	\$ 650,000	
Signal Installation at Tolman Creek Road & Siskiyou Boulevard									\$ 350,000	\$ 350,000	
Signal Installation at Oak Street & Hersey Street									\$ 300,000	\$ 300,000	
Fire Station #1 Concrete Repair									\$ 72,000	\$ 72,000	
Park and Ride Creation									\$ 30,000	\$ 30,000	
Subtotal Transportation	\$ 2,116,000	\$ 1,927,000	\$ 1,561,000	\$ 885,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 8,587,000	\$ 12,153,000	
Street Improvements/Overlays per Pavement Management System (Cap of \$350,000/yr)	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	
Will Dodge Way Overlay/Reconstruction	\$ 75,000	\$ 50,000								\$ -	
Overlay - Allison Street - Gresham to Sherman	\$ 350,000	\$ 350,000								\$ -	
Overlay - N Mountain Avenue - Hersey to I-5	\$ 275,000	\$ 275,000								\$ -	
Overlay - Wightman Street - Quincy to Siskiyou			\$ 225,000							\$ 225,000	
Overlay - Taylor Street - Holly to Ashland			\$ 125,000							\$ 125,000	
Overlay - S. Mountain Avenue - Siskiyou to Prospect				\$ 300,000						\$ 300,000	
Overlay - Park Street - Siskiyou to End					\$ 250,000					\$ 250,000	
Overlay - Winburn Way - Granite to Nutley					\$ 60,000					\$ 60,000	
Overlay - Oak Street - Railroad Tracks to Oaklawn						\$ 350,000				\$ 350,000	
Overlay - Ashland Street - Morton to Taylor							\$ 110,000			\$ 110,000	
Overlay - Morton Street - Iowa to Pennsylvania							\$ 75,000			\$ 75,000	
Overlay - Holly Street - Morton to Idaho							\$ 95,000			\$ 95,000	
Overlay - Liberty Street - Siskiyou to Iowa							\$ 20,000			\$ 20,000	
Overlay - Nutley Street - Scenic to Winburn								\$ 100,000		\$ 100,000	
Overlay - Helman Street - N. Main to Ohio								\$ 200,000		\$ 200,000	
Crown Grind/Overlay - Iowa Street - Liberty to Idaho									\$ 650,000	\$ 650,000	
Overlay/Partial Rebuild - Harrison Street - Siskiyou to Euclid									\$ 600,000	\$ 600,000	
Overlay/Partial Rebuild - N Mountain Avenue - E. Main to Hersey									\$ 500,000	\$ 500,000	
Overlay/Partial Rebuild - Hargadine Street - Gresham to 1st									\$ 250,000	\$ 250,000	
Overlay/Partial Rebuild - Ashland Street - Siskiyou to R/R Tracks									\$ 850,000	\$ 850,000	
Repave/Rebuild - B Street - Oak to 5th									\$ 800,000	\$ 800,000	
Repave/Rebuild - Granite Street - Nutley to Pioneer									\$ 700,000	\$ 700,000	
Repave/Rebuild - E. Main - N Mountain to RR tracks									\$ 600,000	\$ 600,000	
Repave/Rebuild - Normal Ave - Ashland St to Siskiyou Blvd									\$ 200,000	\$ 200,000	
Subtotal Street Improvements/Overlays	\$ 700,000	\$ 675,000	\$ 350,000	\$ 300,000	\$ 310,000	\$ 350,000	\$ 300,000	\$ 300,000	\$ 5,150,000	\$ 7,060,000	
Local Improvement Districts	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	
Note: Costs shown are total project costs, City portion varies											
Pavement plus; Liberty Street Local Improvement District	\$ 275,000	\$ 275,000								\$ -	
Pavement plus; Sheridan Street & Schofield Street Local Improvement District	\$ 367,000	\$ 100,000	\$ 267,000							\$ 267,000	
Pavement plus; Fielder Street Local Improvement District (Indiana to End)			\$ 130,000							\$ 130,000	
Pavement plus; Waterline Road Local Improvement District									\$ 400,000	\$ 400,000	
District									\$ 1,000,000	\$ 1,000,000	
Miscellaneous Local Improvement Districts									\$ 200,000	\$ 200,000	
Subtotal Local Improvement Districts	\$ 642,000	\$ 375,000	\$ 397,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 1,997,000	
TRANSPORTATION / LID	\$ 3,458,000	\$ 2,977,000	\$ 2,308,000	\$ 1,185,000	\$ 590,000	\$ 630,000	\$ 580,000	\$ 580,000	\$ 15,337,000	\$ 21,210,000	

capital improvements plan

Capital Improvements Plan 2011-2017 Construction Years										
Project Description	Approved 2010-11	Est. Spend 2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Unfunded	FY12-Unfunded TOTAL COST
Airport	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals
Airport Improvements (AIP) FAA Grant - FY11 Runway 12/30 overlay	\$ 1,800,000	\$ 1,674,849								\$ -
Entitlement Grants (FAA/ODA)			\$ 150,000							\$ 150,000
Federal Aid to Municipalities (FAM)			\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000		\$ 150,000
Entitlement Grant - Airport Improvements - Security Upgrades, Perimeter Fencing				\$ 183,750						\$ 183,750
Entitlement Grant - Airport Improvements - Construct Taxiway					\$ 840,000					\$ 840,000
Entitlement Grant - Airport Improvement - Riparian Restoration						\$ 157,500				\$ 157,500
AIRPORT	\$ 1,800,000	\$ 1,674,849	\$ 175,000	\$ 208,750	\$ 865,000	\$ 182,500	\$ 25,000	\$ 25,000	\$ -	\$ 1,481,250
WATER	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals
Water Supply										
Hosler Dam Spillgate Upgrades	\$ 50,000	\$ 50,000								\$ -
Hosler Dam Security & Telemetry	\$ -	\$ 20,000								\$ -
Water Master Plan Update / Water Supply Study (Right Water for the Right Use Program)	\$ 370,000	\$ 270,000	\$ 49,000							\$ 49,000
FERC Part 12 Hosler Dam Safety Analysis	\$ 125,000	\$ -	\$ 125,000		\$ 60,000			\$ 60,000		\$ 245,000
Water Curtailment / TID Pump Station Improvements	\$ 220,000	\$ -			\$ 220,000					\$ 220,000
Forks	\$ 100,000	\$ 50,000	\$ 50,000			\$ 55,000	\$ 100,000	\$ 65,000		\$ 270,000
Ashland Creek West Fork Bridge Construction									\$ 120,000	\$ 120,000
Additional Lost Creek Water Rights									\$ 500,000	\$ 500,000
Talent, Ashland, Phoenix Pipeline & PS; Talent to Ashland									\$ 11,080,000	\$ 11,080,000
Additional Water Rights (TID/BOR system, etc)									\$ 1,200,000	\$ 1,200,000
Subtotal Supply	\$ 865,000	\$ 390,000	\$ 224,000	\$ -	\$ 280,000	\$ 55,000	\$ 100,000	\$ 125,000	\$ 12,900,000	\$ 13,684,000
Water Plant	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals
Plant Process Improvements (chem feed, soda ash, instrumentation, flocculator)	\$ -	\$ 23,500								\$ -
Water Plant Security Fencing			\$ 18,000							\$ 18,000
Water Treatment Plant - Construct New Filters 7 & 8									\$ 1,200,000	\$ 1,200,000
Ozone / UV analysis and installation									\$ 1,750,000	\$ 1,750,000
Subtotal Plant	\$ -	\$ 23,500	\$ 18,000	\$ -	\$ 2,950,000	\$ 2,968,000				
Water Distribution	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals
Waterline Replacement; Ditch RD; Strawberry PS to Grandview Dr						\$ 75,000	\$ 75,000	\$ 75,000		\$ 225,000
Lithia Water Line Repairs / Replacements				\$ 35,000		\$ 35,000				\$ 70,000
Waterline Installation - 2nd Street - E. Main to C St					\$ 80,000					\$ 80,000
Park Estates PS Improvements (Proj 7/8)						\$ 300,000				\$ 300,000
S. Mountain & Ivy Lane - Loop Rd Connector (Proj 6)							\$ 320,000			\$ 320,000
Loop Road Reservoir (Proj 12)							\$ 130,000			\$ 130,000
Waterline Replacement; Euclid Avenue - Pennsylvania to Ashland								\$ 400,000		\$ 400,000
New "Crowson II" Reservoir (Proj 12)									\$ 3,900,000	\$ 3,900,000
Waterline Upsizing - Hospital Zone: Maple Street, Chestnut Street & Catalina Drive									\$ 940,000	\$ 940,000
Waterline Replacement; Siskiyou Boulevard - Terra to Mistletoe									\$ 800,000	\$ 800,000
Waterline Upsizing - AHS Iowa Street; S. Mt to Wightman (Proj 2B)									\$ 640,000	\$ 640,000
Waterline Replacement; Granite Street - Nutley to Strawberry to Pioneer									\$ 300,000	\$ 300,000
Waterline Replacement; B Street - Oak to 5th									\$ 250,000	\$ 250,000
Waterline Replacement; Terrace Street - Iowa to TID Ditch									\$ 350,000	\$ 350,000
Subtotal Distribution	\$ -	\$ -	\$ -	\$ 35,000	\$ 80,000	\$ 410,000	\$ 525,000	\$ 475,000	\$ 7,180,000	\$ 8,705,000
WATER	\$ 865,000	\$ 413,500	\$ 242,000	\$ 35,000	\$ 360,000	\$ 465,000	\$ 625,000	\$ 600,000	\$ 23,030,000	\$ 25,357,000
WASTEWATER	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals
Wastewater Treatment Plant										
Wastewater Treatment Plant Membrane Sections Replacement Planning	\$ 535,000	\$ 430,000		\$ 535,000						\$ 535,000
Wastewater Treatment Plant Process Improvements				\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 500,000
Treatment Plant Capacity Evaluation									\$ 250,000	\$ 250,000
Treatment Plant - Thermal Improvements (DEQ - TMDL)									\$ 2,000,000	\$ 2,000,000
Subtotal Plant	\$ 535,000	\$ 430,000	\$ -	\$ 635,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 2,250,000	\$ 3,285,000
Wastewater Collection System	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals
Wastewater Line Replacement; Ashland Creek Main Line	\$ 275,000	\$ 275,000								\$ -
Wastewater Master Plan Update	\$ 350,000	\$ 200,000	\$ 150,000							\$ 150,000
House	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		\$ 300,000
Abandon Nevada St PS and realign line			\$ 125,000							\$ 125,000
Grandview Pump Station Replacement						\$ 350,000				\$ 350,000
Wastewater Line Replacement; Oak Street - Lithia Way to B Street									\$ 125,000	\$ 125,000
Wastewater Line Realignment; N. Mountain Ave - Hersey to Bear Creek Trunk									\$ 225,000	\$ 225,000
Bear Creek Interceptor Trunk Line Upsizing Wightman to Tolman Creek Road									\$ 450,000	\$ 450,000
Wastewater Line Realignment - Hersey Street; Patterson to Water St									\$ 225,000	\$ 225,000
Collection System upgrades/improvements (per master plan)										\$ -
WASTEWATER	\$ 675,000	\$ 525,000	\$ 325,000	\$ 50,000	\$ 50,000	\$ 400,000	\$ 50,000	\$ 50,000	\$ 1,025,000	\$ 1,950,000

capital improvements plan

Capital Improvements Plan 2011-2017 Construction Years											
Project Description	Approved 2010-11	Est. Spend 2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Unfunded	FY12-Unfunded	FY12-TOTAL COST
	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	Project Totals
Storm Drain											
Storm Water Master Plan Update	\$ -	\$ 47,555								\$ -	\$ -
Mountain Creek Water Quality Improvements - B St Yard outfall	\$ -	\$ 30,000								\$ -	\$ -
Water Quality Improvements - Basins/Riparian Areas	\$ -	\$ 92,000	\$ 100,000						\$ 50,000	\$ 150,000	\$ 150,000
Iowa Street - Sherman to Gresham Storm Drain Line Installation	\$ 35,000	\$ 35,000		\$ 22,000						\$ 22,000	\$ 22,000
Beach / Mountain Creek; Idaho from Iowa to Holly			\$ 35,000							\$ 35,000	\$ 35,000
2nd Street Storm Drain E. Main to Lithia Way					\$ 150,000					\$ 150,000	\$ 150,000
Storm Drain Relocation - Intersection of Woodland & Indiana									\$ 50,000	\$ 50,000	\$ 50,000
Hersey Wetlands 18" high flow bypass									\$ 186,000	\$ 186,000	\$ 186,000
Open Drainage Improvements; O&M Plan; Cemetery Ck, Clay Ck, RR Park									\$ 945,000	\$ 945,000	\$ 945,000
Beach / Mountain Creek; N. Mountain Ave from C to RR Tracks									\$ 215,000	\$ 215,000	\$ 215,000
Beach / Mountain Creek; Hersey/Starflower									\$ 50,000	\$ 50,000	\$ 50,000
Beach / Mountain Creek; C Street / Alleys									\$ 160,000	\$ 160,000	\$ 160,000
Beach / Mountain Creek; Energy / Velocity Dissipator									\$ 150,000	\$ 150,000	\$ 150,000
Liberty Street - Iowa to Pracht Street Storm Drain Line Installation									\$ 85,000	\$ 85,000	\$ 85,000
Hersey Street Bridge Bottom replacement									\$ 375,000	\$ 375,000	\$ 375,000
SWMP									\$ 200,000	\$ 200,000	\$ 200,000
Clay Creek Culvert @ E Main (JaCo)									\$ 150,000	\$ 150,000	\$ 150,000
Cemetery Creek Culvert @ E Main Street (JaCo)									\$ 150,000	\$ 150,000	\$ 150,000
Lithia Way Culvert (ODOT)									\$ 550,000	\$ 550,000	\$ 550,000
STORM DRAIN	\$ 35,000	\$ 204,555	\$ 135,000	\$ 22,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 3,316,000	\$ 3,623,000	\$ 3,623,000
ELECTRIC	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	Project Totals
SCADA System	\$ 20,000	\$ 20,000								\$ -	\$ -
Install New Services & New Infrastructure	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 325,000	\$ 300,000	\$ 325,000		\$ 1,850,000	\$ 1,850,000
Electric Utility Line Installation; In-house Various Locations	\$ 100,000	\$ 100,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000		\$ 625,000	\$ 625,000
Ashland Substation Upgrade	\$ 50,000	\$ 50,000	\$ 50,000				\$ 25,000			\$ 75,000	\$ 75,000
Upgrade Feeder Line - Morton Street	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000						\$ 60,000	\$ 60,000
FERC Part 12 Hosler Dam Safety Analysis	\$ 125,000	\$ 125,000			\$ 60,000			\$ 60,000		\$ 120,000	\$ 120,000
Upgrade Feeder Line - Railroad Feeder			\$ 50,000	\$ 50,000						\$ 100,000	\$ 100,000
Oak Street Facility Undergrounding - Van Ness to Nevada			\$ 30,000	\$ 30,000						\$ 60,000	\$ 60,000
Oak Knoll Substation Upgrade				\$ 50,000	\$ 50,000					\$ 100,000	\$ 100,000
Clover Lane Facility Undergrounding					\$ 50,000					\$ 50,000	\$ 50,000
Crowson Road/I-5 Freeway Crossing Upgrade						\$ 100,000				\$ 100,000	\$ 100,000
Hersey Street Facility Undergrounding - Oak to N. Mountain							\$ 200,000	\$ 200,000		\$ 400,000	\$ 400,000
E. Main Street/I-5 Freeway Crossing Upgrade							\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
ELECTRIC	\$ 630,000	\$ 630,000	\$ 535,000	\$ 535,000	\$ 560,000	\$ 550,000	\$ 650,000	\$ 710,000	\$ 200,000	\$ 3,740,000	\$ 3,740,000
AFN / TELECOMMUNICATIONS	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	Project Totals
Optical Time Domain Reflectometer (OTDR)	\$ 11,000	\$ 11,000								\$ -	\$ -
Telecommunications Services and Fiber Expansion	\$ 100,000	\$ 120,000	\$ 95,000	\$ 55,000	\$ 175,000	\$ 40,000	\$ 110,000	\$ 80,000		\$ 555,000	\$ 555,000
Telecommunications Installations, Extensions, and Undergrounding	\$ 10,000	\$ 10,000	\$ 30,000	\$ 30,000	\$ 15,000	\$ 45,000	\$ 30,000	\$ 45,000		\$ 195,000	\$ 195,000
Wireless Services Deployment	\$ 75,000	\$ 50,000	\$ 10,000	\$ 10,000						\$ 20,000	\$ 20,000
AFN / TELECOMM	\$ 196,000	\$ 191,000	\$ 135,000	\$ 95,000	\$ 190,000	\$ 85,000	\$ 140,000	\$ 125,000	\$ -	\$ 770,000	\$ 770,000
INFORMATION TECHNOLOGY	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	Project Totals
Desktop and Laptop Planned Replacement (25% Annually)	\$ -	\$ 60,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 480,000	\$ 480,000
Server Replacements (Virtual Server Solution)	\$ 15,000	\$ 15,000	\$ 60,000					\$ 60,000		\$ 120,000	\$ 120,000
Printer and Copier Replacements	\$ 20,000	\$ 20,000		\$ 20,000		\$ 20,000				\$ 40,000	\$ 40,000
Operating System and Office Productivity Software Required Upgrades	\$ 60,000	\$ -		\$ 60,000		\$ 60,000		\$ 60,000		\$ 180,000	\$ 180,000
IP-Phones and Telephony Migration Project					\$ 193,700					\$ 193,700	\$ 193,700
Email Migration					\$ 25,200					\$ 25,200	\$ 25,200
	\$ 95,000	\$ 95,000	\$ 140,000	\$ 160,000	\$ 298,900	\$ 160,000	\$ 80,000	\$ 200,000	\$ -	\$ 1,038,900	\$ 1,038,900
GIS	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	Project Totals
Citywide Aerial Photographs	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
ADMINISTRATIVE SERVICES / FINANCE	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	Project Totals	Project Totals
Financial Software Upgrades	\$ -	\$ -	\$ 250,000							\$ 250,000	\$ 250,000
	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
INFORMATION TECHNOLOGY / GIS / ADMINISTRATIVE SERVICES / FINANCE	\$ 95,000	\$ 95,000	\$ 465,000	\$ 160,000	\$ 298,900	\$ 160,000	\$ 80,000	\$ 200,000	\$ -	\$ 1,363,900	\$ 1,363,900

capital improvements plan

Capital Improvements Plan 2011-2017 Construction Years										
Project Description	Approved 2010-11	Est. Spend 2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Unfunded	FY12-Unfunded
			FY12	FY13	FY14	FY15	FY16	FY17		TOTAL COST
ADMINISTRATION - City Facilities										
Equipment / Shop - Diesel Retrofit	\$ 100,000	\$ 91,000								\$ -
Service Center Security Upgrades	\$ 70,000	\$ 70,000								\$ -
City Facility Upgrades & Maintenance	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ 130,000	\$ 130,000		\$ 765,000
Miscellaneous Roof Replacement	\$ 180,000	\$ 180,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		\$ 900,000
EV Charging Stations Installations	\$ -	\$ 20,000	\$ 20,000							\$ 20,000
IT Headend Room Fire Suppression System			\$ 40,000							\$ 40,000
Fire Station No. 2 Reconstruction			\$ 3,000,000							\$ 3,000,000
Fire Department Public Safety Training Facility									\$ 600,000	\$ 600,000
Police Department Building Improvements			\$ 78,000						\$ 1,222,000	\$ 1,300,000
Council Chamber's improvements									\$ 300,000	\$ 300,000
Council Chamber's TV Facilities Improvements									\$ 20,000	\$ 20,000
City Hall Computer Network									\$ 45,000	\$ 45,000
Archive Building Construction									\$ 1,500,000	\$ 1,500,000
Long Term Facilities Replacement									\$ 1,750,000	\$ 1,750,000
City Facilities Upgrades - based on a Facilities Plan									\$ 1,200,000	\$ 1,200,000
ADMINISTRATION - FACILITIES	\$ 475,000	\$ 486,000	\$ 3,413,000	\$ 275,000	\$ 275,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 6,637,000	\$ 11,440,000
PARKS & RECREATION										
Tennis Courts Lighting Improvements	\$ 75,000	\$ 75,000								\$ -
Lower Clay Street Purchase	\$ 1,300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 220,000				\$ 1,120,000
Overlay Parking Lots	\$ 10,000	\$ 10,000	\$ 40,000							\$ 40,000
Oak Knoll Irrigation Replacement / Improvements	\$ 50,000	\$ 50,000	\$ 350,000	\$ 350,000						\$ 700,000
Ashland Creek Park Development	\$ 100,000	\$ -	\$ 500,000	\$ 250,000						\$ 750,000
Lithia Park Plan / Evaluation	\$ 25,000	\$ -	\$ 25,000							\$ 25,000
Lithia Park Restrooms	\$ 75,000	\$ -	\$ 75,000							\$ 75,000
Sherwood Park Restrooms	\$ 35,000	\$ -	\$ 35,000							\$ 35,000
Bluebird Park Stairs	\$ -	\$ 10,000	\$ 25,000							\$ 25,000
Open Space Acquisition / Park Development	\$ 400,000	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000		\$ 2,400,000
Calle Guanajuato Improvements			\$ 100,000	\$ 100,000						\$ 200,000
Softball Field Lights			\$ 90,000							\$ 90,000
Lower Clay Street Development			\$ 50,000		\$ 500,000	\$ 450,000				\$ 1,000,000
Upper Clay Street Development			\$ 30,000	\$ 220,000						\$ 250,000
Nature Center Remodel			\$ 20,000	\$ 80,000						\$ 100,000
Enders Shelter	\$ 25,000	\$ -	\$ 25,000							\$ 25,000
Ice Rink Cover Replacements and Improvements				\$ 20,000	\$ 180,000					\$ 200,000
Tennis Court Surface Replacement				\$ 100,000						\$ 100,000
PARKS & RECREATION	\$ 2,095,000	\$ 445,000	\$ 2,040,000	\$ 1,845,000	\$ 1,380,000	\$ 1,070,000	\$ 400,000	\$ 400,000	\$ -	\$ 7,135,000
TOTAL CIP OVER TIME	\$ 10,859,000	\$ 8,071,904	\$ 9,773,000	\$ 5,045,750	\$ 4,818,900	\$ 3,922,500	\$ 2,930,000	\$ 3,070,000	\$ 51,795,000	\$ 81,355,150
	FY11	FY11 Est	FY12	FY13	FY14	FY15	FY16	FY17	Unfunded	FY12-17



TITLE: TRANSPORTATION SYSTEM PLAN

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

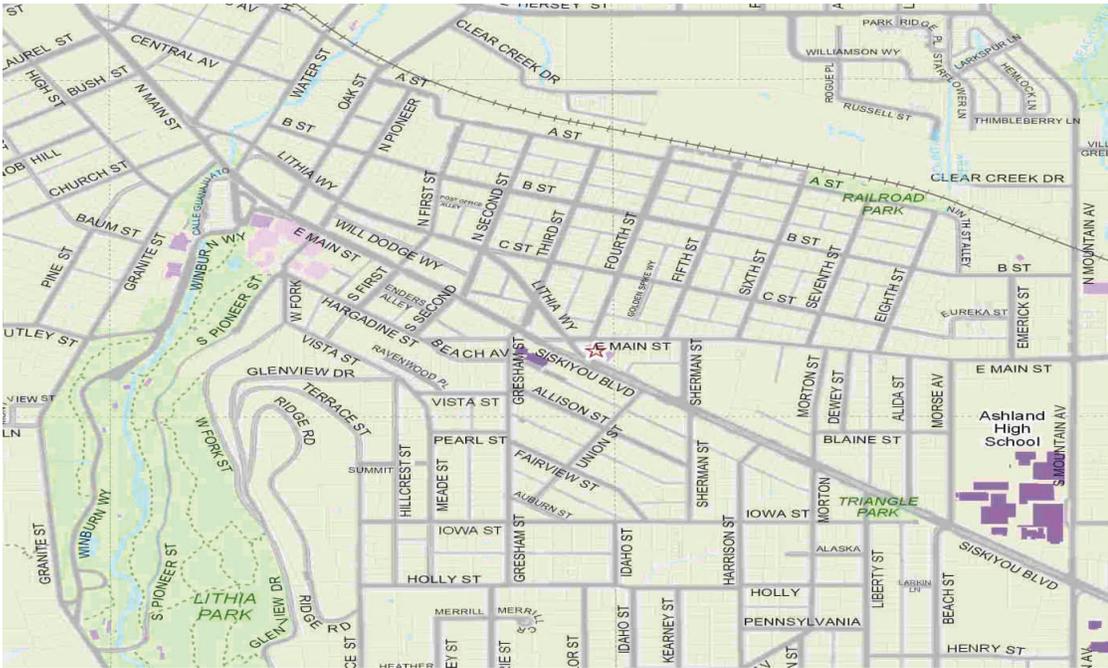
\$ 166,000	Street SDC
------------	------------

Project Cost by Budget Year:

2012	\$ 166,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 166,000

Project Description:

The City of Ashland is currently in the process of updating of the City's Transportation System Plan (TSP). This TSP update will define the existing system, and outline and prioritize specific improvements that will help the City move towards a more rounded multimodal system. In addition, the TSP update will revise all of the current chapters of the TSP, provide up-to-date maps and future improvements, and "Safe Routes to School".



capital improvement plan

TITLE: RAILROAD CROSSING IMPROVEMENTS; OAK STREET

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 29,750	Fees and Rates	<p>This project will replace the crossing surface and widen crossings to include bike and pedestrian crossings, and channelize traffic flow patterns at this crossing, as identified in the 1998 Transportation System Plan update. Automatic crossing gates will be installed under this project. ODOT Rail Division has submitted the application for improvement of this crossing and has issued the necessary order for the work. The majority of this work will be funded by ODOT Rail Division. The \$35,000 budget allocation will allow the City to extend sidewalks to the completed crossing.</p>	
5,250	Street SDC		
<u>\$ 35,000</u>			
Project Cost by Budget Year:			
2012	\$ 35,000		
2013			
2014			
2015			
2016			
2017			
<u>Total</u>	<u>\$ 35,000</u>		



TITLE: MISCELLANEOUS CONCRETE SAFETY REPAIRS

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$600,000	Fees and Rates
-----------	----------------

Project Cost by Budget Year:

2012	\$	100,000
2013		100,000
2014		100,000
2015		100,000
2016		100,000
2017		100,000
<hr/>		
Total	\$	600,000

Project Description:

Sidewalks and curbs within the City's jurisdiction are evaluated for necessary repair of deteriorating and unsafe curbs, sidewalks, construction of sidewalk ramps and other related safety items. Projects are identified annually with \$100,000 set aside each year. Residents and community members are encouraged to correct their own safety hazards along their homes or businesses, but to also inform the City if there are significant sidewalk or curb repairs needed. These projects repair dangerous sidewalks, curbs and ramps, which improves pedestrian safety in our community.



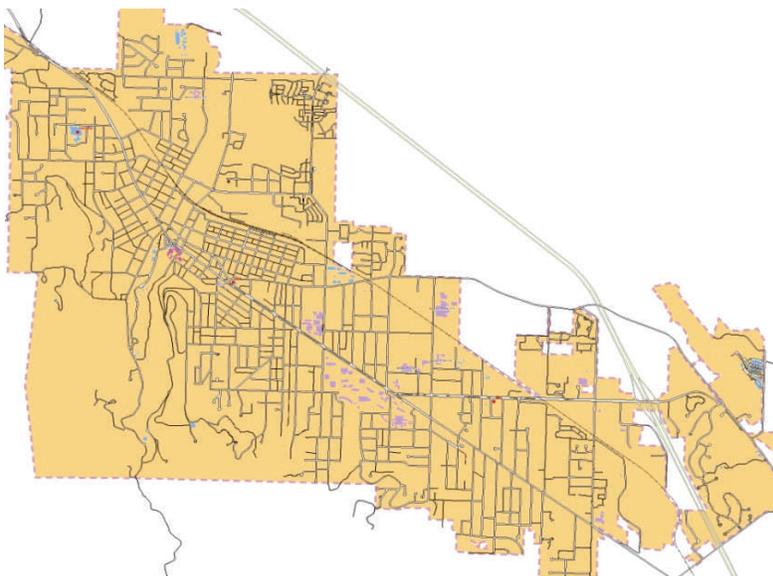
capital improvement plan

**TITLE: MISCELLANEOUS NEW SIDEWALK IMPROVEMENTS
(BASED ON PRIORITIZED LIST IN TSP)**

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 120,000	Street SDC	The City's 1998 Transportation System Plan includes new sidewalk improvements for missing sidewalk connections in built-out neighborhoods, or in other highly utilized transportation corridors within the City. Council prioritized school sidewalk connections first, then sidewalks that make the connection to transit corridors and businesses or other significant gathering places. As part of insuring these important connections are completed, \$80,000 is budgeted yearly. New sidewalk projects benefit the community as they provide important connectivity improvements that allow pedestrians to travel our community safely.	
360,000	Fees and Rates		
<hr/>			
\$ 480,000			
Project Cost by Budget Year:			
2012	\$ 80,000		
2013	80,000		
2014	80,000		
2015	80,000		
2016	80,000		
2017	80,000		
<hr/>			
Total	\$ 480,000		



TITLE: SLURRY SEAL STREETS PER PMS

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

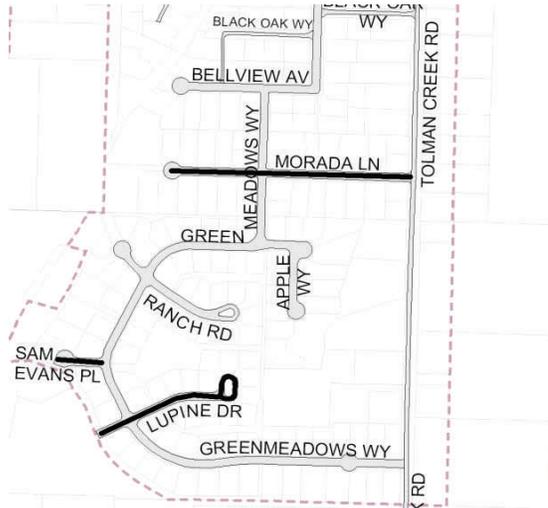
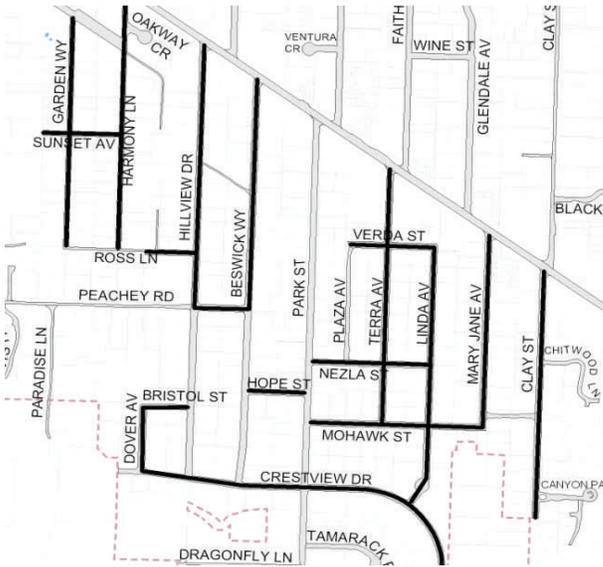
\$600,000	Fees and Rates
-----------	----------------

Project Cost by Budget Year:

2012	\$	100,000
2013		100,000
2014		100,000
2015		100,000
2016		100,000
2017		100,000
<hr/>		
Total	\$	600,000

Project Description:

A slurry seal is a treatment applied to the surface of existing asphalt streets to fill cracks and seal areas of old pavements, to restore a uniform surface texture and to seal the surface to prevent moisture and air intrusion into the pavement. It is used to prolong the life of existing pavement and is less costly than an asphalt overlay or full rebuild. Streets to be slurry sealed are selected through the City's pavement management program. These streets show signs of surface distress, but have not progressed to the point of structural or base failure. Identifying streets in need and acting quickly to seal them adds years of life to the pavement surface.



capital improvement plan

TITLE: CROMAN CENTRAL BOULEVARD

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 1,000,000 Grants

Project Cost by Budget Year:

2012	\$ 1,000,000
2013	
2014	
2015	
2016	
2017	

Total \$ 1,000,000

Project Description:

This project is for the construction of the primary central boulevard for the Croman Mill Site as designed and approved through a Master Planning effort for the property. The project is dependant upon the successful award of an Immediate Opportunities Fund (IOF) grant through the State Department of Transportation (ODOT) and Business Oregon. The grant would be awarded to the City and passed through to the private developer based upon job retention and creation commitments from the developers to Business Oregon and ODOT. The overall project cost has not yet been finalized, but is well in excess of the maximum grant potential of \$1,000,000. All project costs beyond the potential \$1,000,000 grant will be born by the property owners/developers of the Croman Mill property. No City funds are currently proposed to be utilized for the road construction project.



TITLE: WILLOW WIND PEDESTRIAN CROSSING SIGNAL

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:	
\$ 80,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 80,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 80,000

Project Description:

The Ashland Transportation Commission has recommended the construction of an improved crosswalk across East Main Street at Campus Way. This crosswalk will especially benefit students attending the Willow Wind Community Education Facility, Ashland Middle School and Walker Elementary School. Due to the high traffic volumes and speeds on East Main Street a High intensity Activated crossWalk (HAWK) system will be constructed at this location. The HAWK system allows pedestrians to activate a red signal light to permit safe pedestrian crossings. A Safe Routes to School grant has also been applied for to fund this crossing improvement, however, the project will be funded from fees and rates if the grant is not offered.



capital improvement plan

TITLE: OVERLAY-WIGHTMAN STREET-QUINCY TO SISKIYOU

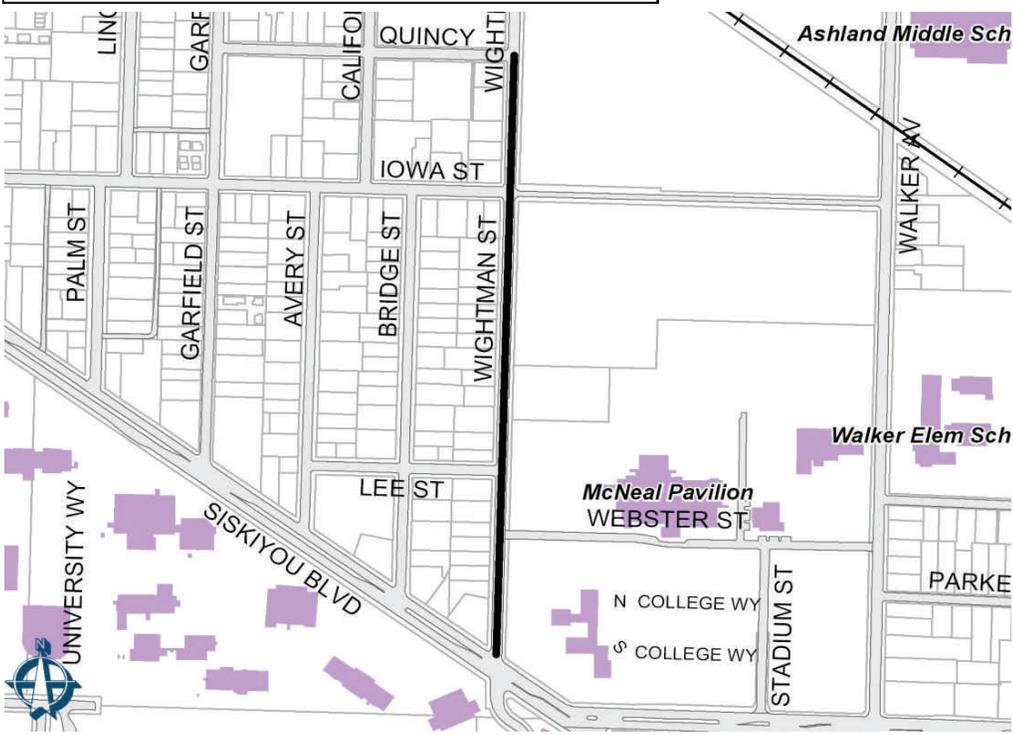
PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:	
\$ 225,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 225,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 225,000

Project Description:

The City's Pavement Management System has indicated that Wightman Street, between Quincy Street and Siskiyou Boulevard is in need of an asphalt overlay. All utilities in the area have already been upgraded and the overlay can proceed without a need for preliminary utility work. The project will include some minor areas of full depth reconstruction, surface grinding and overlaying the entire street surface with a 2-in thick layer of asphalt.



TITLE: OVERLAY-TAYLOR STREET-HOLLY TO ASHLAND

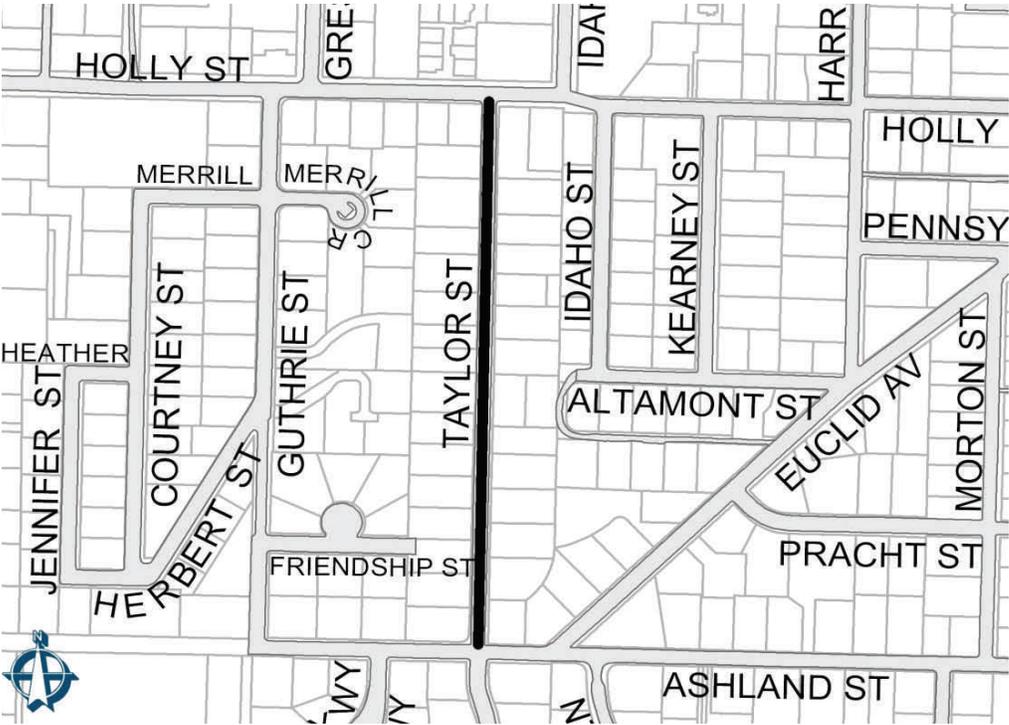
PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:	
\$ 125,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 125,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 125,000

Project Description:

The City's Pavement Management System has indicated that Taylor Street, between Holly Street and Ashland Street is in need of an asphalt overlay. All utilities in the area have already been upgraded and the overlay can proceed without a need for preliminary utility work. The project will include some minor areas of full depth reconstruction, surface grinding and overlaying the entire street surface with a 2-in thick layer of asphalt.



capital improvement plan

TITLE: PAVEMENT PLUS; SCHOFIELD STREET LOCAL IMPROVEMENT DISTRICT

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 48,060	Street SDC	
98,000	Prop Owner	
120,940	Fees and Rates	
<u>\$ 267,000</u>		
Project Cost by Budget Year:		The Schofield Street Local Improvement District was established to fund the improvement of Schofield and Monte Vista Streets in the northwest area of Ashland. This project would include the grading and paving of the existing gravel streets, and would provide for the construction of concrete curbs and gutters, sidewalks, storm drains and other related appurtenances. Fully improving gravel roads is important for maintaining air quality. This project was delayed by a prior action but is scheduled to resume in FY 2011-12.
2012	\$ 267,000	
2013		
2014		
2015		
2016		
2017		
<u>Total</u>	<u>\$ 267,000</u>	

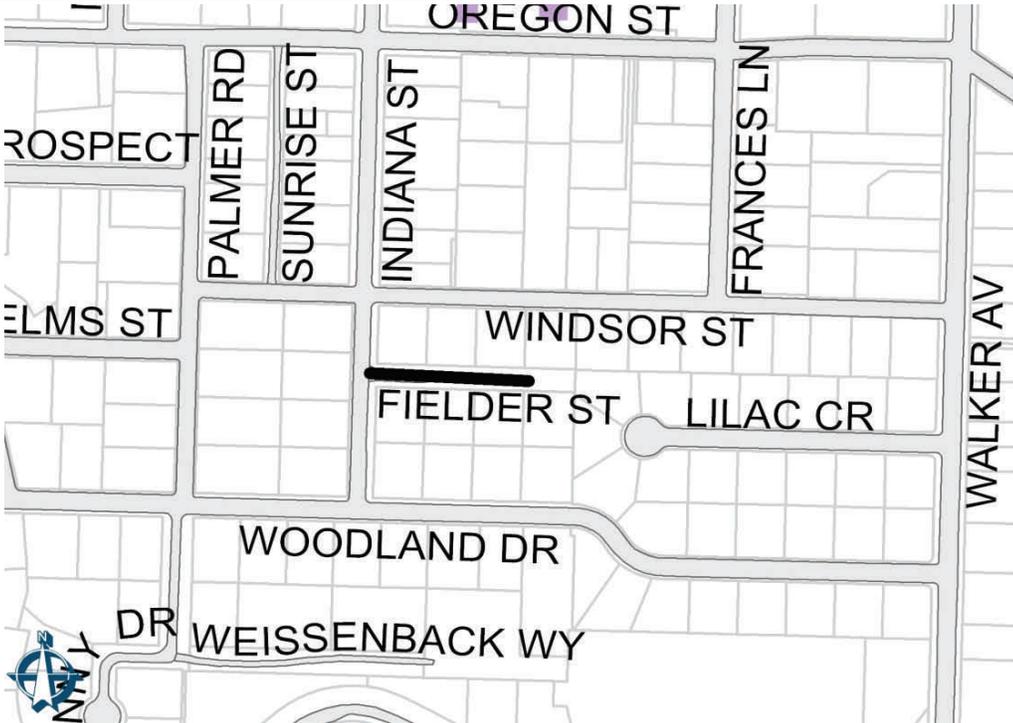


TITLE: PAVEMENT PLUS; FIELDER STREET LOCAL IMPROVEMENT DISTRICT

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 23,400	Street SDC	
106,600	Prop Owner	<p>The Fielder Street Local Improvement District is proposed to fund the improvement of the entire length of Fielder Street. This project would include the grading and paving of the existing gravel streets, and would provide for the construction of concrete curbs and gutters, storm drains and other related appurtenances. Fully improving gravel roads is important for maintaining air quality.</p>
<u>\$ 130,000</u>		
Project Cost by Budget Year:		
2012	\$ 130,000	
2013		
2014		
2015		
2016		
2017		
<u>Total</u>	<u>\$ 130,000</u>	



capital improvement plan

TITLE: ENTITLEMENT GRANTS (FAA/ODA)

PROJECT TYPE: AIRPORT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 142,500	Grants
7,500	Other
<hr/>	
\$ 150,000	

Project Cost by Budget Year:

2012	\$ 150,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 150,000

Project Description:

The City of Ashland's Municipal Airport is allotted \$150,000 each year from the Federal Aviation Administration in the form of a non-primary entitlement grant. The City of Ashland will be rolling over the 2012 grant in order to fund the engineering design of a taxi-way extension project in 2013.



TITLE: FEDERAL AID TO MUNICIPALITIES (FAM)

PROJECT TYPE: AIRPORT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 150,000	Grants	<p>The FAM Grant is issued at the discretion of the Oregon Department of Aviation when funds are available. The funds can be used for required matches on Federal Aviation Administration approved projects. Currently the City of Ashland will accumulate any FAM grants, if offered, in 2012 and 2013 to use as matching funds on the taxi-way extension design and construction project. FAM grants have been unavailable for the past 4 years.</p>	
Project Cost by Budget Year:			
2012	\$ 25,000		
2013	25,000		
2014	25,000		
2015	25,000		
2016	25,000		
2017	25,000		
<hr/>			
Total	\$ 150,000		



capital improvement plan

TITLE: WATER MASTER PLAN UPDATE / RIGHT WATER FOR RIGHT USE PROGRAM

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 49,000 Fees and Rates

Project Cost by Budget Year:

2012	\$	49,000
2013		
2014		
2015		
2016		
2017		
<hr/>		
Total	\$	49,000

Project Description:

The Water Master Plan project is an ongoing effort by City staff, consultants and local stake holders to analyze the City's current water needs and to identify all possible future water sources. The Ashland Water Advisory Committee (AWAC), was formed to provide a balance of viewpoints regarding water needs and uses for the City. The need to provide redundancy to the water treatment process has been identified as a primary goal of the master plan. The AWAC will continue to evaluate all possible additional water sources including: conservation, TID use, ground water wells and the reuse of the City's wastewater effluent. The plan will also provide an evaluation of existing infrastructure, staffing needs and future water rate projections.



TITLE: FERC PART 12 HOSLER DAM STRUCTURAL SAFETY ANALYSIS

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		
\$ 245,000		Fees and Rates
Project Cost by Budget Year:		
2012	\$	125,000
2013		
2014		60,000
2015		
2016		
2017		60,000
<hr/>		
Total	\$	245,000

Project Description:

Hosler Dam is a concrete arch dam constructed in 1928 in the Ashland Watershed canyon. It impounds water from both the East and West Forks of Ashland Creek. This dam was originally known as Reeder Gulch Dam. It is owned and operated by the City of Ashland Department of Public Works.

In 2009, Acres International performed the safety inspection as the FERC-approved, independent structural consultant. This inspection is required every five years in accordance with the Federal Energy Regulatory Commission (FERC) Part 12 Safety Inspection Guidelines. The Part 12 Inspection includes a review of the structural soundness including a review of seismic stresses, security precautions, and protocols. The prior report identified a need for a geological evaluation which was subsequently concluded in advance of the 2009 inspection. The geological evaluation concluded that there is a need to analyze post-earthquake base shear structural stability at the contact between the structure and the base, which then effectively became a mandatory recommendation in the 2009 Part 12 Inspection Report.



capital improvement plan

TITLE: REEDER RESERVOIR IMPROVEMENTS AND SILT REMOVAL

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 270,000 Fees and Rates

Project Cost by Budget Year:

2012	\$	50,000
2013		
2014		
2015		55,000
2016		100,000
2017		65,000
<hr/>		
Total	\$	270,000

Project Description:

The 2008 Reeder Reservoir Study highlighted the City's need to protect and monitor the water quality more closely at its source. The study recommended that a water quality sampling station be installed, that piping controls from the east and west fork diversion dam intakes be upgraded, that sediment be removed, and that several different types of monitoring be initiated and analyzed in order to develop a model of the nutrient circulation in the reservoir. The goal of the analysis is to create a management plan that protects water quality, as well as minimizing nutrient accumulation and algae production.



TITLE: WATER PLANT SECURITY FENCING

PROJECT TYPE: WATER TREATMENT PLANT

RESPONSIBLE DEPARTMENT: Public Works Department / Water Treatment Plant

Funding Sources:	
\$ 18,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 18,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 18,000

Project Description:

The Water Treatment Plant is one of the most critical facilities in the community's water infrastructure. It has been identified as a location that needs upgraded security in order to ensure an adequate level of resistance to intrusion or disruption. Approximately 1000 ft of additional 8 ft chain link fencing is proposed to provide the required level of security.



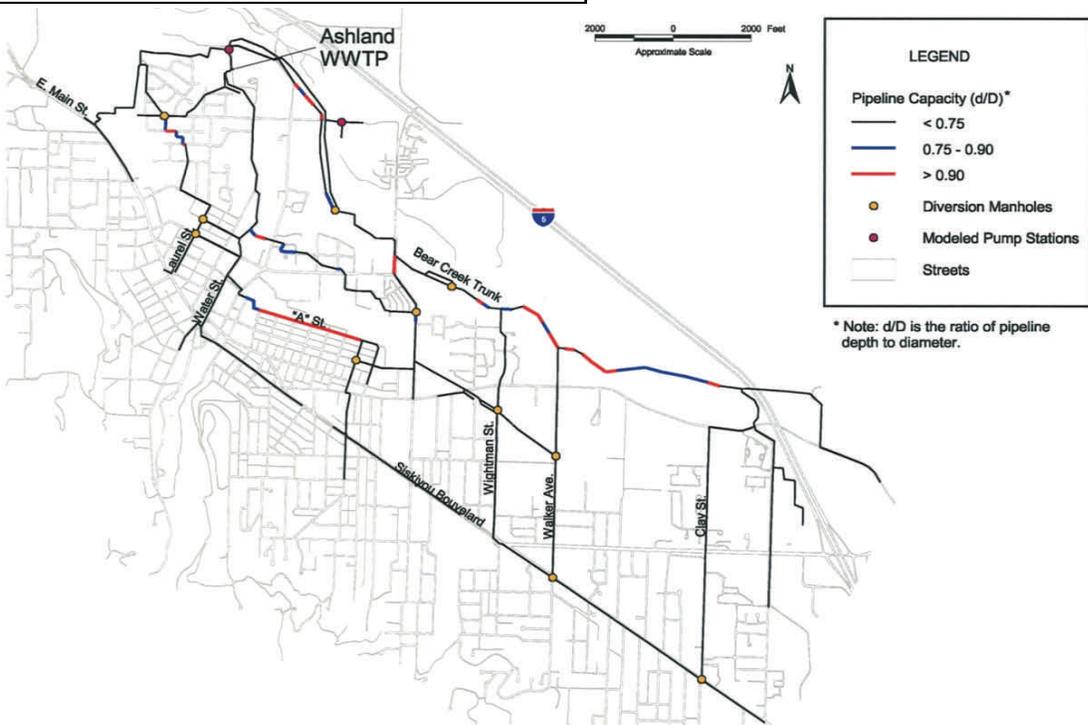
capital improvement plan

TITLE: WASTEWATER COLLECTIONS MASTER PLAN UPDATE

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 150,000	SDC's	The City's current sanitary sewer collections master plan was prepared in 2005 by Carollo Engineers. The new master plan being prepared by Keller Associates will review and update all data and assumptions. In addition, the scope of services will include a financial component, effluent temperature management, staffing, and life cycle replacement in the master plan. Currently the Master Plan is 25% complete with the focus right now on effluent temperature management.	
Project Cost by Budget Year:			
2012	\$ 150,000		
2013			
2014			
2015			
2016			
2017			
<hr/>			
Total	\$ 150,000		



TITLE: WASTEWATER COLLECTIONS LINE REPLACEMENT; MISCELLANEOUS IN-HOUSE

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections

Funding Sources:		Project Description:	
\$ 255,000	Fees and Rates	<p>The City of Ashland Wastewater Collections Division inspects a portion of the City’s 110 miles of sanitary sewers annually. From these inspections, staff will prioritize to determine which pipes and manholes need to be repaired or replaced each year.</p> <p>Projects chosen for replacement are those that indicate a high chance for failure. Failures may lead to sanitary sewer overflows or mainline blockages. These projects are in-house projects that are completed by City staff.</p>	
45,000	SDC's		
<u>\$ 300,000</u>			
Project Cost by Budget Year:			
2012	\$	50,000	
2013		50,000	
2014		50,000	
2015		50,000	
2016		50,000	
2017		50,000	
<hr/>			
Total	\$	300,000	



capital improvement plan

TITLE: ABANDON NEVADA ST PUMP STATION AND REALIGN LINE

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<p>Funding Sources:</p> <table><tr><td>\$ 110,000</td><td>Fees and Rates</td></tr><tr><td>15,000</td><td>Other</td></tr><tr><td><hr/></td><td></td></tr><tr><td>\$ 125,000</td><td></td></tr></table> <p>Project Cost by Budget Year:</p> <table><tr><td>2012</td><td>\$ 125,000</td></tr><tr><td>2013</td><td></td></tr><tr><td>2014</td><td></td></tr><tr><td>2015</td><td></td></tr><tr><td>2016</td><td></td></tr><tr><td>2017</td><td></td></tr><tr><td><hr/></td><td></td></tr><tr><td>Total</td><td>\$ 125,000</td></tr></table>	\$ 110,000	Fees and Rates	15,000	Other	<hr/>		\$ 125,000		2012	\$ 125,000	2013		2014		2015		2016		2017		<hr/>		Total	\$ 125,000	<p>Project Description:</p> <p>This project will provide for the abandonment of the Nevada Street sanitary sewer pumpstation by constructing two sections of gravity sewer lines. The first section of 800 feet will be through pasture land and an easement. In addition, a second sewer main of approximately 700 feet in length will be constructed on the west side of Oak Street, north of Nevada Street. With the completion of the two sections of gravity sewer, the existing pump station and force main will be decommissioned and removed. The work will be completed by City wastewater collection staff.</p>
\$ 110,000	Fees and Rates																								
15,000	Other																								
<hr/>																									
\$ 125,000																									
2012	\$ 125,000																								
2013																									
2014																									
2015																									
2016																									
2017																									
<hr/>																									
Total	\$ 125,000																								



TITLE: WATER QUALITY IMPROVEMENTS - BASINS AND RIPARIAN AREAS

PROJECT TYPE: STORM DRAIN

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<p>Funding Sources:</p> <table style="margin-left: 40px;"> <tr> <td style="text-align: right;">\$ 75,000</td> <td>Fees and Rates</td> </tr> <tr> <td style="text-align: right;">75,000</td> <td>SDC's</td> </tr> <tr> <td style="border-top: 1px solid black; text-align: right;">\$ 150,000</td> <td></td> </tr> </table> <p>Project Cost by Budget Year:</p> <table style="margin-left: 40px;"> <tr> <td style="text-align: right;">2012</td> <td style="text-align: right;">\$ 100,000</td> </tr> <tr> <td style="text-align: right;">2013</td> <td></td> </tr> <tr> <td style="text-align: right;">2014</td> <td></td> </tr> <tr> <td style="text-align: right;">2015</td> <td></td> </tr> <tr> <td style="text-align: right;">2016</td> <td></td> </tr> <tr> <td style="text-align: right;">2017</td> <td></td> </tr> <tr> <td style="border-top: 1px solid black; text-align: right;">Unfunded</td> <td style="text-align: right;">\$ 50,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">\$ 150,000</td> </tr> </table>	\$ 75,000	Fees and Rates	75,000	SDC's	\$ 150,000		2012	\$ 100,000	2013		2014		2015		2016		2017		Unfunded	\$ 50,000	Total	\$ 150,000	<p>Project Description:</p> <p>This project consists of several elements aimed at restoring Ashland Creek below Lithia Way by removing accumulated debris, imported fill, and invasive species. The materials will be replaced with native species in a more natural, reconstructed channel that is designed to handle potential future flood damage. The total project cost is dependent on DEQ loan awards.</p>
\$ 75,000	Fees and Rates																						
75,000	SDC's																						
\$ 150,000																							
2012	\$ 100,000																						
2013																							
2014																							
2015																							
2016																							
2017																							
Unfunded	\$ 50,000																						
Total	\$ 150,000																						



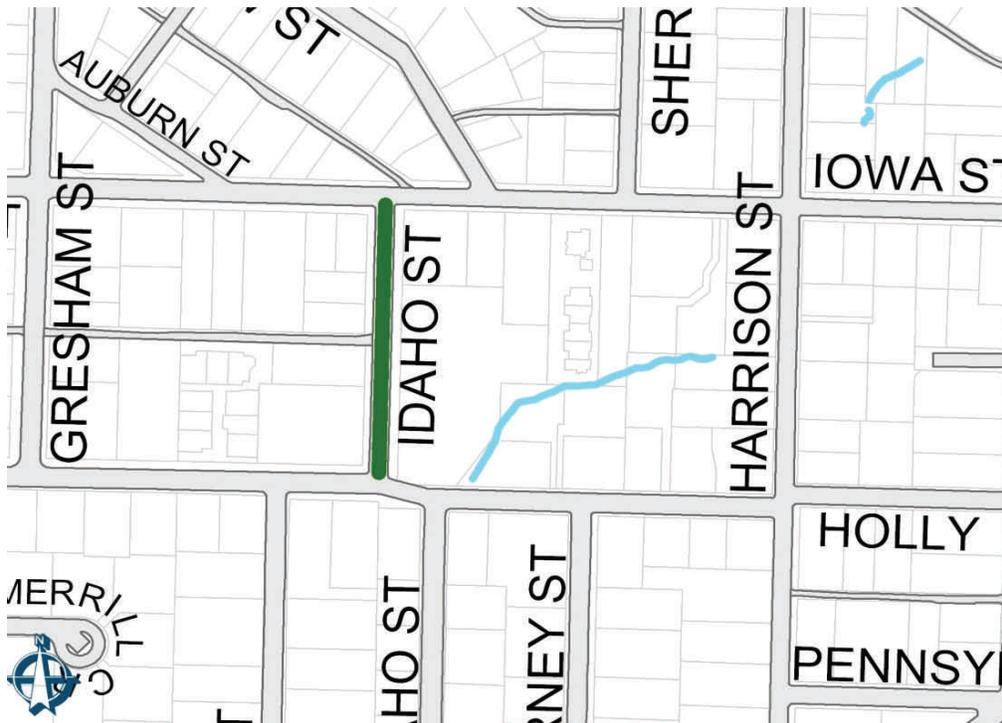
capital improvement plan

TITLE: STORM DRAIN AT BEACH/MOUNTAIN CR; IDAHO FROM IOWA TO HOLLY

PROJECT TYPE: STORM DRAIN

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 21,000	Fees and Rates	This project was included in the 2000 Storm Water Master Plan as part of Alternative #5 for the Beach and Mountain Creek basins. This segment will be constructed by City of Ashland crews and will consist of approximately 750 LF of 24" Storm Drainage Pipe, Manholes, Inlets and resurfacing.	
14,000	Storm SDC's		
<u>\$ 35,000</u>			
Project Cost by Budget Year:			
2012	\$ 35,000		
2013			
2014			
2015			
2016			
2017			
<hr/>			
Total	\$ 35,000		



TITLE: INSTALL NEW SERVICES & NEW INFRASTRUCTURE

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:	
\$ 1,850,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 300,000
2013	300,000
2014	300,000
2015	325,000
2016	300,000
2017	325,000
<hr/>	
Total	\$ 1,850,000

Project Description:

This project line represents all of the annual expenses related to the installation of new services and transformers needed for new developments throughout the City. Much of these costs are returned as direct revenues, others as fees. This system includes costs to install underground conductors and devices to replace overhead lines.



capital improvement plan

TITLE: ELECTRIC UTILITY LINE INSTALLATION; IN-HOUSE VARIOUS LOCATIONS

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:		Project Description:	
\$ 625,000	Fees and Rates	<p>This annual item includes all capitalized line replacement, service upgrades and other electric utility connections and loops. The work is primarily completed by in-house electric crews.</p>	
Project Cost by Budget Year:			
2012	\$ 75,000		
2013	75,000		
2014	100,000		
2015	125,000		
2016	125,000		
2017	125,000		
<hr/>			
Total	\$ 625,000		



TITLE: ASHLAND SUBSTATION UPGRADE

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:	
\$ 50,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 50,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 50,000

Project Description:

This project consists of the installation of a walk-in enclosure to house protective device controllers, metering and telemetry equipment. This upgrade is crucial in maintaining quality and reliable sources.

This project is also part of a 10-year system study.



capital improvement plan

TITLE: UPGRADE FEEDER LINE - MORTON STREET

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:

\$ 60,000 Fees and Rates

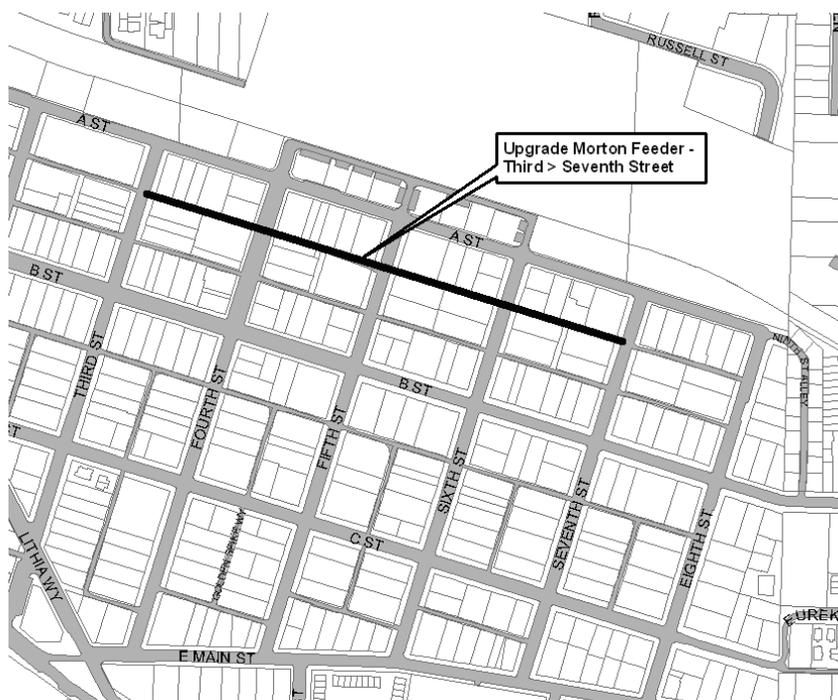
Project Cost by Budget Year:

2012	\$	30,000
2013		30,000
2014		
2015		
2016		
2017		

Total \$ 60,000

Project Description:

This project will upgrade Line Capacity to meet current and future needs. This project is part of a 10-year system study.



TITLE: UPGRADE RAILROAD FEEDER LINE -(Ashland Substation to Carol St.)

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:		Project Description:	
\$ 100,000	Fees and Rates	This project will consist of converting the overhead feeder (from Ashland Substation to Hersey St.) to an underground feeder. This project is part of a 10-year system study.	
Project Cost by Budget Year:			
2012	\$ 50,000		
2013	50,000		
2014			
2015			
2016			
2017			
<hr/>			
Total	\$ 100,000		



capital improvement plan

TITLE: UPGRADE ELECTRIC FACILITIES ALONG OAK STREET

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:		Project Description:	
\$ 60,000	Fees and Rates	This project will consist of completing the conversion of the overhead power line along Oak Street (between Nevada St. and the Railroad) to underground.	
Project Cost by Budget Year:			
2012	\$ 30,000		
2013	30,000		
2014			
2015			
2016			
2017			
<hr/>			
Total	\$ 60,000		



TITLE: AFN SERVICES AND FIBER EXPANSION

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology Department

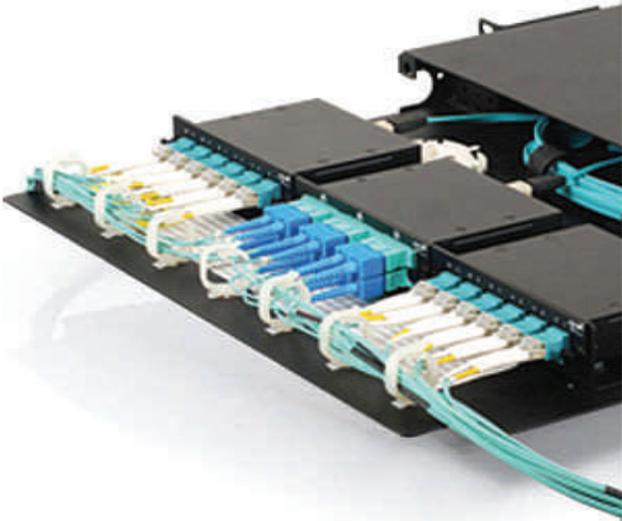
Funding Sources:	
\$ 555,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 95,000
2013	55,000
2014	175,000
2015	40,000
2016	110,000
2017	80,000
<hr/>	
Total	\$ 555,000

Project Description:

These projects upgrade the Ashland Fiber Network plant to provide services and expand products available to customers. Beginning in FY2013, service expansion includes adding fiber-to-the-premise (FTTP) options. Projects are paid by revenues from the utility.

Funds for maintenance and repair of existing coaxial and fiber telecommunication facilities are included in AFN’s operating budget.

- FY2012— Virtual Server Implementation; Line Card
- FY2013— Switch Replacements; 10G Upgrade; UPS Replacements; FTTP Phase I
- FY2014— FTTP Phase II
- FY2015— FTTP Phase III
- FY2016— FTTP Phase IV; Power Improvements



capital improvement plan

TITLE: AFN INSTALLATIONS, EXTENSIONS, AND UNDERGROUNDING

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology Department

Funding Sources:

\$195,000 Fees and Rates

Project Cost by Budget Year:

2012	\$	30,000
2013		30,000
2014		15,000
2015		45,000
2016		30,000
2017		45,000
<hr/>		
Total	\$	195,000

Project Description:

These projects incorporate the plant extension and undergrounding of the AFN coaxial plant, including extending out to new areas and moving overhead aerial lines to underground utility easements. Maintenance projects provide for the installation of new facilities, and the maintenance and repair of existing coaxial and fiber telecommunication facilities.

Funds for projects are included in AFN's budget and are paid by revenues from the utility



The Electric Department adopted the practice of installing new services and undergrounding existing aerial services as common practice. Whenever possible, AFN simultaneously relocates its facilities underground in concert with the Electric Department.

TITLE: **AFN WIRELESS SERVICES**

PROJECT TYPE: **TECHNOLOGY**

RESPONSIBLE DEPARTMENT: **City of Ashland Information Technology Department**

Funding Sources:	
\$ 20,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 10,000
2013	10,000
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 20,000

Project Description:

WiMax is a wireless broadband technology standard that delivers high-speed data communications over longer distances than WiFi standards. AFN’s WiMax service, called AFNMax, allows the utility to offer services areas of the community that AFN’s wired plant cannot reach. The project is paid by revenues from the utility.

The first phase of the WiMax system build-out was completed in the FY2011. Funds allocated in fiscal years 2012 and 2013 cover final improvements to communications facilities, hardware, and power supply.



capital improvement plan

TITLE: COMPUTER ALLOCATION PROGRAM

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology Department

Funding Sources:

\$ 480,000 Central Services Fees

Project Cost by Budget Year:

2012	\$	80,000
2013		80,000
2014		80,000
2015		80,000
2016		80,000
2017		80,000
<hr/>		
Total	\$	480,000

Project Description:

The City's PC Allocation Policy sets standards to control inventory, reduce long-term costs, minimize staff downtime, and ensure secure computing.

The City maintains a standard 4-year lifecycle for all computers, replaces a quarter (25%) of the PC inventory per year, and orders PCs with performance specifications and warranties to meet that lifecycle. PCs are allocated centrally on the basis of one per employee, plus a small central pool for specialized uses and projects, and are set to meet energy-saving goals. PCs and warranty certifications are managed to achieve minimal downtime for staff in the event of a system failure.

The fund ensures all public-facing and laptop computers have encrypted hard drives to protect City and citizen data.



TITLE: BUSINESS SERVER REPLACEMENT PROGRAM

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology Department

Funding Sources:		
\$ 135,000		Central Services Fee
Project Cost by Budget Year:		
	2012	\$ 15,000
	2013	15,000
	2014	15,000
	2015	15,000
	2016	15,000
	2017	60,000
<hr/>		
Total		\$ 135,000

Project Description:

Almost all City work is performed on or saved to the organization's business systems. Those systems consist of application, file, database, reporting, web, and backup servers. Server capacity must be maintained to handle the increasing demands of larger and more complex software, such as the City's financials, document management, law enforcement, GIS, disaster recovery/business resumption, and related software solutions.



As part of an the IT Department's maintenance and upgrade schedule, City equipment is replaced or upgraded on a five-year cycle, based on requirements. The replacement program uses an obsolescence lifecycle to limit equipment failure for production systems.

Beginning in Fiscal Year 2012, IT will implement server virtualization. This approach builds a central server capacity that can then be allocated through software to function as multiple servers in one environment. Long-term, this will reduce costs, reduce the waste rates, allow creation of production and development environments, and recover from major failures more quickly.

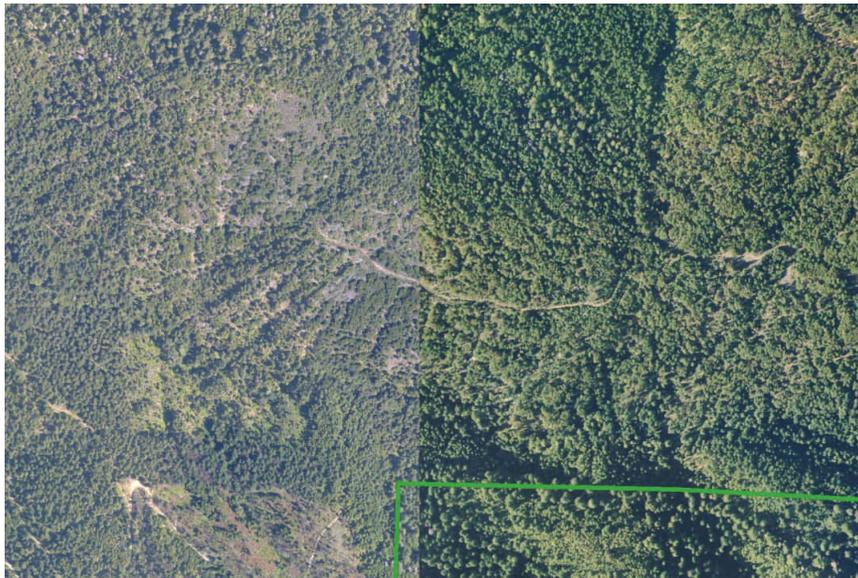
capital improvement plan

TITLE: CITYWIDE AERIAL PHOTOGRAPHS

PROJECT TYPE: GIS

RESPONSIBLE DEPARTMENT: Public Works Department / GIS

Funding Sources:		Project Description:	
\$	75,000	Fees and Rates	Color aerial digital photography for the City of Ashland and UGB. Provides valuable information not available at ground level for a variety of municipal assets. Utilities, infrastructure, natural resource inventories and development can all be recorded using highly detailed aerial photos. The most recent City of Ashland update occurred in 1998. Typical aerial photo update cycles are 3-5 years.
Project Cost by Budget Year:			
2012	\$	75,000	
2013			
2014			
2015			
2016			
2017			
<hr/>			
Total	\$	75,000	



TITLE: FINANCIAL SOFTWARE UPGRADES

PROJECT TYPE: FINANCIAL SOFTWARE UPGRADES

RESPONSIBLE DEPARTMENT: Administrative Services / Finance

Funding Sources:	
\$ 250,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 250,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 250,000

Project Description:

The utility billing software processes approximately \$25 million in revenue for the Water, Wastewater, Electric and Telecommunication enterprises. It also processes payments for Transportation and Storm Drain fees and user taxes. The internally-built, legacy software cannot meet audit and accounting control standards and will be replaced through a bid process during FY 2011-2012. The purchase price is estimated at \$200,000. The remaining \$50,000 budgeted will go towards purchasing and Eden Online Timesheet Entry Application and advanced Budgeting Module. When completed the benefitting funds and departments will reimburse the Equipment Fund for upfronting the costs.



capital improvement plan

TITLE: CITY FACILITY UPGRADES & MAINTENANCE

PROJECT TYPE: ADMINISTRATION

RESPONSIBLE DEPARTMENT: Public Works Department / Facilities

Funding Sources:		Project Description:	
\$ 765,000	Fees and Rates	<p>The City owns and maintains over 50 occupied and unoccupied facilities; staff is in the process of evaluating the condition and maintenance requirements of each facility. These annual capitalized maintenance and repair requirements would include anything from roof repairs, window replacement, HVAC upkeep, electrical upgrades, carpet replacement, painting and office moves to accommodate staffing changes. Staff is predicting the need to increase the annual costs over time.</p>	
Project Cost by Budget Year:			
2012	\$ 125,000		
2013	125,000		
2014	125,000		
2015	130,000		
2016	130,000		
2017	130,000		
<hr/>			
Total	\$ 765,000		



TITLE: MISCELLANEOUS ROOF REPLACEMENT

PROJECT TYPE: ADMINISTRATION

RESPONSIBLE DEPARTMENT: Public Works Department / Facilities

Funding Sources:	
\$ 930,000	Fees and Rates
Project Cost by Budget Year:	
2012	\$ 180,000
2013	\$ 150,000
2014	\$ 150,000
2015	\$ 150,000
2016	\$ 150,000
2017	\$ 150,000
<u>Total</u>	<u>\$ 930,000</u>

Project Description:

In order to ensure timely roof replacement schedules, this project provides annual funds of \$150,000 to replace two or three roofs per year. Typical roofing has a 25 year life expectancy.



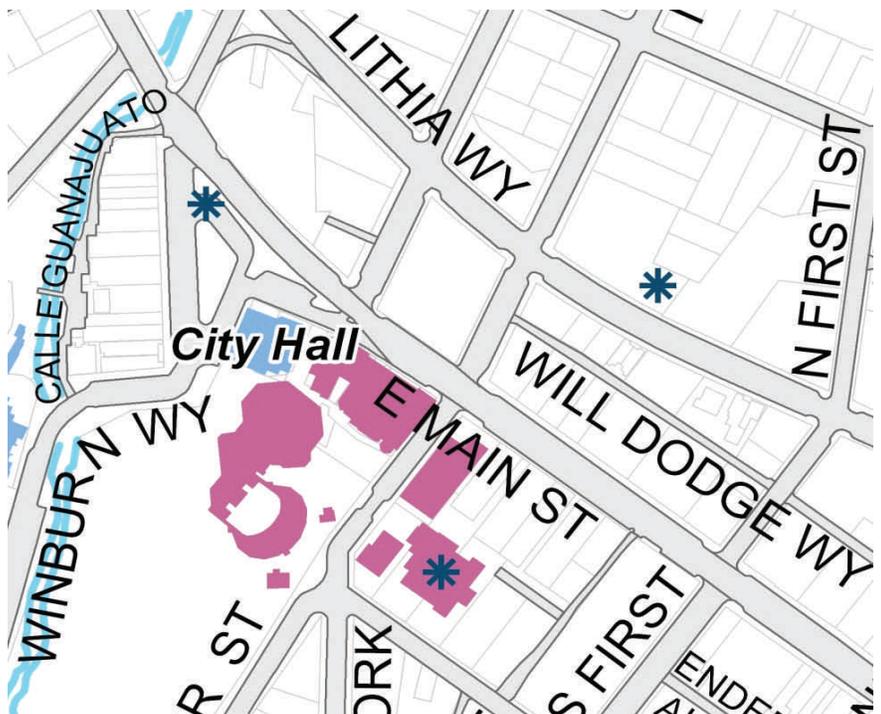
capital improvement plan

TITLE: ELECTRIC VEHICLE (EV) CHARGING STATIONS

PROJECT TYPE: ADMINISTRATION

RESPONSIBLE DEPARTMENT: Administration / Public Works Department / Electric Department

Funding Sources:		Project Description:	
\$	20,000	Fees and Rates	<p>This installation of electric vehicle (EV) charging stations in the downtown area will be accomplished with a partnership between the City of Ashland and a yet to be finalized third party vendor that will provide the charging unit and the payment process software. The cost estimate provided for this project is based on estimated costs for the extension of electricity to the proposed EV charging unit site locations and any related site work, with the exact order of the installations still yet to be determined.</p>
Project Cost by Budget Year:			
	2012	\$ 20,000	
	2013		
	2014		
	2015		
	2016		
	2017		
<hr/>			
Total	\$	20,000	



TITLE: DATA CENTER / HEAD-END FIRE SUPPRESSION SYSTEM

PROJECT TYPE: ADMINISTRATION

RESPONSIBLE DEPARTMENT: Public Works Department / Facilities

Funding Sources:

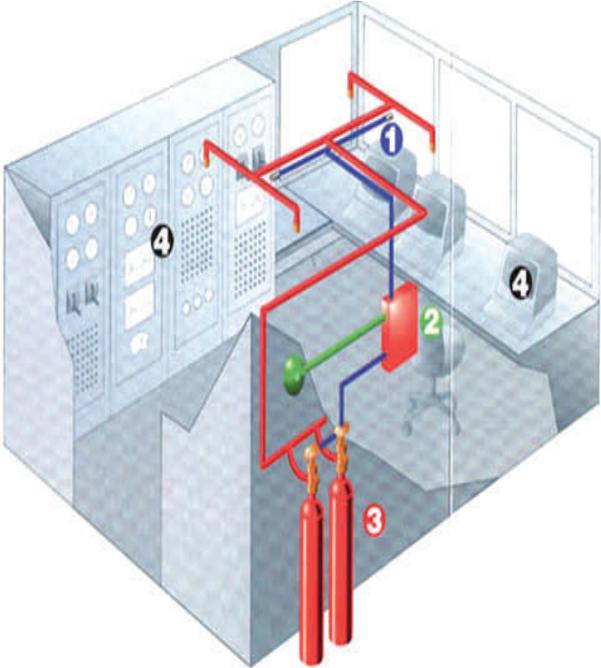
\$	40,000	Fees and Rates
----	--------	----------------

Project Cost by Budget Year:

2012	\$	40,000
2013		
2014		
2015		
2016		
2017		
<hr/>		
Total	\$	40,000

Project Description:

There is currently no fire knockdown or rapid fire suppression system for the City's Data Center and AFN Head-End facility. In the event of a fire, there is a major risk of harm to employees, as well damage to servers and networking equipment that would lead to long-term outages for City departments and AFN customers. Most AFN Internet and Cable TV services are resold via local vendors, further complicating the potential impacts of a fire.



A fire suppression system generator can be activated either manually or automatically via the integrated thermal detector. Current systems use heavy gasses to suppress fire, but can be designed to be safe for occupants of a room as no oxygen is depleted. Fire suppression system aerosol generators are low-maintenance once installed, with a typical life of over 10 years.

capital improvement plan

TITLE: FIRE STATION NO. 2 RECONSTRUCTION

PROJECT TYPE: ADMINISTRATION-City Facilities

RESPONSIBLE DEPARTMENT: Fire Department

Funding Sources:	GO Bond	
	\$ 3,000,000	Fees and Rates
Project Cost by Budget Year:		
	2012	\$ 3,000,000
	2013	
	2014	
	2015	
	2016	
	2017	
	<hr/>	
	Total	\$ 3,000,000

Project Description:

The replacement of Fire Station No. 2 is the top priority of the City's facility master plan. The structure inadequately serves the need of the personnel and equipment that are assigned at the facility. This was the concurrence of the Public Safety Bond Committee after studying the issue. The new design is a two story structure of approximately 10,000 square feet. It has the same lot coverage as the existing building and does not encroach on Sherwood Park.

Fire Station 2 was built in 1965, located on 1860 Ashland Street, Ashland Oregon. A GO Bond sale will require voter approval first for funding.



TITLE: POLICE DEPARTMENT MOVE TO THE GROVE

PROJECT TYPE: ADMINISTRATION-City Facilities

RESPONSIBLE DEPARTMENT: Police Department

<p>Funding Sources: unfunded</p> <p style="padding-left: 40px;">\$1,100,000 Fees and Rates</p> <p>Project Cost by Budget Year:</p> <table style="margin-left: 40px;"> <tr><td>2012</td><td>\$1,100,000</td></tr> <tr><td>2013</td><td></td></tr> <tr><td>2014</td><td></td></tr> <tr><td>2015</td><td></td></tr> <tr><td>2016</td><td></td></tr> <tr><td>2017</td><td></td></tr> <tr><td colspan="2"><hr/></td></tr> <tr><td>Total</td><td>\$ 1,100,000</td></tr> </table>	2012	\$1,100,000	2013		2014		2015		2016		2017		<hr/>		Total	\$ 1,100,000	<p>Project Description:</p> <p>The Ashland Police Department has outgrown its current facility of 6,000 square feet. With the remodel of the Grove, the department would be in a facility of 11,000 square feet which would suit the current needs plus additional room for minor expansion. Currently the property/evidence that's collected has to be split due to lack of storage space. Security is lacking in the Records Division due to public access for some functions.</p> <p>The Police Department was built in 1980, located on 1155 E Main St, Ashland Oregon</p>
2012	\$1,100,000																
2013																	
2014																	
2015																	
2016																	
2017																	
<hr/>																	
Total	\$ 1,100,000																



capital improvement plan

TITLE: LOWER CLAY STREET PURCHASE

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: PARKS AND RECREATION DEPARTMENT

Funding Sources:		Project Description:	
\$ 1,120,000	Food & Beverage Tax	Purchase portions of the 10-acre parcel located on lower Clay Street adjacent to the YMCA Park soccer fields. The additional land will also allow the park to be reoriented toward the current and future neighborhood development. Future additions to include playground space and other neighborhood park amenities.	
Project Cost by Budget Year:			
2012	\$ 300,000		
2013	300,000		
2014	300,000		
2015	220,000		
2016			
2017			
<hr/>			
Total	\$ 1,120,000		



capital improvement plan

TITLE: OAK KNOLL IRRIGATION AND IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:

\$ 700,000 Food & Beverage Tax

Project Cost by Budget Year:

2012	\$	350,000
2013		350,000
2014		
2015		
2016		
2017		
<hr/>		
Total	\$	700,000

Project Description:

Oak Knoll Golf Course has been functioning since the 1920s. The nine-hole course is suffering from an out-of-date irrigation system that is not sufficient to sustain the health of the course and facilitate improvements to the course. This project will replace the current system which, in turn, will reduce water loss and excessive labor requirements.



TITLE: LITHIA PARK PLAN / EVALUATION

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

<p>Funding Sources:</p> <p>\$ 25,000 Food & Beverage Tax</p> <p>Project Cost by Budget Year:</p> <table><tr><td>2012</td><td>\$ 25,000</td></tr><tr><td>2013</td><td></td></tr><tr><td>2014</td><td></td></tr><tr><td>2015</td><td></td></tr><tr><td>2016</td><td></td></tr><tr><td>2017</td><td></td></tr><tr><td colspan="2"><hr/></td></tr><tr><td>Total</td><td>\$ 25,000</td></tr></table>	2012	\$ 25,000	2013		2014		2015		2016		2017		<hr/>		Total	\$ 25,000	<p>Project Description:</p> <p>In response to the new water resource protection ordinance, the commission desires to evaluate the overall health of Ashland Creek as it pertains to park lands, particularly within Lithia Park but not restricted to only Lithia Park. Upon evaluation, a new master plan will be formulated that will designate areas for improvement, replacement, or relocation of amenities.</p>
2012	\$ 25,000																
2013																	
2014																	
2015																	
2016																	
2017																	
<hr/>																	
Total	\$ 25,000																



capital improvement plan

TITLE: OVERLAY PARKING LOTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources: \$ 40,000 Food & Beverage Tax	Project Description: Most parking lots in parks have not been resurfaced. This project will allow for resurfacing of the parking lots at Hunter Park, Upper Lithia Park, and the Clay Street parks.
Project Cost by Budget Year: 2012 \$ 40,000 2013 2014 2015 2016 2017 <hr/> Total \$ 40,000	



TITLE: LITHIA PARK RESTROOMS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:		Project Description:	
\$	75,000	Replace two old and non-ADA-compliant restrooms in Lithia Park. One is located near the tennis courts and the other is in the upper portion of the park adjacent to Granite Street. The restrooms will be replaced with smaller units consisting of a single unisex stall. Maintenance needs will be reduced as a result of these replacements.	
Project Cost by Budget Year:			
	2012	\$	75,000
	2013		
	2014		
	2015		
	2016		
	2017		
<hr/>			
Total		\$	75,000



capital improvement plan

TITLE: TENNIS COURT LIGHTING IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources: \$ 75,000 Food & Beverage Tax	Project Description: The tennis courts in Hunter Park and Lithia Park are lit with inefficient quartz lights. They will be replaced with modern, efficient lights that will reduce energy consumption and annual maintenance costs.
Project Cost by Budget Year: 2012 \$ 75,000 2013 2014 2015 2016 2017 <hr/> Total \$ 75,000	



TITLE: SHERWOOD PARK RESTROOM

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:	
\$ 35,000	Food & Beverage Tax
Project Cost by Budget Year:	
2012	\$ 35,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 35,000

Project Description:

Replace an old non-ADA-compliant restroom in Sherwood Park. The restroom will be replaced with a smaller unit consisting of a single unisex stall. Maintenance needs will be reduced as a result of this replacement.



capital improvement plan

TITLE: ENDERS SHELTER

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

<p>Funding Sources:</p> <p> \$ 25,000 Food & Beverage Tax</p> <p>Project Cost by Budget Year:</p> <table><tr><td> 2012</td><td> \$</td><td> 25,000</td></tr><tr><td> 2013</td><td></td><td></td></tr><tr><td> 2014</td><td></td><td></td></tr><tr><td> 2015</td><td></td><td></td></tr><tr><td> 2016</td><td></td><td></td></tr><tr><td> 2017</td><td></td><td></td></tr><tr><td colspan="3"><hr/></td></tr><tr><td> Total</td><td> \$</td><td> 25,000</td></tr></table>	2012	\$	25,000	2013			2014			2015			2016			2017			<hr/>			Total	\$	25,000	<p>Project Description:</p> <p>The Enders Shelter is located in the lower portion of Lithia Park near the bandshell. It is in disrepair due to issues associated with the plumbing, foundation, and roof structure. This historic shelter will also be considered for relocation if identified during the Lithia Park evaluation as being too close to the creek.</p>
2012	\$	25,000																							
2013																									
2014																									
2015																									
2016																									
2017																									
<hr/>																									
Total	\$	25,000																							



TITLE: UPPER CLAY STREET PARK DEVELOPMENT

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:		Project Description:
\$ 30,000	Food & Beverage Tax	Purchase in conjunction with the City, this approximately two-acre parcel will be developed as a neighborhood park. It is located at the end of Chitwood Street off upper Clay Street. Future amenities may include a basketball pad, benches and tables, community garden and open space along with other neighborhood park amenities.
<u>220,000</u>	SDCs	
\$ 250,000		
Project Cost by Budget Year:		
2012	\$ 30,000	
2013	220,000	
2014		
2015		
2016		
2017		
<hr/>		
Total	\$ 250,000	



capital improvement plan

TITLE: BLUEBIRD PARK STAIRS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:

\$ 25,000 Food & Beverage Tax

Project Cost by Budget Year:

2012	\$ 25,000
2013	
2014	
2015	
2016	
2017	

Total \$ 25,000

Project Description:

Located along N. Main Street along Ashland Creek, this park's entrance consists of a wooden staircase. The stairs have been in place for many years and are beginning to fail. Bluebird Park functions as an urban respite area and contains a pathway that will one day help provide linkage from Lithia Park to the Dog Park for a path system.



TITLE: NORTH MOUNTAIN PARK NATURE CENTER REMODEL

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources: \$ 100,000 Food & Beverage Tax	Project Description: Add an office area on the north side of the North Mountain Park Nature Center to accommodate current staff needs and make the facility more functional. Also, enclose the outdoor classroom to make it functional on a year-round basis.
Project Cost by Budget Year: 2012 \$ 20,000 2013 80,000 2014 2015 2016 2017 <hr/> Total \$ 100,000	



capital improvement plan

TITLE: ICE RINK COVER AND IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:

\$ 200,000 Food & Beverage Tax

Project Cost by Budget Year:

2012	
2013	\$ 20,000
2014	180,000
2015	
2016	
2017	
<hr/>	
Total	\$ 200,000

Project Description:

Construct a cover over the ice rink to increase its usability during inclement weather. Add a restroom/concessions building along with covered spectator seating and covered warming area.



TITLE: CALLE GUANAJUATO IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:		Project Description:	
\$ 170,000	Food & Beverage Tax	Resurface the Calle Guanajuato to provide a safe, clean surface that eliminates the current trip hazards. Update lighting to make it more effective and lower energy consumptive.	
30,000	Fees & Charges		
<u>\$ 200,000</u>			
Project Cost by Budget Year:			
2012	\$ 100,000		
2013	100,000		
2014			
2015			
2016			
2017			
<hr/>			
Total	\$ 200,000		



TITLE: TENNIS COURT SURFACE REPLACEMENT

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:	
\$ 100,000	Food & Beverage Tax
Project Cost by Budget Year:	
2012	
2013	\$ 100,000
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 100,000

Project Description:
Protect the playing surfaces and provide a quality recreational experience by resurfacing the tennis courts at Hunter Park and Lithia Park. Also resurface basketball courts at Railroad Park and Garfield Park.



TITLE: LOWER CLAY STREET PARK DEVELOPMENT

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:		Project Description:	
\$ 800,000	Food & Beverage Tax	Develop property acquired along lower Clay Street adjacent to the YMCA Park. Future development will include reorienting the entrance to the neighborhood toward Clay Street and away from Tolman Creek Road. Amenities will include a new playground space, possible community garden area, and improved soccer fields.	
200,000	SDCs		
<u>\$ 1,000,000</u>			
Project Cost by Budget Year:			
2012	\$ 50,000		
2013			
2014	500,000		
2015	450,000		
2016			
2017			
<hr/>			
Total	\$ 1,000,000		



TITLE: OPEN SPACE ACQUISITION

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

<p>Funding Sources:</p> <p style="padding-left: 40px;">\$ 2,000,000 Food & Beverage Tax</p> <p>Project Cost by Budget Year:</p> <table style="margin-left: 40px;"> <tr><td>2012</td><td>\$</td><td>400,000</td></tr> <tr><td>2013</td><td></td><td>400,000</td></tr> <tr><td>2014</td><td></td><td>400,000</td></tr> <tr><td>2015</td><td></td><td>400,000</td></tr> <tr><td>2016</td><td></td><td>400,000</td></tr> <tr><td>2017</td><td></td><td></td></tr> <tr><td colspan="3"><hr/></td></tr> <tr><td>Total</td><td>\$</td><td>2,000,000</td></tr> </table>	2012	\$	400,000	2013		400,000	2014		400,000	2015		400,000	2016		400,000	2017			<hr/>			Total	\$	2,000,000	<p>Project Description:</p> <p>The City of Ashland, in conjunction with Ashland Parks and Recreation, adopted an Open Space Plan in 1989. The plan identifies five types of parks: neighborhood parks, community parks, open space, natural parks, and pocket parks. In the 21 years since its adoption, over 380 acres of land have been purchased. This portion of the Parks budget is devoted to land acquisitions for new park space.</p> <p>A continued commitment to provide open space within a quarter-mile of every Ashland resident is funded by this line item. Parks' SDC portions will help fund the design, permitting, and construction of several parks over the next few years. Specific property acquisition is dependent on market factors. The Open Space Plan and corresponding maps provide further detail on the types and locations of land identified as vital for Ashland's future.</p>
2012	\$	400,000																							
2013		400,000																							
2014		400,000																							
2015		400,000																							
2016		400,000																							
2017																									
<hr/>																									
Total	\$	2,000,000																							



TITLE: SOFTBALL FIELD LIGHTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:	
\$ 58,500	Food & Beverage Tax
31,500	Contributions
<hr/>	
\$ 90,000	
Project Cost by Budget Year:	
2012	\$ 90,000
2013	
2014	
2015	
2016	
2017	
<hr/>	
Total	\$ 90,000

Project Description:

The Ashland Parks and Recreation Commission established a goal of lighting one baseball field, one soccer field, and one softball field. The baseball and soccer field portions of the goal have been satisfied but the softball field has yet to be completed. This lighting project would complete the goal of the Commission and meet Title IX requirements. The Commission established that 35% of the funding for this project be contributed by the local sports community. Soccer and baseball groups met the 35% contribution targets.



capital improvement plan

TITLE: UNFUNDED TRANSPORTATION / PUBLIC SAFETY PROJECTS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

PROJECT	COST
<p>NEVADA STREET EXTENSION & BRIDGE CONSTRUCTION The extension of East Nevada Street provides needed capacity improvement in North Ashland. The initial .03 miles has already been constructed as a part of the Meadow Brook Subdivision by the developer, which links the existing terminus of East Nevada Street with North Mountain Avenue, providing an additional route for local, multi-modal, east-west travel. The new street, which will require construction of a bridge over Bear Creek, will contain bicycle lanes and sidewalks. The new street, which will require construction of a bridge over Bear Creek, will contain bicycle lanes and sidewalks.</p>	<p>\$2,400,000</p>
<p>DOWNTOWN PLAN – PHASE II This project would provide consultant services to prepare an in-depth and comprehensive analysis of the Ashland Central Business District. Funds are also earmarked for implementation of the plan.</p>	<p>\$1,500,000</p>
<p>N. MAIN STREET & WIMER STREET INTERSECTION SAFETY IMPROVEMENTS This project would reconstruct the intersection of N. Main/Wimer/Hersey Streets by aligning the legs of Hersey and Wimer to make a standard 4-way cross intersection. The improvement may also include the installation of a traffic signal. Additional right of way will be required for this project.</p>	<p>\$1,485,000</p>
<p>NORTH ASHLAND BIKEWAY PHASE II; CENTRAL ASHLAND BIKEWAY This project would extend the existing Central Ashland Bikeway to the northwest City limits. The North Ashland bikeway will extend from Laurel Street to the Jackson Road area and will be located along the railroad right of way. An easement for this portion of bikeway was acquired in 1998. A small section of this bikeway was built as part of the Billings Ranch Subdivision.</p>	<p>\$1,800,000</p>
<p>BIKE PATH IMPROVEMENT ON NORTH MAIN SECTION This project would create bike lanes along North Main Street by a re-allocation of traffic lanes and lane widths. The project would extend from the north city limits to Laurel Street.</p>	<p>\$650,000</p>

<p>SIGNAL INSTALLATION AT TOLMAN CREEK ROAD AND SISKIYOU BOULEVARD</p> <p>This intersection safety project would be the completion of a multi-phase project which has increased pedestrian safety at the Tolman Creek Rd / Siskiyou Blvd Intersection. This final phase would include pedestrian improvements on the south side of Siskiyou Blvd as well as the installation of a traffic signal.</p>	<p>\$350,000</p>
<p>SIGNAL INSTALLATION AT OAK STREET AND HERSEY STREET</p> <p>This project is planned as the traffic on both Oak Street and Hersey Street increases at a rapid rate. The current Transportation System Plan projects that traffic warrants will be met for a fully signalized intersection in 2009.</p>	<p>\$300,000</p>
<p>FIRE STATION #1 CONCRETE REPAIR</p> <p>This project will replace sidewalk along the E. Main Street side of Fire Station #1. The concrete has deteriorated over time and is beginning to show some significant areas that need repaired to eliminate potential trips and falls.</p>	<p>\$72,000</p>
<p>PARK AND RIDE CREATION</p> <p>The City of Ashland, in cooperation with RVTD, ODOT and Jackson County intends to develop approximately eighty parking spaces for a “park and ride” lot located on Hwy 99 north of Valley View Road. The “park and ride” location will be adjacent to a local bus stop enabling easy access into downtown and to major employers. City portion of the match is estimated at approximately \$30,000.</p>	<p>\$30,000</p>
<p>GRIND/OVERLAY; IOWA STREET - LIBERTY TO IDAHO</p> <p>The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized Iowa Street based on its need for significant improvements. Iowa Street will need major maintenance including crack sealing and an overlay, along with some curb, gutter and storm drain improvements.</p>	<p>\$650,000</p>
<p>OVERLAY/PARTIAL REBUILD; HARRISON STREET BETWEEN SISKIYOU AND</p> <p>This project will reconstruct portions of the street section and repave the entire section of Harrison Street between Siskiyou and Iowa / Euclid Street intersection and include ancillary storm drain improvements.</p>	<p>\$600,000</p>
<p>OVERLAY/PARTIAL REBUILD; N. MOUNTAIN AVENUE - E. MAIN STREET TO HERSEY STREET</p> <p>This project will repave the entire section of North Mountain between E. Main and Hersey Streets and include dig outs in areas needing subsurface repairs.</p>	<p>\$500,000</p>

capital improvement plan

<p>OVERLAY/PARTIAL REBUILD; HARGADINE STREET - GRESHAM STREET TO 1ST STREET</p> <p>The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized Hargadine Street based on its need for significant improvements. Hargadine Street will need complete pavement reconstruction and related curb, gutter and storm drain improvements.</p>	<p>\$250,000</p>
<p>OVERLAY/PARTIAL REBUILD; ASHLAND STREET - SISKIYOU BOULEVARD TO R/R TRACKS</p> <p>This project will repave the entire section of Ashland Street between Siskiyou Boulevard and the railroad overpass and include dig outs in areas needing subsurface repairs.</p>	<p>\$850,000</p>
<p>OVERLAY/PARTIAL REBUILD; B STREET – OAK STREET TO 5TH STREET</p> <p>This project will rebuild portions and repave the entire section of ‘B’ Street from Oak Street to 5th Street and include ancillary storm drain improvements.</p>	<p>\$800,000</p>
<p>REPAVE/REBUILD GRANITE STREET – NUTLEY TO PIONEER STREET</p> <p>This project will totally rebuild and repave the entire section of Granite Street from Nutley to Pioneer Street and include ancillary storm drain improvements.</p>	<p>\$700,000</p>
<p>REPAVE/REBUILD EAST MAIN STREET – N MOUNTAIN TO RR TRACKS</p> <p>The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized E. Main Street based on its need for significant improvements. E. Main Street will need major maintenance including crack sealing and an overlay, along with some curb, gutter and storm drain improvements.</p>	<p>\$600,000</p>
<p>REPAVE/REBUILD NORMAL AVE – ASHLAND STREET TO SISKIYOU BLVD</p> <p>The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized Normal Avenue based on its need for significant improvements. Normal Avenue will need major maintenance including crack sealing and an overlay, along with some curb, gutter and storm drain improvements.</p>	<p>\$200,000</p>

capital improvement plan

<p>WATERLINE ROAD LOCAL IMPROVEMENT DISTRICT Roadway improvements for the currently unimproved portion would include regrading, asphalt paving, retaining walls, curb and gutters, sidewalks, driveway improvements, and</p>	<p>\$400,000</p>
<p>CLAY STREET LOCAL IMPROVEMENT DISTRICT Clay Street north of Siskiyou Boulevard is currently under the jurisdiction of Jackson County. Improvement of this section of street to full City standards would require a transfer of jurisdiction to the City. This project would include the construction of curb and gutters, asphalt paving, sidewalks, parking bays, storm drainage facilities and traffic calming features. A formation of Local Improvement District would be required to help fund the construction.</p>	<p>\$1,000,000</p>
<p>MISCELLANEOUS LOCAL IMPROVEMENT DISTRICTS These projects would move towards meeting a City Council goal, in that they will reduce the amount of granite and soil in the City's storm drain system and will also help reduce dust and air pollution. Although not yet specifically defined, these projects could include regrading, asphalt paving, curb and gutters, sidewalks, driveway improvements, and related storm drain system improvements. Possible street improvements include Larkin Lane, Meade Street, Beach Street, Ohio Street, Walnut Street, Glenview Drive and Granite Street.</p>	<p>\$200,000</p>

capital improvement plan

TITLE: UNFUNDED STORM DRAIN PROJECTS
RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

PROJECT	COST
<p>WOODLAND & INDIANA STORM DRAIN RELOCATION The existing storm drain in the Indiana Street and Woodland Drive area is located on private property and includes two manholes which are difficult to access. This project would re-route approximately 300 feet of the storm drain onto the Woodland Drive and Indiana Street rights of ways, with the pipeline and manholes being located within the improved portions of the streets.</p>	\$50,000
<p>HERSEY WETLANDS 18” HIGH FLOW BYPASS Early on in the Storm Drainage Master Planning update process, the Hersey Street Wetlands were identified as a potential source of excess runoff and groundwater. This project would intercept existing high flows at Hersey Street and direct them westerly through a new pipe system to Ashland Creek.</p>	\$186,000
<p>OPEN DRAINAGE IMPROVEMENTS; O AND M PLAN; CEMETERY CK, CLAY CK, RAILROAD PARK These projects consist of several urban creek riparian restoration projects that were proposed in the 2000 Storm Drainage Master Plan but not included in the proposed CIP project list at the time. Since then, their importance has risen because NPDES Phase II permitting imperatives highlight the potential for erosion that flooding would bring unless improvements are made to their drainage capacity. Prioritization of the location listed is currently underway as part of the Storm Water Master Plan update.</p>	\$945,000

<p>BEACH / MOUNTAIN CREEK; N. MOUNTAIN AVENUE - C STREET TO RAILROAD TRACKS</p> <p>This project was initiated in the 2000 Storm Water Master Plan as alternative #5 for the Beach and Mountain Creek basins. The total cost was estimated to be \$3.96 million, but over the last several years, the project has been split into smaller segments in order to consolidate with projects in other utility funds (e.g. the Blaine Alley Sewer Replacement, the C & Eureka CMAQ Paving Project). This approach has yielded significant cost savings, and is continued in the following projects.</p>	<p>\$215,000</p>
<p>BEACH / MOUNTAIN CREEK; HERSEY STREET / STARFLOWER LANE</p> <p>This project was not in the 2000 Storm Water Master Plan, but became important after a high flow bypass was constructed by the developer of the Falcon Heights Subdivision to bypass high flows around the Ashland Creek Estates Ponds and Wetlands on Larkspur. The existing line in Hersey Street was not capable of carrying greater flows and needs to be upsized. This project consists of 200 LF of Storm Drainage Pipe and associated resurfacing.</p>	<p>\$50,000</p>
<p>BEACH / MOUNTAIN CREEK; C STREET / ALLEYS</p> <p>This project was initiated in the 2000 Storm Water Master Plan as alternative #5 for the Beach and Mountain Creek basins. This segment was to be constructed in conjunction with several private development projects previously proposed in 2008 thru 2010. This project consists of 1700 LF of Storm Drainage Pipes, Manholes, and associated resurfacing.</p>	<p>\$160,000</p>
<p>BEACH / MOUNTAIN CREEK; ENERGY / VELOCITY DISIPATOR</p> <p>This project was also initiated in the 2000 Storm Water Master Plan as alternative #5 for the Beach and Mountain Creek basins.</p>	<p>\$150,000</p>
<p>LIBERTY STREET – IOWA STREET TO PRACHT STREET STORM DRAIN INSTALLATION</p> <p>This project was identified as part of the 2008 Stormwater Master Plan update as a recommendation from maintenance personnel to mitigate potential damage to the street structure in an older part of the City that has seen overflows in recent years.</p>	<p>\$85,000</p>
<p>HERSEY STREET BRIDGE BOTTOM REPLACEMENT</p> <p>This project on Ashland Creek was identified as part of the 2008 Stormwater Master Plan update as necessary to prevent damage to the existing bridge foundation and avoid erosion due to undercutting.</p>	<p>\$375,000</p>

capital improvement plan

<p>STORM DRAIN LINE REPLACEMENT / UPSIZE, PER STORM WATER MASTER PLAN</p> <p>These piping projects are necessary throughout the city to replace pipes that either have been found to be undersized, have been damaged, or have reached the end of their useful life.</p>	<p>\$200,000</p>
<p>CLAY CREEK CULVERT AT EAST MAIN (JACKSON COUNTY)</p> <p>This project as well as the Cemetery Creek culvert and Lithia Way culvert were identified in the 2000 Storm Drainage Master Plan as undersized but not included in the proposed CIP project list at the time. Since then, their importance has risen because of permitting imperatives that require us to address the potential for erosion that flooding would bring unless improvements are made to their drainage capacity. Prioritization of the various locations listed is currently underway as part of the current Storm Water Master Plan update. This site has experienced flooding recently.</p>	<p>\$150,000</p>
<p>CEMETERY CREEK CULVERT AT EAST MAIN (JACKSON COUNTY)</p> <p>This project was identified in the 2000 Storm Drainage Master Plan as undersized but not included in the proposed CIP project list at the time. Since then, its importance has risen because of permitting imperatives that require us to address the potential for erosion that flooding would bring unless improvements are made to their drainage capacity. Prioritization of the various locations listed is currently underway as part of the current Storm Water Master Plan update. This site has experienced flooding recently.</p>	<p>\$150,000</p>
<p>LITHIA WAY CULVERT (ODOT)</p> <p>This project was identified in the 1997 Ashland Creek Flood Study as undersized but not included in the proposed CIP project list at the time. Since then, its importance has risen because of permitting imperatives that require us to address the potential for erosion that flooding would bring unless improvements are made to their drainage capacity. Prioritization of the various locations listed is currently underway as part of the current Storm Water Master Plan update.</p>	<p>\$550,000</p>

TITLE: UNFUNDED WATER PROJECTS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

PROJECT	COST
<p>ASHLAND CREEK WEST FORK BRIDGE CONSTRUCTION Access to Reeder Reservoir has in the past been severely limited by high water or water that has washed out the road bed. This project will construct a new bridge over the west fork to ensure access and help to reduce erosion into Reeder Reservoir.</p>	\$120,000
<p>ADDITIONAL LOST CREEK WATER RIGHTS This arises out of previous studies that identified a large deficit in the water supply by 2016. Current master planning analysis have concluded that these additional rights may not be required, but the study has not yet been completed. This funding may be adjusted upon completion of the water master plan.</p>	\$500,000
<p>TALENT, ASHLAND, PHOENIX, PIPELINE & PS; TALENT TO ASHLAND Based on the Council's December 1998 decision, the City participated with the cities of Talent and Phoenix and with the Medford Water Commission for the design and construction of the 24-inch TAP water pipeline construction to the City of Talent. This project will be re-evaluated in context with the new Water "Right Water for Right Use" Master Planning effort.</p>	\$11,080,000
<p>ADDITIONAL WATER RIGHTS (TID / BOR SYSTEM, ETC) Additional water rights are necessary as a backup water supply source during low water years when Reeder Reservoir is depleted. The BOR and TID system has provided additional water resources to supplement existing water to meet peak periods of summer use. Staff continues negotiations with the Bureau of Reclamation for additional Talent Irrigation water.</p>	\$1,200,000
<p>WATER TREATMENT PLANT - CONSTRUCT NEW FILTERS #7 & #8 The 2006 Water Plant Process Improvement hydraulic modeling report showed that the plant will have a significant problem treating the design flow capacity of the plant (10 MGD) because of lack of pressure (head). The greatest head losses were found to be the filter media, associated control valves, and venturi flow meter. The meter has been replaced and the next most cost effective step toward increasing capacity is to install new filters in the two remaining empty filter bays.</p>	\$1,200,000

capital improvement plan

<p>OZONE/UV ANALYSIS AND INSTALLATION</p> <p>The 2006 Water Plant Process Improvement report identified the potential benefits from installation of an ozonation system include improved taste and odor, improved flocculation and filtration, reduced chlorine usage, algae control, and the potential to receive credit for cryptosporidium removal, as well as elimination of the potassium permanganate feed system. UV and combined systems show similar potentials. Since new ozone and UV systems have become more energy efficient and smaller and as the economics of operating these systems have improved dramatically in the last 15 years, there is an increasing likelihood that installation of one of these systems will reduce life cycle operating costs.</p>	<p>\$1,750,000</p>
<p>NEW CROWSON RESERVOIR II</p> <p>The need for a second Crowson Reservoir was evaluated relative to reservoir operational level fluctuations during peak day conditions. The existing system configuration send the majority of the treated water from the WTP through Crowson Reservoir. Under the existing system configuration, Crowson reservoir turnover is approximately 160 percent every day at peak day demands. A second Crowson Reservoir decreases turnover from 160 percent per day at peak demand to 80 percent turnover per day (for both reservoirs). The addition of a 2.1 million gallon "Crowson II" Reservoir will achieve the desired increase in operational flexibility for both Crowson Reservoirs and provide the required level of storage capacity needed for the distribution system.</p>	<p>\$3,900,000</p>
<p>WATERLINE UPSIZING; HOSPITAL ZONE - MAPLE STREET, CHESTNUT STREET & CATALINA DRIVE</p> <p>The commercial area fire flow criteria is to deliver a flow of 4,000 gallons per minute (gpm) for 4 hours, with a maximum pipeline velocity of 10 feet per second (fps) and minimum residual pressure of 20 psi. In general, to meet commercial fire flow criteria, a 14-inch diameter water main is required or a looped 10-inch diameter main is required in the vicinity of commercial property to maintain velocities below 10 fps. A fire flow of 4,000 gpm is required at the Ashland Community Hospital. To meet fire flow criteria, this first project will upgrade 730 LF of existing 6-inch and 8-inch diameter mains to 12-inch diameter mains along Maple Street from Siskiyou Blvd. to the hospital.</p>	<p>\$940,000</p>
<p>WATERLINE REPLACEMENT; SISKIYOU BOULEVARD - TERRA AVENUE TO MISTLETOE ROAD</p> <p>Based on the hydraulic analysis modeling, the 2002 water master plan by Lee Engineering recommended that 4200 feet of pipe on Siskiyou Blvd from Terra to Mistletoe be replaced by a 12-inch diameter pipe.</p>	<p>\$800,000</p>

<p>WATERLINE UPSIZING; AHS/IOWA STREET - S. MOUNTAIN AVE. TO WIGHTMAN ST The new 12" main will provide better fire protection for the High School as well as the dense housing on California St., Garfield St. and Lincoln St. The new main will replace the 6" cast iron pipe installed in 1933.</p>	<p>\$640,000</p>
<p>WATERLINE REPLACEMENT; GRANITE STREET - NUTLEY STREET TO PIONEER STREET This project would replace the aging 10 to 12 inch steel water line in Granite Street. A new 12 inch ductile iron water line will be constructed from Nutley Street southerly to Pioneer Street. This project was originally planned to be completed in conjunction with the street repaving project but awaits funding.</p>	<p>\$300,000</p>
<p>WATERLINE REPLACEMENT; B STREET - OAK STREET TO 5TH STREET This 1800 foot section is an old steel line that is pitted and in need of replacement to insure the integrity of the system. There have been several repairs over time.</p>	<p>\$250,000</p>
<p>WATERLINE REPLACEMENT; TERRACE STREET - IOWA STREET TO TID DITCH This project is also intended to replace a primary steel main nearing the end of its life cycle. The line serves a significant proportion of the City's largest service zone.</p>	<p>\$350,000</p>

TITLE: UNFUNDED WASTEWATER PROJECTS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

PROJECT	COST
<p>TREATMENT PLANT CAPACITY EVALUATION This study concluded that the maximum monthly flows and loads closely resemble the WWTP design values for the year 2025, and that the plant should have capacity beyond its original design year of 2015. However, the tertiary membranes will reach their capacity before the 2025 date. It has been recommended that we perform future capacity studies every five years.</p>	<p>\$250,000</p>
<p>TREATMENT PLANT – THERMAL IMPROVEMENTS (DEQ – TMDL) With the Department of Environmental Quality (DEQ) recent issuance of the final Bear Creek Watershed Total Maximum Daily Loads (TMDL) and Water Quality Management Plan (WQMP), the City anticipates the need to fully meet the TMDL based Waste Load Allocation (WLA) limitations, specifically temperature, with the renewal of the wastewater permit (DEQ National Pollution Discharge Elimination System –NPDES #101609, May 2004) to receive, treat and discharge highly treated effluent.</p>	<p>\$2,000,000</p>

<p>WASTEWATER LINE REPLACEMENT; OAK STREET – LITHIA WAY TO B STREET</p> <p>This project was recommended in the collection system master plan to replace 260 feet of 6-inch line that extends through back yards and is difficult to access with a new 8-inch pipe. The potential for sanitary sewer overflows would then be greatly reduced, which is also critical due to its proximity to Ashland Creek.</p>	<p>\$125,000</p>
<p>WASTEWATER LINE REPLACEMENT; N MOUNTAIN AVENUE – HERSEY STREET TO BEAR CREEK TRUNK LINE</p> <p>This project was identified by the Sewer System Master Plan to replace 630 feet of line with inadequate capacity in N Mountain Avenue by re-routing the flow into a new 12-inch line to connect directly to the Bear Ck trunk line in order to gain adequate slope for the flow.</p>	<p>\$225,000</p>
<p>BEAR CREEK INTERCEPTOR TRUNK LINE UPSIZING – WIGHTMAN STREET TO TOLMAN CREEK ROAD</p> <p>This project was recommended in the collection system master plan to replace 1,983 feet of 12-inch line with 15-inch piping along Bear Creek. Costs are anticipated to be impacted by the presence of shallow bedrock. Access will be limited by the adjacent wetland constraints. As part of the project, the easement will also be upgraded for future required inspection and maintenance activities.</p>	<p>\$450,000</p>
<p>WASTEWATER LINE REALIGNMENT; HERSEY STREET - PATTERSON STREET TO WATER STREET</p> <p>The current 10-inch concrete line was installed in 1935. It was installed across an open field to maintain gravity flow for the sewage. Since that time, the field has been subdivided into numerous building lots. The existing line has deteriorated and is located very close to a number of homes, making it impossible to excavate. This project will take into account potential line relocation routes, or in-place construction upgrades.</p>	<p>\$225,000</p>
<p>TITLE: UNFUNDED ELECTRIC PROJECTS</p>	
<p>RESPONSIBLE DEPARTMENT: Various Departments</p>	
<p>PROJECT</p>	<p>COST</p>
<p>E. MAIN STREET/I-5 FREEWAY CROSSING UPGRADE</p> <p>This project will entail the undergrounding of the E. Main Street feeder lines under Interstate 5 near the existing E. Main Street bridge. The project will reduce City of Ashland liability in the event that current electrical conductors, for some reason, fall onto Interstate 5.</p>	<p>\$200,000</p>

TITLE: UNFUNDED ADMINISTRATION PROJECTS

RESPONSIBLE DEPARTMENT: Administration and Facilities Departments

PROJECT	COST
<p>FIRE DEPARTMENT PUBLIC SAFETY TRAINING FACILITY The Public Safety Training facility will be a 3 or 4 story modular type structure. It can be used by fire and law for manipulative and tactical training. It will allow for multi-disciplinary evolutions and training exercises. It will allow for live fire training as well as classroom type activities.</p>	\$600,000
<p>POLICE DEPARTMENT BUILDING IMPROVEMENTS Remodel and expand the existing Police building. The remodel is to improve security and customer service as well as adding space for training and evidence storage.</p>	\$1,222,000
<p>COUNCIL CHAMBERS IMPROVEMENTS Often during public meetings, the occupancy of the chambers exceeds the limit of the fire code. Additional area for the public is needed. Planned upgrades to the Council Chambers are included in the facilities master plan that was adopted in 2009.</p>	\$300,000
<p>COUNCIL CHAMBERS TV FACILITIES IMPROVEMENTS Equipment purchases for upgrading current analog audio and video signal to digital for improved picture and sound.</p>	\$20,000
<p>CITY HALL COMPUTER NETWORK The building's internal computer network wiring is in need of upgrading to replace network switches and mini-switches. The current exterior network path into City Hall is multi-mode fiber which is limited to 100 Mbps and is in need of upgrading to single-mode fiber to increase connectivity to 1 Gbps.</p>	\$45,000
<p>ARCHIVE BUILDING CONSTRUCTION This project is included in the facilities master plan that was adopted in 2009.</p>	\$1,500,000
<p>LONG TERM FACILITIES REPLACEMENT Specific long term facilities replacement needs are identified in the facilities master plan.</p>	\$1,750,000
<p>CITY FACILITIES UPGRADES-BASED ON A FACILITIES PLAN The specific upgrades are based on the master plan that was adopted in 2009</p>	\$1,200,000

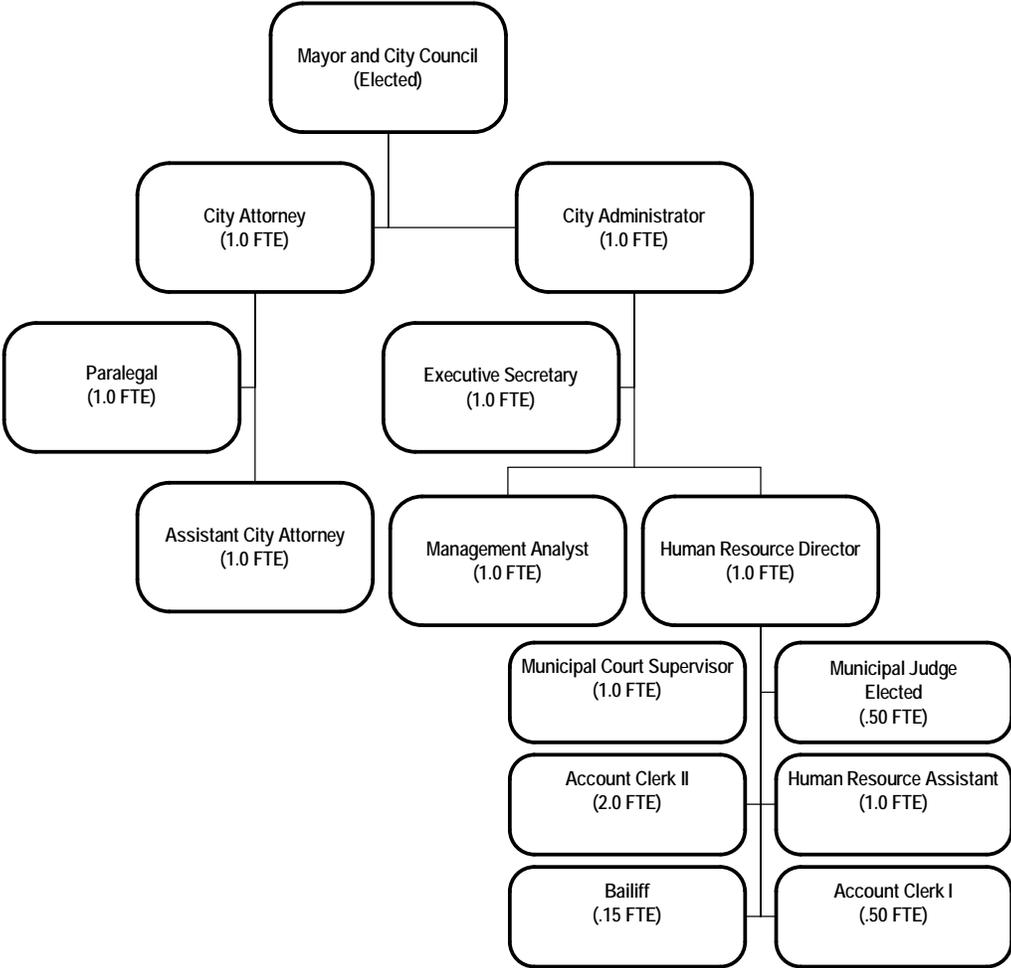


Departments

Administration Department.....	3-3
Information Technology Department.....	3-15
Administrative Services Department	3-25
City Recorder / Treasurer	3-45
Police Department.....	3-49
Fire and Rescue Department	3-63
Public Works Department	3-75
Community Development Department	3-109
Electric Department	3-125
Parks and Recreation Department.....	3-135
Non-Departmental Activities	3-154



administration department 12.15 FTE



Overview

The Administration Department consists of five divisions: Mayor and Council, Administration, Human Resources, Legal and Municipal Court.

The divisions in this department provide essential services and quality solutions that encompass each division area and every department in the City. Among the services provided are:

- Leadership and City policy
- Guidance and Direction to all departments
- Human Resources
- Legal Counsel
- Communication and Public Outreach
- Judicial process for local traffic and municipal code violations

The Administration Department is funded primarily through Central Service Fees paid by each department.

General Fund monies are used for Economic Development (revenues provided through the Transient Occupancy Tax), Rogue Valley Public Television (revenues provided through cable television franchise fees), the Ashland Library (funded with a voter approved local tax) and the Municipal Court (funded in part with revenues collected from fees, fines and assessments).

Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goal
Participatory Government Open, accessible, honest and democratic • Responsive visionary leadership • Professional, high quality staff • Efficient and effective with public funds • Citizens engaged in local government • Active intelligent respectful citizen involvement • Volunteerism in government and community	Federal and State Mandates	Minimize employment related claims	Provide regular training on employment law, changes to the law and educate employees on policies and procedures	0 claims	0 claims
	City Charter and Municipal Code	Timely response to Council direction/goals Clear, comprehensive and applicable municipal code	Complete council goals during the approved time frame. Review and update ordinances as needed for Council approval	48% of goals completed 24 new and updated ordinances approved by Council	50% of goals completed 20 updated or new ordinances for Council approval
	Operational Efficiency/Risk Management/Fiscal Health	City FTE per 1,000 population Reduce workers compensation claims	Maintain appropriate ratio of FTE per 1,000 citizens (includes Parks FTE) unless new services/programs are added Provide workforce safety training and conduct job hazard analysis to minimize injuries	12 FTE/1000 citizens 12 claims (<i>OSHA log</i>)	12 FTE/1000 citizens 10 claims
	Support for Economic Health	Increase Ashland tourism and repeat visitors Support economic development	Continue to work with community partners to enhance tourism. % of Ashland residents who report the community is good or excellent at economic development	48.08% annual average lodging occupancy 30% report the community is good or excellent at economic development	50% annual average lodging occupancy 35% report the community is good or excellent at economic development
	Quality Citizen Service	A community well informed about local government Citizen participation	Provide and distribute information in a variety of ways to ensure citizens are aware of local government programs and services. % of citizens who report the City does a good or excellent job at welcoming citizen involvement	74% rate public information as excellent or good 66% report the City is good or excellent at welcoming citizen involvement	75% rate public information as excellent or good 70% report the City is good or excellent at welcoming citizen involvement

administration department

ADMINISTRATION DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$1,304,684	\$1,334,575	\$ 1,409,691	\$ 1,440,738	\$ 1,431,689	\$ 1,431,689
600 Materials and Services	822,838	824,342	881,628	908,735	1,020,784	1,020,784
700 Capital Outlay	-	1,000	-	-	-	-
	\$2,127,522	\$2,159,917	\$ 2,291,319	\$ 2,349,473	\$ 2,452,473	\$ 2,452,473
Department Total By Fund						
110 General Fund	871,627	941,627	979,010	1,024,672	1,087,672	1,087,672
710 Central Services Fund	1,255,895	1,218,290	1,312,309	1,324,801	1,364,801	1,364,801
	\$2,127,522	\$2,159,917	\$ 2,291,319	\$ 2,349,473	\$ 2,452,473	\$ 2,452,473

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Administration Division						
Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00		
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Adult and Teen Reference Librarian						
Children's Library Assistant						
Human Resource Division						
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00
Human Resource Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant						
Legal Division						
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00	1.00	1.00
Legal Secretary						
Municipal Court Division						
Municipal Judge	0.50	0.50	0.50	0.50	0.50	0.50
Municipal Court Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk II	2.00	2.00	2.00	2.00	2.00	2.00
Account Clerk I					0.50	0.50
Bailiff	0.15	0.15	0.15	0.15	0.15	0.15
	12.65	12.65	12.65	12.65	12.15	12.15

Mayor & Council

Significant Budget Changes

The Mayor and City Councilors are elected by the citizens of Ashland and are responsible for setting city policy. Policies set the framework for city operations and establish priorities for all departments. The Mayor and Council budget includes expenditures directly related to those responsibilities and is funded through the Central Service Fund.

- Reduction in Personal Services due to a change in health insurance needs for current council members.

Generally, every twelve to eighteen months, the City Council prepares goals for the upcoming year. These goals provide major policy direction for budget allocations, particularly in preparing the budget for the upcoming fiscal year.

The Council holds regular meetings and study sessions each month to conduct the business of the city and to hear from Ashland citizens. The Council relies on the expertise and recommendations of appointed Citizen Commissions and Committees on related policy issues.

The Mayor and Council are funding through Central Service fees paid by each department.

The City Council adopted goals in January of 2011. The goals are listed in the budget message in the Introduction Section of the budget.

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
MAYOR AND COUNCIL DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
520 Fringe Benefits	57,182	68,485	83,490	45,070	45,070	45,070
Total Personal Services	59,782	71,085	86,090	47,670	47,670	47,670
Materials and Services						
601 Supplies	492	188	1,000	1,000	1,000	1,000
603 Communications	654	664	600	600	600	600
604 Contractual Services	4,858	18,060	7,500	7,500	7,500	7,500
606 Other Purchased Services	38,176	46,672	44,000	42,490	42,490	42,490
608 Commissions	3,189	2,167	2,900	2,900	2,900	2,900
Total Materials and Services	47,369	67,751	56,000	54,590	54,590	54,590
	\$ 107,151	\$ 138,836	\$ 142,090	\$ 102,260	\$ 102,260	\$ 102,260

Administration

Administration includes the City Administrator, Executive Secretary, Management Analyst and Economic Development Project Manager. The City Administrator is responsible for implementing the City Council's goals and policies and managing and administering the organization (with the exception of the Parks Department) consistent with the policies of the City Council.

Administration handles numerous special projects, tracks state and federal legislative activities, provides leadership and the coordination and management for the City organization to ensure effective community services. Administration leads the effort to implement the economic development strategy.

Administration is funded through the Central Service Fund. General Fund monies are used for Economic Development (revenues provided through the Transient Occupancy Tax), Rogue Valley Public Television (revenues provided through cable television PEG fees and cable television franchise fees) and the Library (funded with a voter approved local levy tax).

Division Goals

- ⇒ Oversee and implement the Council Goals for 2011-2012
- ⇒ Continue implementation of the Communications Plan
- ⇒ Implement the Economic Development Plan
- ⇒ Implement City Council policies
- ⇒ Support Mayor and City Council activities
- ⇒ Provide organization-wide administration, management, and evaluation
- ⇒ Pursue intergovernmental relations and partnerships
- ⇒ Promote and sustain excellent community relations and communications; facilitate public outreach and communications
- ⇒ Coordinate, develop strategies, and evaluate services delivered
- ⇒ Monitor legislative activities
- ⇒ Continue to develop the Senior Management Team

Significant Budget Changes

- There are no significant budget changes. A 3% increase in Contractual Services in the General Fund for RVTV.

administration department - administration division

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
510 Salaries and Wages	\$ 23,786	\$ 67,829	\$ 70,540	\$ 73,300	\$ 25,000	\$ 25,000
520 Fringe Benefits	12,220	\$ 31,869	33,829	38,749	15,000	15,000
Total Personal Services	36,006	99,698	104,369	112,049	40,000	40,000
Materials and Services						
601 Supplies	\$ -	\$ 2,066	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
602 Rental, Repair, Maintenance	-	-	-	-	-	-
603 Communications	-	-	400	400	400	400
604 Contractual Services	40,736	21,941	23,000	25,251	137,300	137,300
605 Misc. Charges and Fees	36,000	1,000	1,000	2,300	2,300	2,300
606 Other Purchased Services	1,011	1,162	8,000	8,000	8,000	8,000
608 Commissions	700	-	-	-	-	-
Total Materials and Services	\$ 78,447	\$ 26,169	\$ 34,400	\$ 37,951	\$ 150,000	\$ 150,000
	\$ 114,453	\$ 125,867	\$ 138,769	\$ 150,000	\$ 190,000	\$ 190,000

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
Public Arts Program

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Materials and Services						
604 Contractual Services	\$ -	\$ 2,003	\$ -	\$ 14,739	\$ 14,739	\$ 14,739
Total Materials and Services	-	2,003	-	14,739	14,739	14,739
	\$ -	\$ 2,003	\$ -	\$ 14,739	\$ 14,739	\$ 14,739

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
RVTV Program

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Materials and Services						
604 Contractual Services	\$ -	\$ 49,500	\$ 52,515	\$ 54,090	\$ 54,090	\$ 54,090
Total Materials and Services	-	49,500	52,515	54,090	54,090	54,090
	\$ -	\$ 49,500	\$ 52,515	\$ 54,090	\$ 54,090	\$ 54,090

administration department - administration division

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 272,490	\$ 269,792	\$ 269,958	\$ 269,958	\$ 294,958	\$ 294,958
520 Fringe Benefits	108,269	93,793	102,651	113,551	128,551	128,551
Total Personal Services	380,759	363,585	372,609	383,509	423,509	423,509
Materials and Services						
601 Supplies	13,027	12,660	18,200	18,200	18,200	18,200
602 Rental, Repair, Maintenance	1,998	2,200	2,200	2,200	2,200	2,200
603 Communications	4,384	3,006	3,850	3,700	3,700	3,700
604 Contractual Services	14,790	7,343	21,000	21,000	21,000	21,000
605 Misc. Charges and Fees	11,909	11,909	11,909	12,500	12,500	12,500
606 Other Purchased Services	9,867	11,539	16,800	15,550	15,550	15,550
608 Commissions	355	393	740	740	740	740
610 Programs	16,320	15,690	17,225	17,500	17,500	17,500
Total Materials and Services	72,650	64,740	91,924	91,390	91,390	91,390
	\$ 453,409	\$ 428,325	\$ 464,533	\$ 474,899	\$ 514,899	\$ 514,899

Human Resources

The Human Resource Division provides leadership and expertise to all city departments in recruiting and retaining a diverse workforce that is committed to providing quality service to our community. Through policy direction and training efforts, the Human Resource Division helps reduce the risk of employment-related legal claims and work-related injuries. The Human Resource Division promotes positive labor-management relations through collaboration, open communication, and fair and inclusive employment practices. The division is responsible for coordinating Labor Negotiations for 5 collective bargaining groups.

Human Resources provides a range of support services to City employees such as administration of all benefit plans, compensation plan, job classification, and maintenance of confidential employee data. The Human Resource Division is funded through Central Service Fees paid by each department.

Division Goals

- ⇒ Work with City departments to ensure employee continuity through succession planning and cross-training staff. Explore new ways Human Resources can assist departments with organizational transitions and budget related changes.
- ⇒ Work with City Council and departments to address employee recruitment and retention efforts through implementation of the comprehensive job classification and employee compensation study.
- ⇒ Continue efforts to implement Safety and Risk Management “Best Practices” to prevent and mitigate costs due to accidents, injuries and claims against the city.
- ⇒ Complete the transition to a new Healthcare provider.
- ⇒ Continue to focus on fostering a positive work environment and organizational culture

Significant Budget Changes

- No significant budget changes.

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
HUMAN RESOURCE DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 134,372	\$ 140,039	\$ 133,817	\$ 128,927	\$ 128,927	\$ 128,927
520 Fringe Benefits	62,363	59,741	63,244	67,004	67,004	67,004
Total Personal Services	196,735	199,780	197,061	195,931	195,931	195,931
Materials and Services						
601 Supplies	4,869	5,177	6,300	6,300	6,300	6,300
603 Communications	249	512	500	500	500	500
604 Contractual Services	75,359	66,484	62,820	50,000	50,000	50,000
605 Miscellaneous Charges and Fees	8,530	8,688	9,235	9,076	9,076	9,076
606 Other Purchased Services	10,460	5,392	17,475	29,900	29,900	29,900
610 Programs	420	-	-	-	-	-
Total Materials and Services	99,887	86,253	96,330	95,776	95,776	95,776
	\$ 296,622	\$ 286,033	\$ 293,391	\$ 291,707	\$ 291,707	\$ 291,707

Municipal Court Division

The Municipal Court Division provides our Community with a unique opportunity to have their cases heard by a local judge elected by the citizens. The Municipal Court is a community court, interested in understanding Ashland's issues and familiar with its citizens, their values and daily concerns.

For many people Ashland Municipal Court is the first and only court they will ever appear before. In addition, it is often the only governmental institution they will ever personally experience. Ashland Municipal Court hears three types of cases when they occur within the City limits: traffic violations, violations of the Ashland Municipal Code, and most misdemeanors (crimes).

The Municipal Court Division is responsible for collecting payments, balancing and posting deposits to the general ledger, sending monthly payments to the State and County from assessments collected, entering cases from the police department, entering convictions on driver licenses and criminal records, entering and lifting license suspensions, show causes, preparing the court docket for arraignments, arranging juvenile pre-courts and pre-trial conferences with attorneys and/or defendants, compiling jury lists, setting jury and court

trials, filing and monitoring diversions, deferred sentencing, and probations, granting continuances, entering and issuing warrants, sending cases to collections, preparing various reports. The Municipal Court Division works cooperatively with Police, legal, accounting and a variety of other City departments to provide excellent customer service to the Citizens of Ashland.

Division Goals

- ⇒ The Ashland Municipal Court strives to combine education with enforcement for the members of our community who appear in Court.
 - ⇒ Each defendant should leave the Court with a thorough understanding of:
 - The nature of the charges faced,
 - What the choices and possible consequences are,
 - What financial or other obligations, if any, have been ordered, and
 - How to avoid future problems.
- Ashland Municipal Court Staff delivers courteous, professional, prompt service to our customers.

GENERAL FUND
ADMINISTRATION DEPARTMENT
MUNICIPAL COURT DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 218,808	\$ 212,092	\$ 216,683	\$ 214,243	\$ 237,243	\$ 237,243
520 Fringe Benefits	102,323	92,433	96,809	108,026	108,026	108,026
Total Personal Services	321,131	304,525	313,492	322,269	345,269	345,269
Materials and Services						
601 Supplies	2,969	3,162	3,900	4,900	4,900	4,900
602 Rental, Repair, Maintenance	6,136	4,155	2,954	2,954	2,954	2,954
603 Communications	16	18	200	200	200	200
604 Contractual Services	3,328	16,313	11,600	15,000	15,000	15,000
605 Misc. Charges and Fees	88,403	88,896	87,740	81,700	81,700	81,700
606 Other Purchased Services	445	1,400	2,100	2,100	2,100	2,100
Total Materials and Services	101,297	113,944	108,494	106,854	106,854	106,854
Capital Outlay						
703 Equipment	-	\$ 1,000	\$ -	\$ -	\$ -	\$ -
Total Capital Outlay	-	1,000	-	-	-	-
	\$ 422,428	\$ 419,469	\$ 421,986	\$ 429,123	\$ 452,123	\$ 452,123

*Municipal Court Division resided in Administrative Services Department in 2006, 2007, and 2008 and the expenses are included in the Administrative Services Department summary. In 2009, 2010 and 2011, it resides in Administration.

administration department - legal division

Legal

The City Attorney’s office provides legal advice to City elected officials, city officers and employees, as well as city commissions and committees. The role of the City Attorney’s office is to ensure that City decision makers are well informed as to alternative courses of action. The Legal Department supports the City and its Departments through efforts to prevent legal challenges by ensuring that City decisions are defensible. When the City makes a decision, the role of the City Attorney’s office is to vigorously defend that decision. One independent function of the City Attorney’s office is to prosecute misdemeanors, traffic offenses and City code violations in municipal court and circuit court. The Legal Department also prosecutes and defends the City in civil litigation and administrative forums (e.g. Land Use Board of Appeals). The Department prepares ordinances, resolutions, contracts, and other legal documents. The Department also assists in property purchases; employee grievances; union negotiations; and local, county, and regional land use matters. The Department works with risk management concerning tort claims, assists in collection efforts in support of the Finance Department, and strives to keep City officers and employees apprised of changes in the law, whether it is case law or statutory changes.

Division Goals

- ⇒ In FY 2011-2012, the Legal Department’s primary goal is to provide timely, accurate, and thorough advice to the City Council, City advisory bodies, such as the Planning Commission, and City Departments.
- ⇒ Prevent challenges to City decisions and to ensure success when challenges are made against the City. Use of outside legal counsel is at times necessary when special legal knowledge is needed or when other projects prevent in-house attorneys from representing the City.

Significant Budget Changes

Expenses for outside counsel are maintained to provide funding for projects that require the expertise of outside counsel, such as franchise negotiations with a number of the City’s current telecommunications and cable providers.

**CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
LEGAL DIVISION**

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 224,846	\$ 218,984	\$ 242,277	\$ 259,157	\$ 259,157	\$ 259,157
520 Fringe Benefits	85,425	76,918	93,793	120,153	120,153	120,153
Total Personal Services	310,271	295,902	336,070	379,310	379,310	379,310
Materials and Services						
601 Supplies	5,577	9,184	10,320	10,200	10,200	10,200
602 Rental, Repair, Maintenance	2,452	2,192	2,880	3,000	3,000	3,000
603 Communications	1,687	317	1,525	1,525	1,525	1,525
604 Contractual Services	57,090	33,454	34,500	34,500	34,500	34,500
605 Misc. Charges and Fees	12,000	12,000	12,000	12,400	12,400	12,400
606 Other Purchased Services	9,636	12,047	15,000	15,000	15,000	15,000
Total Materials and Services	88,442	69,194	76,225	76,625	76,625	76,625
	\$ 398,713	\$ 365,096	\$ 412,295	\$ 455,935	\$ 455,935	\$ 455,935

Library

In November of 2008, Ashland voters passed a local option tax of up to \$.21 per \$1000 of assessed property value for enhanced library services including additional library hours, professional staff and outreach services to senior and youth beginning July 1, 2009 through June 30, 2013.

It is anticipated that \$.19 per \$1000 will be needed to provide for FY12 enhanced library services.

Significant Budget Changes

- A 3% increase over FY11 per existing contract with Jackson County and LSSI.

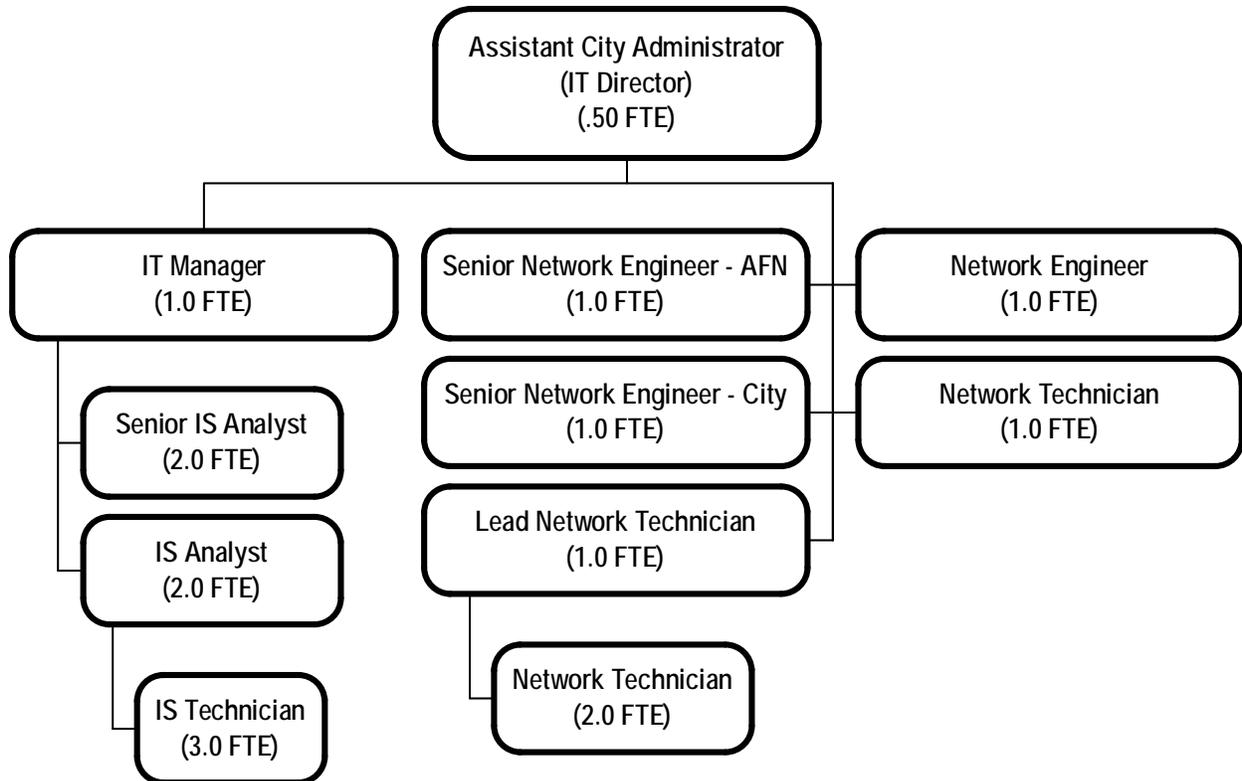
GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
Library Program

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
510 Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
520 Fringe Benefits	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-
Materials and Services						
604 Contractual Services	334,746	344,788	365,740	376,720	376,720	376,720
Total Materials and Services	334,746	344,788	365,740	376,720	376,720	376,720
	\$ 334,746	\$ 344,788	\$ 365,740	\$ 376,720	\$ 376,720	\$ 376,720



information technology department

16.00 FTE



Overview

The Information Technology Department consists of two divisions: Technology Services and Telecommunications. Ashland Fiber Network operates within the Telecommunications Division. The department's director reports to the City Administrator.

Strategic Department Goals

- ⇒ Planning—Align technology to support the City Strategic Plan and department priorities.
- ⇒ Project Management—Manage initiation, planning, execution, monitoring, and completion of IT projects for City departments toward effective outcomes and nominal waste.
- ⇒ Business Systems—Maximize employee effectiveness with software and hardware tools.
- ⇒ Support—Enable employees to make full use of technology.
- ⇒ Telecommunications—Provide data/voice/video communications to meet operational needs.
- ⇒ IT Security—Secure private and sensitive data, ensuring compliance with applicable regulations and statutes. Preserve integrity of City technology systems and services.
- ⇒ Data Management—Position municipal information resources to be shared across departments for improved work processes and decision-making.
- ⇒ Disaster Recovery/Business Resumption—Manage information and technology assets to recover effectively in the event of a disaster.
- ⇒ Public Safety—Deploy technologies that maintain high standards of safety for citizens.
- ⇒ eGovernment—Provide full and convenient government services online.
- ⇒ Green IT—Reduce energy consumed and the impacts of technology-related waste.

Significant Budget Changes

- Decreased capital carryover by \$700,000 due to FY2011 contribution to AFN debt.
- Increased annual AFN debt payment by \$53,000 to \$409,000, along with taking on increased Central Services charges.
- Rebuilding Contingency and training budgets.
- Continuing catch-up on capital investments in the AFN network and plant at \$140,640. This is partly funded by saving from Internet Bandwidth contract.

information technology department

INFORMATION TECHNOLOGY DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$1,434,242	\$1,414,694	\$ 1,531,964	\$ 1,571,516	\$ 1,571,516	\$ 1,571,516
600 Materials and Services	1,480,823	1,443,279	1,825,150	1,528,105	1,528,105	1,528,105
700 Capital Outlay	3,497	67,876	258,500	165,640	165,640	165,640
	\$2,918,562	\$2,925,849	\$ 3,615,614	\$ 3,265,261	\$ 3,265,261	\$ 3,265,261
Department Total By Fund						
691 Telecommunications Fund	\$1,754,074	\$1,803,785	\$ 2,466,205	\$ 2,077,219	\$ 2,077,219	\$ 2,077,219
710 Computer Services	1,164,488	1,122,064	1,149,409	1,188,042	1,188,042	1,188,042
	\$2,918,562	\$2,925,849	\$ 3,615,614	\$ 3,265,261	\$ 3,265,261	\$ 3,265,261

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Information Technology Director	1.00	1.00	1.00	1.00	1.00	1.00
Information Technology Manager				1.00	1.00	1.00
Administrative Assistant						
Technology Services Division						
Senior Information Systems Analyst				2.00	2.00	2.00
Information Systems Analyst	1.00	1.00	1.00	2.00	2.00	2.00
Information Systems Technician	1.00	1.00	1.00	3.00	3.00	3.00
Telecommunications Manager	2.00	2.00	2.00			
City Network Administrator	1.00	1.00	1.00			
Database Administrator	1.00	1.00	1.00			
Telecomm/Computer Technician	2.00	2.00	3.00			
User Support Administrator	0.50	0.50				
Computer Technician						
Computer Technician - Temp						
Internet & High Speed Divisions						
Senior Network Engineer	1.00	1.00	1.00	2.00	2.00	2.00
Network Engineer	-	-	-	1.00	1.00	1.00
Network Technician	1.00	1.00	1.00	4.00	4.00	4.00
Operations Manager	-	-	-			
AFN Network Administrator	3.00	3.00	3.00			
Telecommunications Technician	1.00	1.00	1.00			
Account Representative						
Telecommunications Technician-Temp						
	15.50	15.50	16.00	16.00	16.00	16.00

Telecommunications Division (AFN)

The Telecommunications Division is responsible for managing the hybrid fiber optic coaxial network infrastructure known as the Ashland Fiber Network, as well as the City business network and telephone systems. The AFN high-speed network connects with other governmental, educational and health care institutions in the area, thereby enabling the Division to provide an enhanced portfolio of products and services to the citizens and businesses. Responsibilities include installation services, management of the City's vendor relationships, maintenance of the 153-mile hybrid fiber-coaxial plant, marketing, and customer relations management.

Division Goals

- ⇒ AFN Strategic Business Plan—Continue execution to meet the plan's defined goals and performance metrics. Prepare for 2012 decision on the long-term future of AFN.
- ⇒ System Planning—Update the AFN System Plan for cable/fiber technical direction and implementation projects. Complete an alternatives analysis of options and costs for the City's obsolete telephony system.
- ⇒ Emergency Notification System—Complete procurement to implement an emergency notification system for Ashland residents and businesses integrating alerts via telephone, email, and cellular phone messaging.
- ⇒ Public Safety Communications—Support upgrades of City radios to digital-standard units mandated by the Federal government for use by 2012. Complete redesign of the City's telecommunications paths and contracts to support interaction with Emergency Communications of Southern Oregon.
- ⇒ Utility Computing—Implement a virtualized server environment to manage the City's growing needs for processing, memory, and data storage. This initiative will reduce long-term costs, improve cross-department access to data stores and geospatial information, and supports software projects for Utility Billing, email system upgrades and transition to the City IT Program Architecture.
- ⇒ City Hall Improvements—Upgrade telecommunications equipment and facilities at to provide more reliable lines with higher speed capacity.
- ⇒ Public Utilities Compliance—Resolve any AFN telecommunications line issues for the Morton and 99 feeders per AFN's inspection plan. Complete PUC reports and filings as required.
- ⇒ Facilities Updates—Work with Facilities Division to update heating, ventilation, and air conditioning systems and install fire suppression to support the City's critical data center/head-end operations.

Significant Budget Changes

- Small reduction from converting Telecommunications management position into an Information Systems Analyst for programming and business systems support.
- Eliminated Temporary Employee line by \$15,383. Increased Emergency Overtime and Duty Pay lines by \$8,600 to offset.
- Decreased Technical line by \$37,750 due to continuing savings from FY11 Internet Bandwidth contract. This will balance against increasing consumption by customers, which has increasing almost 200% since March 2010.
- Physical Plant line increased \$9,668 due to pole attachment fees from Ashland Electric Department and Pacific Power and Light.
- As revenues support, reconstituting Ending Fund Balance with to bring total to \$100,000. The IT Department plans to allocation additional revenues over expenditures towards AFN debt service.

information technology department - telecommunications division

Telecommunications/AFN							
Council Value	Budget Criteria	Desired Outcomes	Action/Performance	FY10 Performance	FY11 Goals	FY12 Goals	FY13 Goals
Economy. Community	-Federal and State mandates City Charter and Code -Contractual obligations and	-Provide technology solutions that allow public safety -Administer AFN contracts and City franchise agreements -Continue pay-down of AFN bond debt	-Ensure 99.99% uptime and availability of Emergency Notification -Monitor/manage contracts and franchise agreements for -Achieve \$450,000 debt payment goal each year	-New goal -New goal -Paid \$356,000 towards AFN debt	-Not due -4 contracts and -Paid \$700,000	-Achieve uptime of 99.99% -Complete examination of 2 -Pay \$409,000	-Achieve uptime of 99.95% -Complete examination of 2 -Pay \$409,000
	-Operational efficiency/risk -Support for local economic health -Emergency preparedness -Service only available from government/Not	-Upgrade technology infrastructure at the -Achieve high availability and uptime -Effectively resolve customer calls -Provide staff and customers with exceptional technical -Meet AFN marketing goals for growth -Effectively service -Comply with utility code requirements.	-Achieve $\geq 99.95\%$ uptime for network and -Achieve $\geq 70\%$ "Good" to "Excellent" scores on -Achieve $\geq 60\%$ of cases resolved within one business day, $\geq 90\%$ -Improve Internet customer count to $\geq 4,600$ by 2013 with -Convert $\geq 50\%$ of referrals to customers -Close 4,200 -Achieve $\leq 5\%$ violations on line	-New goal -New goal -New goal -3,201 with 21% churn -New goal -3,130 work orders -New goal	-Achieving uptime of -Customer Service - Incomplete records -Current: 3,338 with 18.6% - Converting -current: 0 PUC violations	-Achieve uptime of -Achieve 70%+ of -Achieve $>60\%$ of cases -Achieve Internet customer -Convert $>70\%$ of -Close -Have 0 PUC	-Achieve uptime of -Achieve 70%+ of -Achieve $>60\%$ of cases -Achieve Internet customer -Convert $>70\%$ of -Close -Have 0 PUC
	-Enhance quality of life/desirability of Ashland	-Provide telecommunications and technology services that meet the needs of AFN customers	-Work with local companies and economic development groups to update products and rates at least once per year to	-New goal	-Created four business products at request of -Customer	-Team with Chamber/S OREDI/City efforts to create	Review Goal

information technology department - telecommunications division

TELECOMMUNICATIONS FUND
INFORMATION TECHNOLOGY DEPARTMENT
INTERNET

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 691						
Personal Services						
510 Salaries and Wages	\$ 385,120	\$ 394,879	\$ 460,706	\$ 447,710	\$ 447,710	\$ 447,710
520 Fringe Benefits	187,338	172,595	213,842	222,910	222,910	222,910
Total Personal Services	572,458	567,474	674,548	670,620	670,620	670,620
Materials and Services						
601 Supplies	195,818	236,105	247,840	208,500	208,500	208,500
602 Rental, Repair, Maintenance	113,615	66,473	57,925	68,189	68,189	68,189
603 Communications	19,189	16,783	16,597	10,954	10,954	10,954
604 Contractual Services		-	-	2,700	2,700	2,700
605 Misc. Charges and Fees	817,139	819,495	1,200,795	936,400	936,400	936,400
606 Other Purchased Services	32,358	29,579	35,000	39,216	39,216	39,216
Total Materials and Services	1,178,119	1,168,435	1,558,157	1,265,959	1,265,959	1,265,959
Capital Outlay						
703 Equipment	-	39,533	218,500	140,050	140,050	140,050
704 Improvements Other Than Bldgs.	3,497	28,343	15,000	590	590	590
Total Capital Outlay	3,497	67,876	233,500	140,640	140,640	140,640
	\$1,754,074	\$1,803,785	\$ 2,466,205	\$ 2,077,219	\$ 2,077,219	\$ 2,077,219
Combined Internet and High Speed						



Technology Services Division

The Technology Services Division provides the City's customer support, business software system development and maintenance, database and application systems administration, and asset management.

Division Goals

- ⇒ Strategic Planning—Develop City IT Strategic Plan to set long-term direction of technology services.
- ⇒ Managed Computing Environment—Procure and implement a solution to manage asset inventories, software installations, software version control, and remote-support to replace IT's manual processes.
- ⇒ Utility Billing System—Working with the Administrative Services Department, procure and implement the City's new utility billing system in support of electric, water, and waste water operations. This project is partially in response to audit comments.
- ⇒ Public Safety Scheduling Software—Support upgrade of TeleStaff for the Fire Department and implementation for use by the Police Department.
- ⇒ Intranet—Implement a new Intranet solution to provide an online staff directory, calendars, document management for common forms and templates, and announcements/news/alerts.
- ⇒ eGovernment—Develop online transactional services for citizens and businesses.
- ⇒ Email Upgrade—Complete upgrade of Zimbra email system to Version 7.
- ⇒ Disaster Recovery/Business Resumption—Administer technology assets to reconstitute business systems and resources in the event of disaster.

Significant Budget Changes

- Converting Telecommunications management position into an Information Systems Analyst to handle programming and business systems support needs.
- Employee Benefits lines increased a total of \$69,189.
- Computers line decreased \$23,600 due to completed server replacements and the department's shift to server virtualization. Project funded with FY11 salary savings and as budgeted in Capital portion of budget.
- Reconstituting Training budget and supporting Travel lines by \$9,606 to correct gaps in staff skills sets the department identified.
- Capital Outlay set at \$25,000 to support completion of virtualized server environment for the City's needs.

information technology department - technology services division

Technology Services

Council Value	Budget Criteria	Desired Outcome	Action/Performance	FY10 Performance	FY11 Goals	FY12 Goals	FY13 Goals
Participatory government. Economy.	-Federal and State mandates	-Achieve zero violations/lapses and \$0 in penalties	-End or renew 100% of contracts and licenses by due dates	-New goal	-0 lapses in licenses and contracts; 2 late processing penalties (2.1%)	-0 lapses in licenses and contracts (0%); 0 late processing penalties (0%)	-0 lapses in licenses and contracts (0%); 0 late processing penalties (0%)
	-City Charter and Code	-Manage information and systems security incidents in adherence with regulations and laws	-Manage Information Security standards within departmental needs -Handle security incidents and maintain 100% security form compliance	-New goal -New goal	-0 breaches reported or detected -5 IS security incidences resolved; 99.2% adoption of Security program	-0 breaches reported or detected -100% IS security incidences resolved; 100% adoption of Security program; Complete 4 Security Guideline Updates	-0 breaches reported or detected -100% IS security incidences resolved; 100% adoption of Security program; Complete 4 Security Guideline Updates
	-Operational efficiency/risk management/ fiscal health -Support for local economic health	-Provide high availability and uptime for business systems -Increase efficiency of city staff through tech	-Achieve ≥99% uptime for solutions and systems -Resolve ≥80% of cases within one business day	-New goal -25% project success rate on time/budget/scope	-Achieving uptime of 99.3% -73% one-day case resolution rate -94% completion	-Achieve uptime of 98% -80% one-day case resolution rate -95% completion	-Achieve uptime of 98% -80% one-day case resolution rate -95% completion
	-Service only available from government/ Not offered by private or non-profit provider	-Effectively resolve customer support cases -Effectively maintain the City systems -Use project management practices to maximize success -Provide eGov services to meet needs of Ashland	-Manage PC and Server inventory. Replace systems as per lifecycle standards with nominal downtime -Implement IT project management to achieve ≥75% project success rate on time, budget, and scope measures -Implement at least two online services for Ashland citizens and/or businesses	-New goal -25% project success rate -New goal	-78% project success rate (7/9) on time/budget/scope -3 online services done/in-progress	-70% project success rate (7/9) -2 online services done/in-progress	-70% project success rate (7/9) Review Goal
Community.	-Enhance quality of life/desirability of Ashland	-Provide exceptional IT services -Provide tools to enhance communication both within the city structure and with constituents	-Achieve ≥70% "Good" to "Excellent" on periodic customer surveys -Deliver new intranet and Internet tools as prioritized in annual work planning	-New Goal	-Customer Service Survey in June -Not due	-Achieve 70%+ of Customers Rank IT "Good" to "Excellent" -Complete Intranet, HR, and Community Development Projects	-Achieve 70%+ of Customers Rank IT "Good" to "Excellent" -Complete Intranet, HR, and Community Development Projects

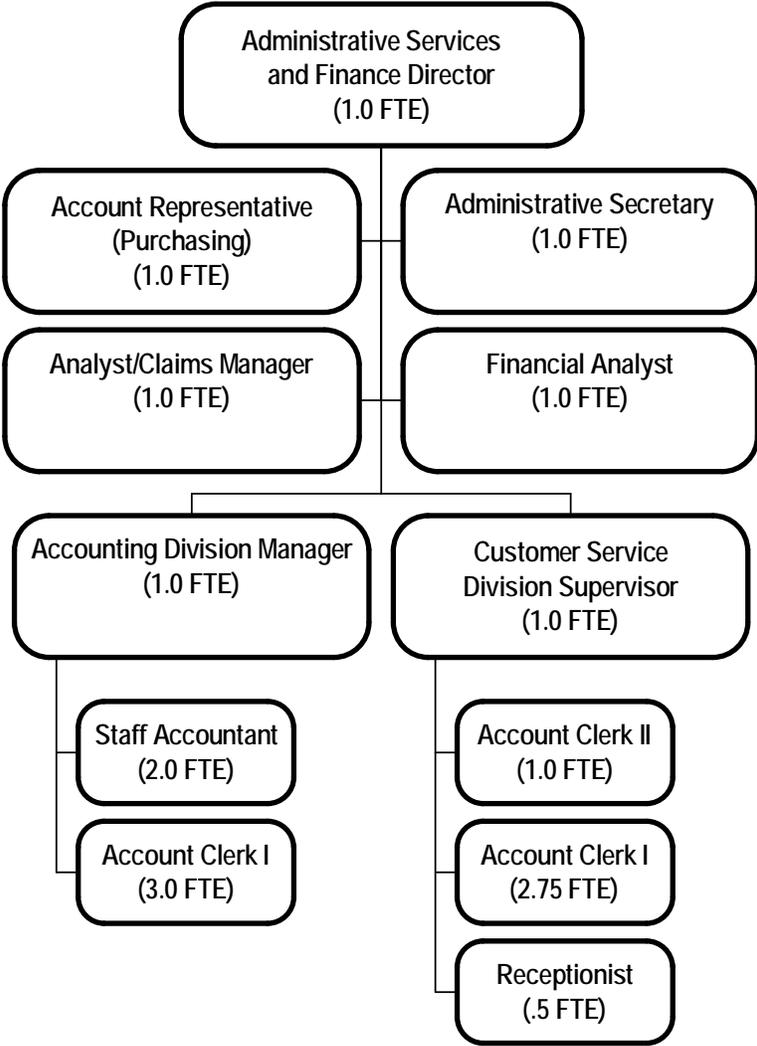
information technology department - technology services division

CENTRAL SERVICE FUND
INFORMATION TECHNOLOGY DEPARTMENT
TECHNOLOGY SERVICES DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 606,724	\$ 610,392	\$ 602,187	\$ 609,090	\$ 609,090	\$ 609,090
520 Fringe Benefits	255,060	236,828	255,229	291,806	291,806	291,806
Total Personal Services	861,784	847,220	857,416	900,896	900,896	900,896
Materials and Services						
601 Supplies	4,947	5,289	11,100	15,000	15,000	15,000
602 Rental, Repair, Maintenance	12,629	65,044	66,600	66,400	66,400	66,400
603 Communications	226,238	121,791	114,310	89,390	89,390	89,390
604 Contractual Services	2,619	2,862	10,650	14,000	14,000	14,000
605 Misc. Charges and Fees	56,221	74,027	63,833	67,250	67,250	67,250
606 Other Purchased Services	50	5,831	500	10,106	10,106	10,106
Total Materials and Services	302,704	274,844	266,993	262,146	262,146	262,146
Capital Outlay						
703 Equipment	-	-	25,000	25,000	25,000	25,000
Total Capital Outlay	-	-	25,000	25,000	25,000	25,000
	\$1,164,488	\$1,122,064	\$ 1,149,409	\$ 1,188,042	\$ 1,188,042	\$ 1,188,042

administrative services department

16.25 FTE



Overview

Vision Statement: *The Administrative Services Department is one of the significant ties that bind City departments and activities. Key measures of the department's effectiveness are how well the assets accounted for by ASD are protected and used throughout the City and the feedback received from recipients of the department's output.*

Mission Statement: *To provide optimum service to external and internal customers through the effective allocation of Administrative Services Department resources based upon responsibilities, priorities and need.*

The Administrative Services Department (ASD) is a key support department primarily located in the Central Services and Insurance Services fund budgets and providing services directly to the public and to all other departments and funds within the City of Ashland including Ashland Parks and Recreation Commission (APRC). Like no other department, ASD serves and interacts with every fund and department, often down to the employee level, with services like budgeting, financial reporting, payroll and benefit payment processing and accounting for services provided. All departments benefit from ASD's many other activities including purchasing of goods and services, accounts payable processing and internal service cost tracking and allocation; enterprise funds also benefit from utility billing and collection activities; governmental type funds are supported through tax collection and general license and fee processing; and APRC benefits from ASD performing accounting and financial reporting functions for the Commission.

The department plays the lead role in the annual budget process. Coordinating information from the other departments, public meetings, deliberations, economic and social grant allocations, distribution of information and the final budget document for legal compliance are some of the major activities for this process. At the end of the budget year, ASD coordinates the annual municipal audits required by the State of Oregon for the City and Parks Commission. This department prepares the Comprehensive Annual Financial Report for the City and one for APRC, the City's component unit. This department is the primary party responsible for the budget and both annual reports, all recognized for many years with national awards for superior work.

The Administrative Services Department also fills the role as the primary receptionist/front counter for all of City Hall, benefitting Administration, Legal, Human Resources and the City Recorder. The Customer Service front counter is the point of contact with the public for most administrative needs, utility billing payments and information, licensing, tax collections, parking permits, payables and receivables and general information.

In prior years this department has provided direct support to Administration, Legal, Municipal Court, Human Resources, Information Technology and Public Works during transitional stages for these departments and their staff. In FY 2010-2011 the department provided increased administrative support to the Electric Department including purchasing, budgeting and personnel support services.

Currently the department has eighteen employees equating to 16.25 FTE. That is one FTE less than what was "normal" for three years. These employees do most of all the tasks identified for the department but certain activities are "out-sourced" to professionals. These include but are not limited to auditing, support for financing/bond counsel, parking enforcement and risk management. At times the department relies on additional professional help in reviewing and establishing utility rates and systems development charges but these costs are normally borne by the affected department and fund.

Strategic Departmental Goals

- * **Council goal:** Develop a plan to establish fiscal stability, manage costs, prioritize services, and ensure key revenue streams.
- * **Council goal:** Transition to a biennial (two year) budget for Fiscal Years 2012-2013 and 2013-2014.
- * Annually evaluate and update: the long-term operating projections for all funds during the budget process, rate models in keeping with industry demands, cost allocation models on a three-year rotating basis.
- * Develop a performance measures program for all city departments.
- * Provide comprehensive information to the community on city budget and financial issues to promote a more thorough understanding of how the City receives its funding, how it's spent and what services are provided.

The ongoing strategic goal of an open budget process that helps the public understand the workings of its city including costs of the service provided and the benefit derived actually incorporates all four items identified above. Effectiveness of these elements can be found in the budget process. The City's receipt of the Government Finance Officers Association (GFOA) Budget Award any given year is one measure that comes from professionals outside the community. They evaluate the annual process and resultant budget document on four levels—A policy manual, a fiscal plan, an operations guide and a communication device. For many consecutive years the City has met these criteria and received the award.

Significant Budget Changes

- Reduction in one project position (1.0 FTE)
- Increased cost for parking enforcement, an out-sourced service budgeted in Administrative Services that was bid in January, 2011.
- Added over-time costs in anticipation of the computer software conversion scheduled to be complete by March 2012.
- Increased cost for the new audit services contract to be bid for FY 2011-2012.

Administrative Service Department							
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Actual	2011 Projected	2012 Goal	
Participatory government. We value government that is open, accessible, honest and democratic. We value responsive and visionary leadership by elected officials. We have professional, high quality staff. We seek to be efficient and effective with public funds. Our citizens are engaged with their local government as volunteers and in critical community decisions.	Federal and State Mandates	Legal Compliance - No violations of Oregon Budget Law, IRS, DOR or GAAP Accounting	>Adopt annual budget by June 30 including a property tax rate set within the legal limits.	100%	100%	100%	
			>Issue CAFR within 6 months.	100%	100%	100%	
			>Resolve Auditor comments within 1 year.	33%	50%	100%	
	Operational Efficiency/ Fiscal Health	Meet Ending Fund Balance Policy	Manage/Account for Assets	>Manage revenue and expenses to 100% meet (exceed) minimum, operational ending fund balances.	85%	85%	100%
				>Bill and collect utilities on cycle basis collecting 95% of receivables within 60 days and keep loss (write-off ratio) to <1.5%.	0.25%	0.60%	0.25%
				>Evaluate/obtain appropriate insurance levels, track/cost losses, assist in safety training of staff, protect the public and minimize property damage to reduce:			
				Insurance premiums (gross) Cost of Claims Number of Claims	\$275,971 \$32,200 28	\$269,946 \$60,900 25	\$260,000 \$25,000 25
	Contractual Obligations and Bond Covenants	Comply with financial requirements including disclosures.	>Maintain cash reserves and coverage ratios as required: Water Revenue Bonds >1.30	2.22	2.21	2.95	

administrative services department

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Administration Division						
Administrative Services/Finance Director	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Account Representative (Purchasing)	1.00	1.00	1.00	1.00	1.00	1.00
Analyst/Claims Manager	1.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Division						
Accounting Division Manager	1.00	1.00	1.00	1.00	1.00	1.00
Staff Accountant	2.00	2.00	2.00	2.00	2.00	2.00
Account Representative (Projects)	1.00	1.00	1.00	-	-	-
Account Clerk II						
Account Clerk I	3.00	3.00	3.00	3.00	3.00	3.00
Customer Services Division						
Customer Service Division Manager	1.00	1.00				
Customer Service Division Supervisor			1.00	1.00	1.00	1.00
Account Clerk II	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk I	2.75	2.75	2.75	2.75	2.75	2.75
Receptionist	0.50	0.50	0.50	0.50	0.50	0.50
Municipal Court Division						
Municipal Judge*						
Account Clerk II - Lead*						
Account Clerk II*						
Account Clerk I*						
Bailiff*						
	<u>17.25</u>	<u>17.25</u>	<u>17.25</u>	<u>16.25</u>	<u>16.25</u>	<u>16.25</u>

* 2005 Courts moved into Finance, 2008 moved back to Administration.

administrative services department

ADMINISTRATIVE SERVICES DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$ 1,290,201	\$ 1,341,978	\$ 1,348,286	\$ 1,353,345	\$ 1,353,345	\$ 1,353,345
600 Materials and Services	2,234,599	1,829,117	1,916,371	2,074,170	2,074,170	2,074,170
700 Capital Outlay	216,650	-	400,000	1,832,000	1,832,000	1,907,000
800 Debt Service	380,656	381,906	898,678	315,156	315,156	315,156
	<u>\$ 4,122,106</u>	<u>\$ 3,553,001</u>	<u>\$ 4,563,335</u>	<u>\$ 5,574,671</u>	<u>\$ 5,574,671</u>	<u>\$ 5,649,671</u>
Department Total By Division:						
Operating Divisions						
110 Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
710 Administration	493,532	512,754	521,206	564,794	564,794	564,794
710 Accounting	660,232	658,445	640,924	646,104	646,104	646,104
710 Customer Services	455,236	484,253	530,233	525,703	525,703	525,703
710 Human Resources						
720 Insurance	1,204,600	739,897	758,093	756,080	756,080	756,080
	<u>\$ 2,813,600</u>	<u>\$ 2,395,349</u>	<u>\$ 2,450,456</u>	<u>\$ 2,492,681</u>	<u>\$ 2,492,681</u>	<u>\$ 2,492,681</u>
Non-operating Divisions						
110 Social Services	\$ 108,741	\$ 118,605	\$ 120,342	\$ 122,710	\$ 122,710	\$ 122,710
110 Economic and Cultural	550,610	555,817	591,240	626,078	626,078	626,078
110 Band	55,657	56,720	57,619	58,500	58,500	58,500
110 Miscellaneous	6,981	44,604	45,000	127,546	127,546	127,546
410 S.D.C. - Parks Open Space	205,861	-	400,000	1,832,000	1,832,000	1,907,000
530 Bancroft Debt	-	-	200,000	200,000	200,000	200,000
530 Notes and Contracts Debt	380,656	381,906	698,678	115,156	115,156	115,156
	<u>\$ 1,308,506</u>	<u>\$ 1,157,652</u>	<u>\$ 2,112,879</u>	<u>\$ 3,081,990</u>	<u>\$ 3,081,990</u>	<u>\$ 3,156,990</u>

Administration Division

The Finance Administration Division manages department-wide and city-wide financial activities. All of the Administrative Service/Finance Director's time is accounted for here along with 100% of the department Secretary, Financial Analyst's and Purchasing Coordinator's time. Administrative costs related to financial management and reporting, budget preparation, utility billing, enterprise rate modeling and cost allocation systems, parking enforcement, purchasing, tax collections, debt management, and risk management reside here. The Claims Manager's time is in this division but shown separately in the Insurance Services Fund.

The Division assists other Administrative Services divisions and departments in accounting, financial planning, project accounting, procurement, debt administration, grant management, fixed asset and safety/risk management services in addition to those listed above. Stewardship of city funds is the primary focus.

Division Goals

- ⇒ Evaluate and provide capital project financing where necessary.
- ⇒ Manage rate models and related databases or data-gathering systems internally or externally where necessary or beneficial to the City.
- ⇒ Manage parking enforcement services in the downtown business core including a review of the Hargadine parking structure operations and revenue.
- ⇒ Work with other departments and divisions to create and implement meaningful performance measures that can be presented in financial and budgetary reports.
- ⇒ Comply with Governmental Accounting Standards board policies as required.
- ⇒ Review and update or develop and implement Risk Management programs and coverage to ensure appropriateness and adequacy.
- ⇒ Develop or update finance administrative policies and procedures.

Purchasing Program

The Administration Division – Purchasing program is responsible for coordinating departmental and city-wide purchases and assisting other departments with managing inventories. The Division uses the various bid processes where appropriate in accordance with adopted city policies and procedures. Internal customer service is the primary focus.

Program Goals

- ◆ Improve system for maintaining the contract database for purchase orders issued and insurance certificate compliance.
- ◆ Update process and train staff on current purchasing rules and guidelines adopted by Council.

administrative services department - administration division

CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ADMINISTRATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 236,397	\$ 263,683	\$ 266,256	\$ 270,326	\$ 270,326	\$ 270,326
520 Fringe Benefits	96,640	110,127	120,353	130,713	130,713	130,713
Total Personal Services	333,037	373,810	386,609	401,039	401,039	401,039
Materials and Services						
601 Supplies	11,744	6,700	4,725	4,725	4,725	4,725
602 Rental, Repair, Maintenance	5,640	6,585	7,346	10,690	10,690	10,690
603 Communications	453	457	625	950	950	950
604 Contractual Services	96,205	93,406	87,875	110,970	110,970	110,970
605 Misc. Charges and Fees	19,501	19,501	19,301	20,000	20,000	20,000
606 Other Purchased Services	16,163	12,295	14,725	16,420	16,420	16,420
Total Materials and Services	149,706	138,944	134,597	163,755	163,755	163,755
Capital Outlay						
703 Equipment	10,789	-	-	-	-	-
Total Capital Outlay	10,789	-	-	-	-	-
	\$ 493,532	\$ 512,754	\$ 521,206	\$ 564,794	\$ 564,794	\$ 564,794

In prior years this division has provided direct support to Administration, Legal, Municipal Court, Human Resources, Information Technology and Public Works during transitional stages for these departments and their staff. Consequently, the staffing for ASD has fluctuated dramatically as identified in the chart below:

**Administrative Services (Finance) Department Staffing Changes
in full time equivalents**

	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2012 Adopted
Total Administration Division	3.00	3.00	3.00	4.00	3.00	2.00	5.00	5.00	5.00	5.00
Total Accounting Division	4.00	5.80	6.00	6.00	6.00	7.00	7.00	7.00	7.00	6.00
Total Customer Service Division	6.00	6.00	6.50	6.50	5.50	5.75	5.25	5.25	5.25	5.25
Total Purchasing Division	1.00	1.00	1.00	1.00	1.00	1.00				
Total Municipal Court Division			3.75	4.15	4.15	4.15				
Total Human Resource Division				2.00	3.00					
Total Department	14.00	15.80	20.25	23.65	22.65	19.90	17.25	17.25	17.25	16.25

2004 Parks Accounting acquired with two transferred positions.

2005 Municipal Court transferred from Administration; .5 FTE transferred to AFN; 1.0 Cashier hired; Finance Director acting as Interim for IT.

2006 Human Resources Transferred In; Finance Director becomes Admin. Services Director.

2007 Vacant Secretary position Transferred to Administration Department.

2008 Human Resources moved to Admin; Analyst/Claims Manager transferred from Administration Department.

2009 Financial Analyst position authorized; Purchasing Division included in Admin Division; Cashier position vacated for Secretary position.

Accounting Division

The Accounting Division manages and performs accounting activities necessary for the annual budget, audits, accounts payable, accounts receivable, payroll, monthly reports, internal controls and annual financial reports. Parks and Recreation accounting functions are included in this division. Accounting manages the annual audit contract and process and takes a lead role in creating both the City and Park's Comprehensive Annual Financial Reports and the annual budget document common to both agencies. All three documents are long-term national award winners. The Division assists other administrative services divisions and departments in their accounting procedures, costing, rate modeling, fixed asset management, training, and use of the Eden financial software. Stewardship of city funds is the primary focus.

Division Goals

- ⇒ Develop a system to monitor and evaluate timeliness and accuracy of monthly financial reporting.
- ⇒ Continue implementation and advanced use of Eden Systems accounting applications.
- ⇒ Complete improvements and documentation on fixed asset tracking on Eden and integration with the Risk Management program.
- ⇒ Develop a system of internal reviews within accounting applications to ensure accuracy of data.
- ⇒ Improve end-of-year closing and audit process to expedite financial reporting.
- ⇒ Respond to audit requirements identified by the municipal auditor and state or national oversight entities

	FY 2007		FY 2008		FY 2009		FY 2010		FY 2011		FY 2012	
	City	Parks										
Pay Checks	6,413	1,941	6,418	1,444	6,436	1,667	6,423	1,890	6,400	1,900	6,400	1,900
Percentage as Direct Deposits	70%	49%	74%	68%	74%	55%	75%	52%	78%	55%	78%	55%
Payables Checks Processed	7,830	2,623	7,401	2,674	6,978	2,656	6,892	2,683	6,900	2,700	6,900	2,700
Electronic Fund Transfers	227	108	307	168	372	159	406	207	400	216	400	216
Percentage electronically	3%	4%	4%	6%	5%	6%	6%	7%	6%	8%	6%	8%
Accounts Receivable Billed	452	126	601	241	679	214	844	185	1000	200	1000	200
Collection Rate	97%	86%	97%	91%	97%	95%	97%	97%	97%	97%	97%	97%

administrative services department - accounting division

CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ACCOUNTING DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 337,314	\$ 333,045	\$ 305,121	\$ 298,851	\$ 298,851	\$ 298,851
520 Fringe Benefits	185,414	175,134	170,006	174,556	174,556	174,556
Total Personal Services	522,728	508,179	475,127	473,407	473,407	473,407
Materials and Services						
601 Supplies	11,159	6,941	11,000	11,000	11,000	11,000
602 Rental, Repair, Maintenance	888	1,394	1,597	1,597	1,597	1,597
603 Communications	20,798	26,089	34,100	34,100	34,100	34,100
604 Contractual Services	40,473	41,475	43,000	45,100	45,100	45,100
605 Misc. Charges and Fees	62,662	72,190	70,000	74,500	74,500	74,500
606 Other Purchased Services	1,524	2,177	6,100	6,400	6,400	6,400
Total Materials and Services	137,504	150,266	165,797	172,697	172,697	172,697
	\$ 660,232	\$ 658,445	\$ 640,924	\$ 646,104	\$ 646,104	\$ 646,104

The City's receipt of the Government Finance Officers Association (GFOA) Budget Award any given year is one measure that comes from professionals outside the community. They evaluate the annual process and resultant budget document on four levels—A policy manual, a fiscal plan, an operations guide and a communication device. For many consecutive years the City has met these criteria and received the award.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Goal
Comprehensive Annual Financial Report (CAFR)						
On site audit complete within 75 days of end of fiscal year	Yes	Yes	Yes	Yes	Yes	Yes
* Auditor had to vacate that year.						
Audit Committee acceptance of the Financial Report within 120 days after year end	Yes	Yes	Yes	Yes	Yes	Yes
City Council acceptance of the Financial Report within 150 days after year end	Yes	Yes	Yes	Yes	Yes	Yes
State requirement of the Financial Report six months after year end	Yes	Yes	Yes	Yes	Yes	Yes
Award Grading						
Award received	Yes	Yes	Yes	Yes	Yes	Yes
Comments	10	3	2	3	2	2
Comments cleared the following year	14	10	2	1	1	2

Customer Services Division (Utility Billing)

This division's primary responsibility is to provide day-to-day customer service, billing and information support to the public for electric, water, wastewater, storm drain, transportation, and utility fees, and to monitor taxes and other regulated activities. This division also schedules appointments for AFN internet service. While other departments provide and document use of services, Customer Services does the billing and processing of payments for these services based upon those metrics; the money collected funds the services provided. Over 10,000 bills are prepared each month with most of them including charges for multiple systems including electricity, water, wastewater, telecommunications, transportation or storm water services; these services generate over \$22 million in receipts each year. Approximately 39% of all payments received are done through automated processing (credit cards or automated bank account transfer).

Several Customer Service employees manage the various taxes collected through the utility bills and other specific billing systems. This division is responsible for business licenses, tobacco licensing, transient occupancy taxes (hotel/motel), food & beverage taxes, and the electric user tax. Over \$8.5 million in these governmental revenues are processed each year.

Customer Service employees also play a key role coordinating with the Parks' Senior Program (and other local service organizations) to manage the senior and disabled discount program and the Electric Fund low income energy assistance program. In the prior fiscal year, 557 customers were assisted with either an ongoing commitment due to age or disability or short-term support to pay winter heating bills. Approximately \$114,000 is distributed to assist with paying utility bills in these programs.

External customer service is the primary focus of this division.

Division Goals

- ⇒ Continue to analyze division processes for effectiveness and develop priorities for ongoing tasks.
- ⇒ Update, as necessary, divisional procedures manuals.

Automated Processing	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target
ACH Checking Account # of Payments	11,255	11,876	12,492	13,137	13,150	13,200
Automatic Credit Card # of Payments	13,577	15,599	16,730	18,095	18,100	18,200
Telephone Credit Card # of Payments	6,576	8,355	9,593	9,875	9,675	9,480
On Line # of Payments	-	-	218	2,451	5,818	12,000
Total	31,408	35,830	39,033	43,558	46,743	52,880
Percentage of Total Processing	26%	30%	33%	36%	39%	44%

Business Licenses Processed	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target
Renewals Completed	1,975	2,017	1,975	1,886	2,041	2,075
Applications Completed	325	318	327	245	250	250
Revenue Collected	\$ 128,979	\$ 201,259	\$ 201,387	\$ 196,953	\$ 198,900	\$ 203,000

administrative services department - customer services division

CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
CUSTOMER SERVICES DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 231,918	\$ 252,150	\$ 255,294	\$ 242,760	\$ 242,760	\$ 242,760
520 Fringe Benefits	117,974	126,271	149,705	152,759	152,759	152,759
Total Personal Services	349,892	378,421	404,999	395,519	395,519	395,519
Materials and Services						
601 Supplies	18,313	15,343	19,407	19,407	19,407	19,407
602 Rental, Repair, Maintenance	90	45	300	300	300	300
603 Communications	52,462	55,648	70,100	73,270	73,270	73,270
604 Contractual Services	13,074	15,169	14,800	15,080	15,080	15,080
605 Miscellaneous Charges and Fees	19,627	19,627	19,627	21,127	21,127	21,127
606 Other Purchased Services	1,778	-	1,000	1,000	1,000	1,000
Total Materials and Services	105,344	105,832	125,234	130,184	130,184	130,184
	\$ 455,236	\$ 484,253	\$ 530,233	\$ 525,703	\$ 525,703	\$ 525,703

City-funded Assistance Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target
Low Income Energy Assistance						
Applications	316	277	345	405	427	440
Distributed	\$ 55,409	\$ 65,212	\$ 72,522	\$ 81,915	\$ 86,000	\$ 88,500
Average relief/applicant-family	\$ 175	\$ 235	\$ 210	\$ 202	\$ 201	\$ 201
Senior/Disabled Program						
Applications	126	128	118	125	130	137
Distributed	\$ 27,965	\$ 28,006	\$ 20,979	\$ 29,163	\$ 30,000	\$ 32,000
Average relief/applicant-family	\$ 222	\$ 219	\$ 178	\$ 233	\$ 231	\$ 234

Donation-funded Assistance Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target
Donations from the Public						
Heat	\$ 1,234	\$ 1,711	\$ 1,121	\$ 2,086	\$ 2,700	\$ 2,800
Roundup	2,155	3,208	3,301	3,621	3,493	3,300
Total Donated	\$ 3,389	\$ 4,919	\$ 4,422	\$ 5,707	\$ 6,193	\$ 6,100

Total Assistance Programs	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Target
Distributed Amount						
Low Income Energy Assistance	\$ 55,409	\$ 65,212	\$ 72,522	\$ 81,915	\$ 86,000	\$ 88,500
Senior/Disabled Program	27,965	28,006	20,979	29,163	30,000	32,000
Donations from the Public	1,141	160	7,490	2,460	5,500	5,500
	\$ 84,515	\$ 93,378	\$ 100,991	\$ 113,538	\$ 121,500	\$ 126,000
Budget	\$ 83,775	\$ 91,775	\$ 91,775	\$ 91,775	\$ 91,775	\$ 110,500
% of Distributed/Budget	101%	102%	110%	124%	132%	114%

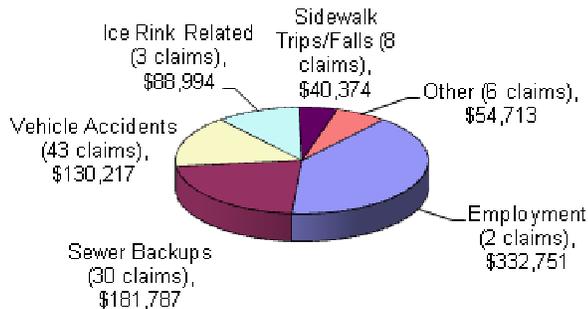
Risk Management Program

The Administrative Services Division - Risk Management program is responsible for handling all property and liability claims involving the city. This includes claims made by others against the city as well as claims made against those individuals that damage city property. Claims are analyzed by cost, type, number, and department/division.

Program Goals

- ◆ Analyze insurance coverage for appropriate levels in all categories.
- ◆ Review levels of self insurance and deductibles for cost-saving measures.
- ◆ Continue to review and update property and vehicle schedules.
- ◆ Provide appropriate risk management training opportunities for staff.
- ◆ Be a resource for departments to utilize in tracking and reducing claims.
- ◆ Continue to provide detailed analysis of claims activity through statistics and reports.

MOST EXPENSIVE CLAIMS BY TYPE - 10 YEARS



Quarterly claims reports are prepared for all departments/divisions and are presented at the City-wide Safety Committee meetings. Detailed monthly reports are prepared for both Administration and Legal.

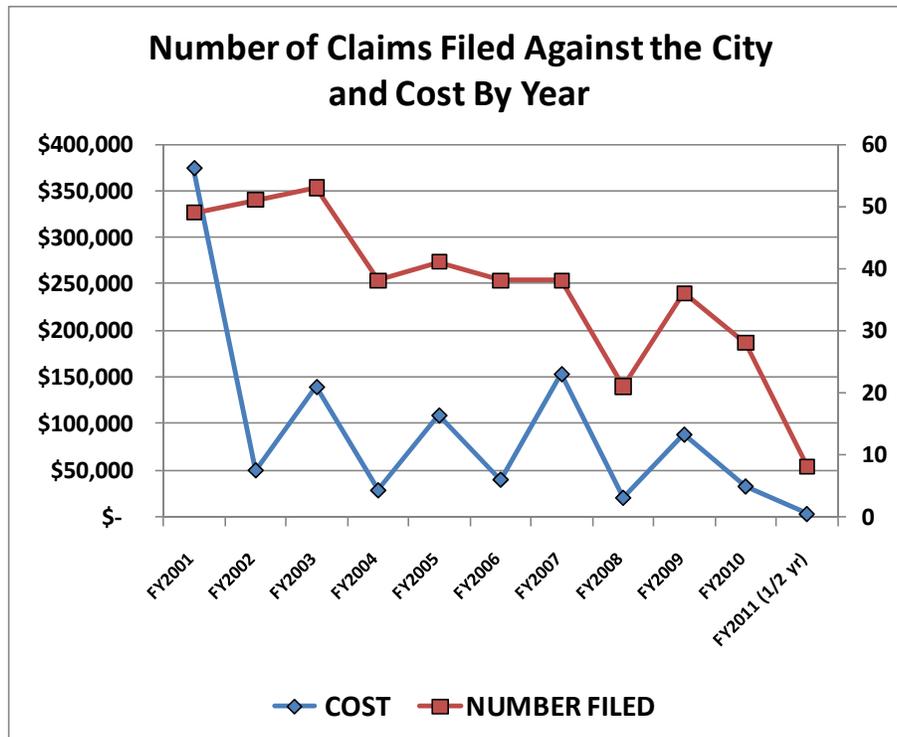
Presentations on claims are given to the City managers and mid-managers with trainings scheduled in the areas costing the city the most in claims – those areas currently being employment (39% of cost), sewer backups (22% of cost), vehicle accidents (16% of cost) and other claims (23% of cost) including those at the seasonal ice rink and trips/falls in public areas. Best Practices are implemented when possible to help bring down the cost of claims and insurance.

Risk Management works closely with CIS, the city's insurance pool, on claims and also on insurance coverage for the city's properties, vehicles, and mobile equipment. This division also assists in obtaining insurance coverage through other companies for Excess Workers Compensation, airport insurance, flood insurance, and other insurances as needed. Certificates of insurance are prepared by this division.

administrative services department - administration division

INSURANCE SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ADMINISTRATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 720						
Personal Services						
510 Salaries and Wages	\$ 51,906	\$ 51,896	\$ 51,710	\$ 51,710	\$ 51,710	\$ 51,710
520 Fringe Benefits	28,979	26,013	25,580	27,870	27,870	27,870
Total Personal Services	80,885	77,909	77,290	79,580	79,580	79,580
Materials and Services						
603 Communications	-	-	-	-	-	-
604 Contractual Services	420,458	25,778	35,000	35,000	35,000	35,000
605 Misc. Charges and Fees	2,803	2,803	2,803	26,500	26,500	26,500
606 Other Purchased Services	661	120	15,000	15,000	15,000	15,000
607 Premiums, Claims & Judgments	689,112	626,387	603,000	575,000	575,000	575,000
610 Programs	10,681	6,900	25,000	25,000	25,000	25,000
Total Materials and Services	1,123,715	661,988	680,803	676,500	676,500	676,500
	\$ 1,204,600	\$ 739,897	\$ 758,093	\$ 756,080	\$ 756,080	\$ 756,080



administrative services department - non operating

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ECONOMIC AND CULTURAL SERVICES DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Materials and Services						
609 Grants	\$ 550,610	\$ 555,817	\$ 591,240	\$ 626,078	\$ 626,078	\$ 626,078
Total Materials and Services	\$ 550,610	\$ 555,817	\$ 591,240	\$ 626,078	\$ 626,078	\$ 626,078

**City of Ashland
Grant History for Budget**

Economic and Cultural Development Grants - Small Grantees

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Projected
Number of Applicants	19	26	23	25	22	30	28
Number of Applicants Granted Funds	19	20	21	21	16	25	26
Amount Available	\$ 122,745	\$ 148,705	\$ 155,749	\$ 125,410	\$ 157,709	\$ 167,080	\$ 188,758
Amount of Requests	218,203	336,200	271,632	320,690	302,970	488,265	406,004
Amount Above Available	95,458	187,495	115,883	195,280	145,261	321,185	217,246

Report on Use of Grant Funds

% Reported Timely	73%	93%	84%	87%	90%	95%	95%
% Reported Late	27%	7%	12%	13%	10%	5%	5%
% Did not report	0%	0%	4%	0%	0%	0%	0%

Use of Funds

Tourism	NA	\$ 38,804	\$ 60,106	\$ 40,898	\$ 47,038	\$ 55,000	64,423
Economic	NA	NA	32,267	30,494	42,765	45,112	52,625
Cultural	NA	NA	63,376	54,019	67,276	54,468	56,750
Sustainability	-	-	-	-	-	12,500	14,960

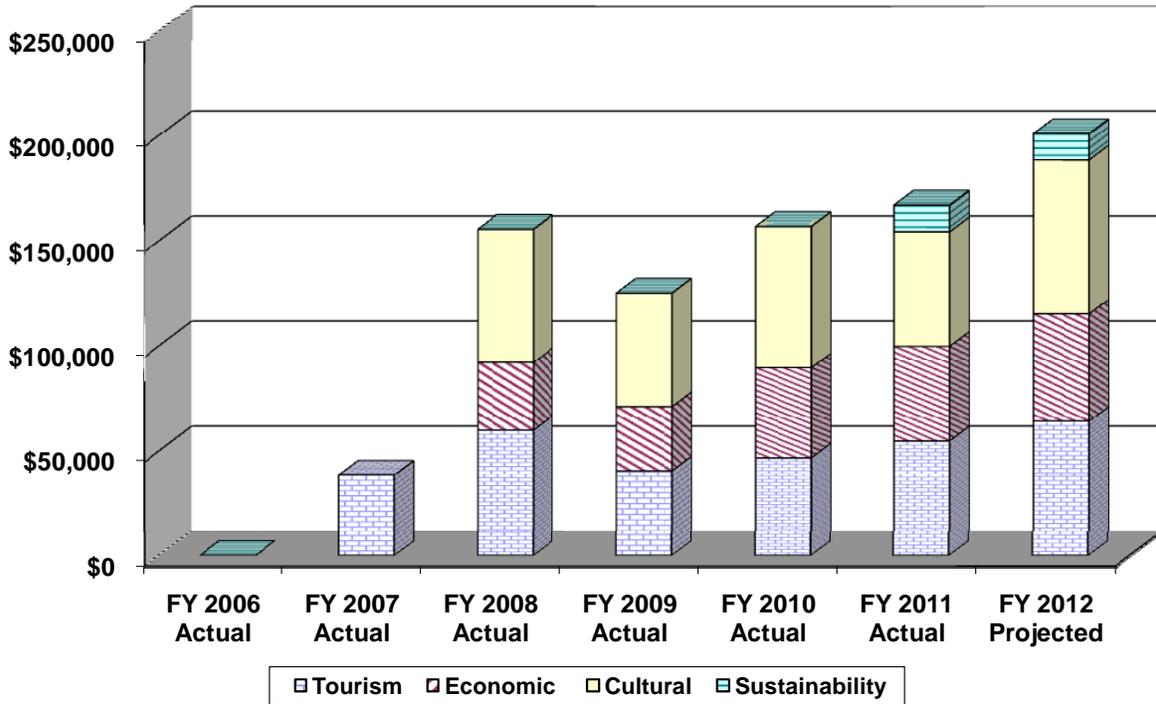
Note:

Resolution 2004-11 determined that as of July 1, 2003 14.23% of the total Transient Occupancy Tax Revenue was spent on Tourism promotion and will continue to be spent on tourism promotion increased or decreased annually consistent with the estimated TOT revenue budgeted. Resolution 2008-35 added that the City is required to spend 70% of any increase to the TOT on Tourism promotion.

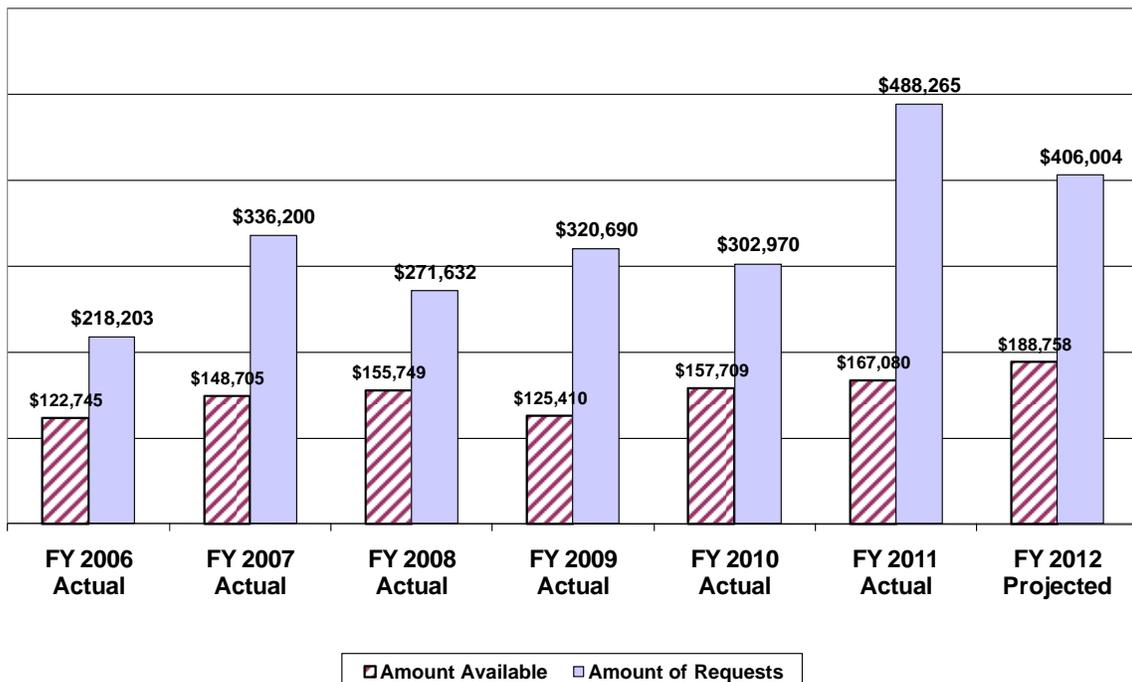
FY 2011 Projected shows the minimum amount required by state law that must be spent on Tourism promotion and the Economic and Cultural portion is an estimation based on requests presented. Resolution 2011-07 allocates a minimum of \$12,500 to be spent on Sustainability Projects. As of the printing of the Proposed Budget, the Grant hearing had not taken place, therefore only \$12,500 has been projected for 2011.

For detail information on the organizations receiving the grant, please turn to the Appendix pages A-6 and A-7.

E&C Grants - Use of Funds
(Incomplete Data Available for FY 2006 & FY 2007)



E & C Grants Available Compared to Requests



administrative services department - non operating

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
SOCIAL SERVICES DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Materials and Services						
609 Grants	\$ 108,741	\$ 118,605	\$ 120,342	\$ 122,710	\$ 122,710	\$ 122,710
Total Materials and Services	<u>\$ 108,741</u>	<u>\$ 118,605</u>	<u>\$ 120,342</u>	<u>\$ 122,710</u>	<u>\$ 122,710</u>	<u>\$ 122,710</u>

City of Ashland
Grant History for Budget

Social Service Grants

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Projected
Number of Applicants	28	28	28	28	24	24	21
Number of Applicants Granted Funds	24	24	24	24	22	22	18
Amount Available	\$ 110,000	\$ 113,300	\$ 119,000	\$ 124,570	\$ 118,342	\$ 118,342	\$ 120,710
Amount of Requests	194,870	194,870	193,398	193,398	184,342	184,342	183,240
Amount Above Available	84,870	81,570	74,398	68,828	66,000	66,000	62,530

Report on Use of Grant Funds

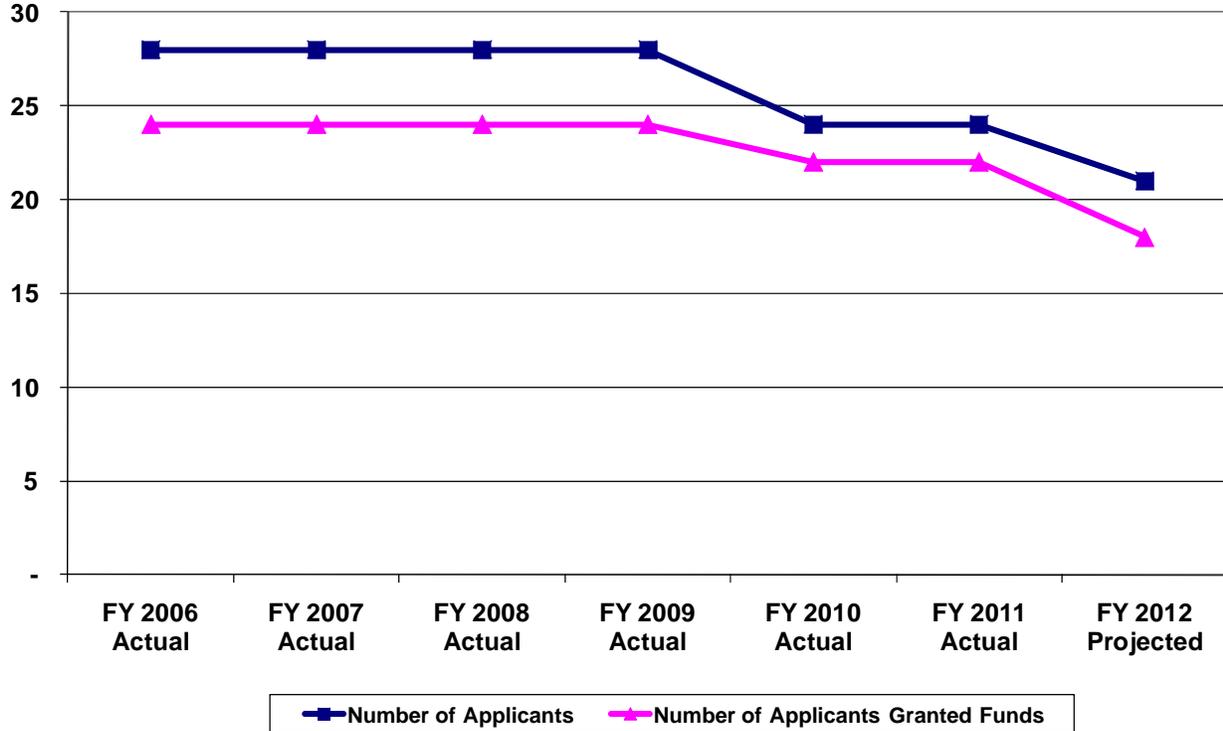
% Reported Timely	100%	96%	100%	96%	100%	100%	100%
% Reported Late	0%	0%	0%	0%	0%	0%	0%
% Did not report	0%	4%	0%	4%	0%	0%	0%

Note:

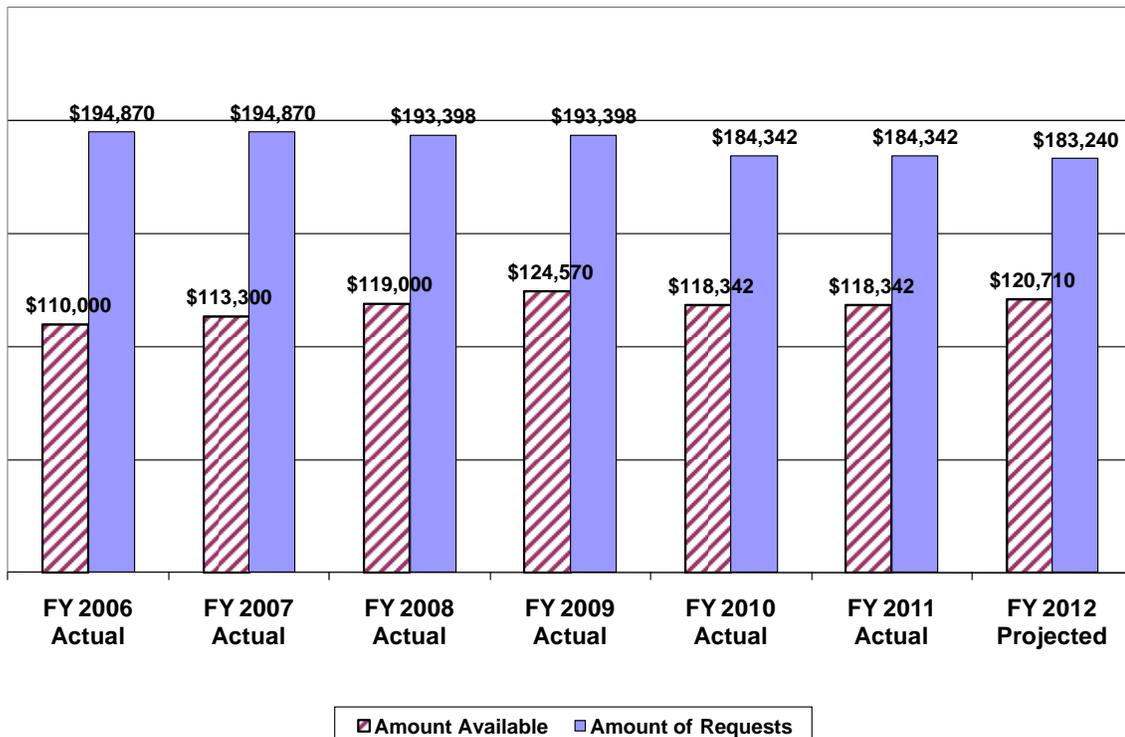
For detail information on the organizations receiving the grant, please turn to the Appendix pages A-6 and A-7.

The Social Service grant process is a two year process, therefore FY 2006 and 2007, FY 2008-2009, FY 2010-11 are one process with only the funds adjusted for inflation in the second year of the process.

Number of Social Services Applicants & Grantees



Social Services Grants Available Compared to Requests



administrative services department - non operating

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
BAND DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 3,350	\$ 3,350	\$ 3,806	\$ 3,350	\$ 3,350	\$ 3,350
520 Fringe Benefits	309	309	455	450	450	450
Total Personal Services	3,659	3,659	4,261	3,800	3,800	3,800
Materials and Services						
601 Supplies	1,725	993	2,400	2,400	2,400	2,400
602 Rental, Repair, Maintenance	4,492	7,209	5,800	5,800	5,800	5,800
604 Contractual Services	38,660	38,012	38,000	40,000	40,000	40,000
605 Misc. Charges and Fees	6,658	6,658	6,658	6,000	6,000	6,000
606 Other Purchased Services	463	189	500	500	500	500
Total Materials and Services	51,998	53,061	53,358	54,700	54,700	54,700
	\$ 55,657	\$ 56,720	\$ 57,619	\$ 58,500	\$ 58,500	\$ 58,500

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
MISCELLANEOUS

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Materials and Services						
605 Misc. Charges and Fees	\$ 6,981	\$ 44,604	\$ 45,000	\$ 127,546	\$ 127,546	\$ 127,546
Total Materials and Services	\$ 6,981	\$ 44,604	\$ 45,000	\$ 127,546	\$ 127,546	\$ 127,546

administrative services department - non operating

CAPITAL IMPROVEMENTS FUND
ADMINISTRATIVE SERVICES DEPARTMENT
S.D.C. & PARKS OPEN SPACE DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Capital Outlay						
701 Land	\$ -	\$ -	\$ 400,000	\$ 1,710,650	\$ 1,710,650	\$ 1,710,650
704 Improvements Other Than Bldgs.	205,861	-	-	121,350	121,350	196,350
Total Capital Outlay	205,861	-	400,000	1,832,000	1,832,000	1,907,000
	\$ 205,861	\$ -	\$ 400,000	\$ 1,832,000	\$ 1,832,000	\$ 1,907,000

DEBT SERVICE FUND
ADMINISTRATIVE SERVICES DEPARTMENT
BANCROFT DEBT DIVISION

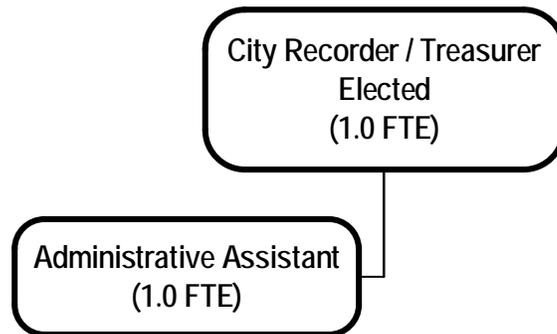
Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 530						
Debt Service						
801 Debt Service - Principal	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
802 Debt Service - Interest	-	-	-	-	-	-
Total Debt Service	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

DEBT SERVICE FUND
ADMINISTRATIVE SERVICES DEPARTMENT
NOTES AND CONTRACTS DEBT DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 530						
Debt Service						
801 Debt Service - Principal	\$ 281,740	\$ 296,104	\$ 644,840	\$ 70,158	\$ 70,158	\$ 70,158
802 Debt Service - Interest	98,916	85,802	53,838	44,998	44,998	44,998
Total Debt Service	\$ 380,656	\$ 381,906	\$ 698,678	\$ 115,156	\$ 115,156	\$ 115,156



city recorder /treasurer 2.0 FTE



Overview

The City Recorder/Treasurer is an elected official who, by direction of the laws of the State of Oregon, the City Charter and Ashland Municipal Code, shall act as Clerk of the Council, and safely keep all files, records and papers of the corporation. The City Recorder is to maintain public relations between citizens and the City.

The Recorder/Treasurer serves as the City's official Election Officer and is a member of the Audit Committee. In addition, is designated as the Investment Officer for the City and is responsible for investment decisions and all banking activities.

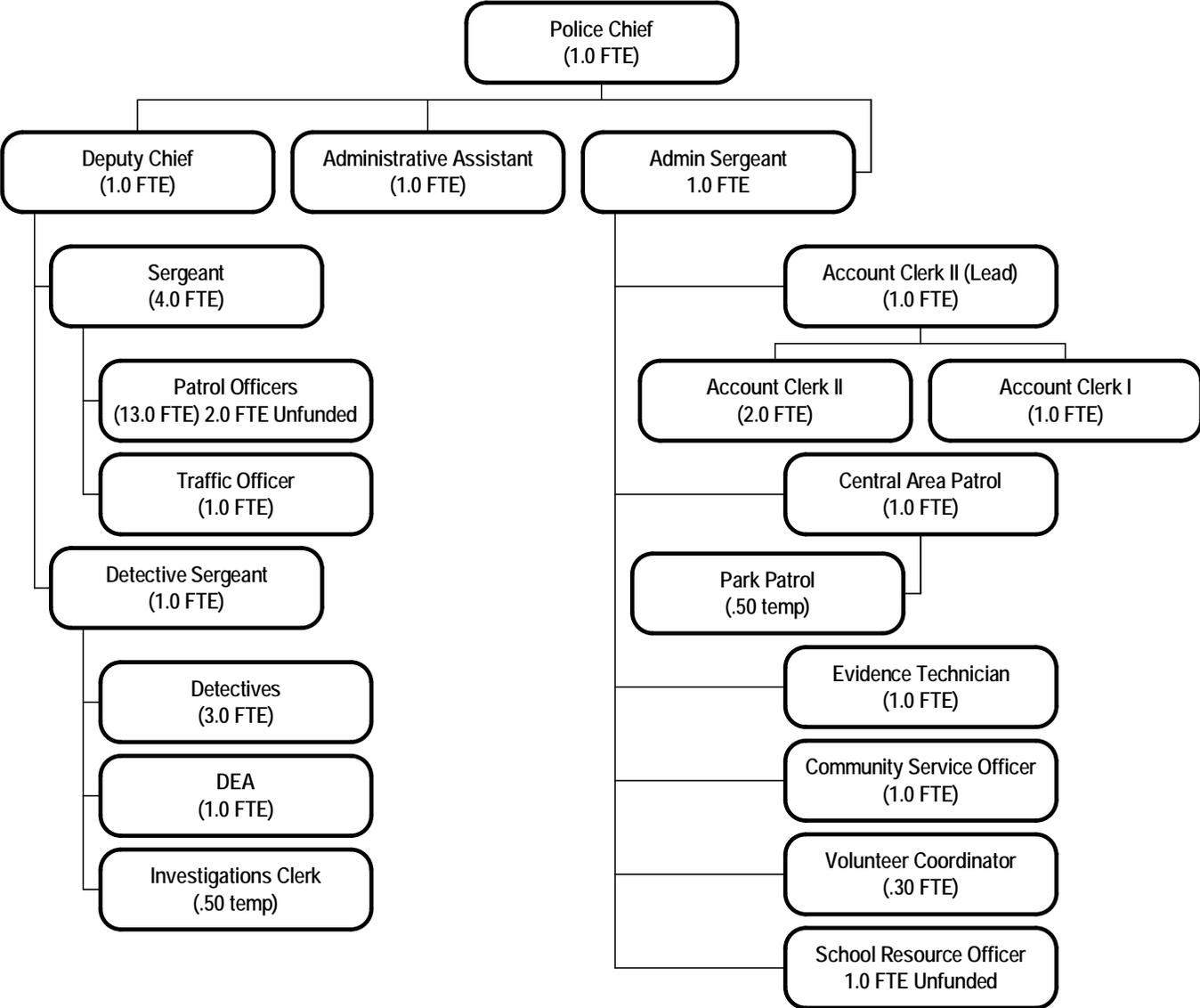
CITY RECORDER DEPARTMENT
CENTRAL SERVICE FUND

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 111,326	\$ 113,272	\$ 114,640	\$ 115,520	\$ 115,520	\$ 115,520
520 Fringe Benefits	43,652	44,159	47,706	51,586	51,586	51,586
Total Personal Services	154,978	157,431	162,346	167,106	167,106	167,106
Materials and Services						
601 Supplies	10,794	10,378	10,600	10,600	10,600	10,600
603 Communications	455	521	700	550	550	550
604 Contractual Services	4,683	4,694	5,400	5,400	5,400	5,400
605 Misc. Charges and Fees	90,378	114,945	120,279	120,500	120,500	120,500
606 Other Purchased Services	5,056	5,815	6,400	6,600	6,600	6,600
Total Materials & Services	111,366	136,353	143,379	143,650	143,650	143,650
Capital Outlay						
703 Equipment	6,006	-	-	-	-	-
Total Capital Outlay	6,006	-	-	-	-	-
Department Total By Fund						
710 Central Services Fund	\$ 272,350	\$ 293,784	\$ 305,725	\$ 310,756	\$ 310,756	\$ 310,756

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
City Recorder/Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00	2.00	2.00



police department 35.30 FTE



Overview

The Police Department's performance is based on the standard of providing professional, courteous and compassionate service to the community. In FY 2012 the Department composed of the Administration, Operations and Support divisions. Our mission is to enhance community livability by working in partnership with community members to promote public safety, public order, and crime prevention while providing professional and courteous service.

Major Accomplishments for the 2011 budget year

- * Continued to institutionalize Community Policing philosophy by implementing directed patrol program.
- * Completed transition to regional dispatch center.
- * Reduced priority one response times.
- * Implemented electronic citation system.
- * Achieved most desired outcomes for all units in the department.
- * Completed implementation of Department wide fitness program
- * Regionalized investigation of high tech crimes.
- * Increased department minimum staffing to three sworn officers on duty at all times.
- * Acquired grant funding to help improve traffic safety city wide.
- * 2010 part one crime rate reduced to 27.1 per thousand residents.
- * 2010 part one clearance rate 34%.
- * Hosted Southern Oregon Sexual Assault Symposium.

The department achieved all of our 2011 budget goals except for the goal of implementing GPS system in our patrol units. Due to technical issues related to dispatch consolidation we were unable to implement a GPS system this year.

Department Goals

- ⇒ Maintain or reduce priority one response times.
- ⇒ Implement GPS system in all marked police vehicles.
- ⇒ Implementation of TeleStaff electronic scheduling system.
- ⇒ Achieve desired outcomes for all units in the department.
- ⇒ Maintain Department wide fitness program
- ⇒ Increase number and use of volunteers in the Department

Significant Budget Changes

With consolidation of the dispatch center we saw a savings of \$235,000 in the cost of dispatch services for the Police Department.

Police Department - Records					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 Goals
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal safety, Treasure parks, natural areas and recreational opportunities.	Federal and State Mandates	Meet all State and federal requirements for incident reporting	Four full time clerks assigned to records Evaluate and adjust new report writing policy as necessary Continue support of e-ticket system	100%	100%
	Basic needs public health & welfare	100 % of cases to the court and DA in time to meet all legal requirements		100%	100%
	Operational efficiency	95% of cases entered into the records system within 24 hours		95%	95%
	Quality citizen service	Respond to 95% of citizen requests for a report or information with 24 hours		95%	95%

Police Department - CSO					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 Goals
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal safety Treasure parks, natural areas and recreational opportunities	Basic needs public health & welfare	100% of subpoenas served in time to meet court requirements	Maintain one full time CSO Continue with existing priority system	100%	100%
		90% of graffiti abated within 72 hours		90%	90%
		90% of code complaints addressed within two weeks		90%	90%

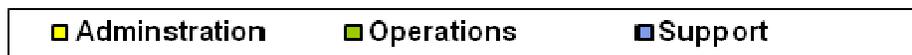
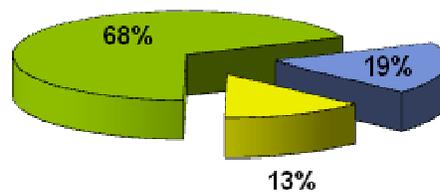
Police Department – Central Area Patrol					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 Goals
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal safety Treasure parks, natural areas and recreational opportunities	Support for local economic health	150 or fewer incident related to public disorder in the downtown area	One full time CAP officer Park patrol fully staffed and trained	177	150
		If survey done 98% or better of residents feel safe visiting the downtown area	Contact station open as often as possible CAP officer organizes and supervises drug related operations in the downtown area as needed	96% During day 76% At night	96% During day 80% At night
	Basic needs public health & welfare	75 or fewer reported theft or vandalism crimes in the downtown area		87	80

police department

POLICE DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$ 3,470,125	\$ 3,477,895	\$ 3,711,008	\$ 3,965,543	\$ 3,965,543	\$ 3,965,543
600 Materials and Services	1,818,036	1,985,267	1,807,227	1,464,218	1,464,218	1,552,938
700 Capital Outlay	57,544	-	63,000	-	-	-
	<u>\$ 5,345,705</u>	<u>\$ 5,463,162</u>	<u>\$ 5,581,235</u>	<u>\$ 5,429,761</u>	<u>\$ 5,429,761</u>	<u>\$ 5,518,481</u>
Department Total By Fund						
110 General Fund	<u>\$ 5,345,705</u>	<u>\$ 5,463,162</u>	<u>\$ 5,581,235</u>	<u>\$ 5,429,761</u>	<u>\$ 5,429,761</u>	<u>\$ 5,518,481</u>

Percentage of Budget by Division



police department

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Administration Division						
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Operations Division						
Deputy Chief	1.00			1.00	1.00	1.00
Police Lieutenant		1.00	1.00			
Master Sergeants						
Police Sergeants	5.00	5.00	5.00	5.00	5.00	5.00
Police Corporal						
Police Officers*	19.00	18.00	18.00	18.00	18.00	18.00
Background Investigator - Temp	0.50					
Park Patrol Cadets - Temp						
Support Division						
Deputy Chief		0.50	0.50			
Police Lieutenant	1.00					
Admin Sergeant				1.00	1.00	1.00
Police Officers	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Officer	1.00	1.00	1.00	1.00	1.00	1.00
Community Outreach Officer						
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00
Records Supervisor	1.00					
Account Clerk II (Lead)		1.00	1.00	1.00	1.00	1.00
Account Clerk II	3.00	2.00	2.00	2.00	2.00	2.00
Account Clerk I**		1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator	0.30	0.30	0.30	0.30	0.30	0.30
Computer Technician - Temp						
Investigations Clerk - Temp	0.50	0.50	0.50	0.50	0.50	0.50
Park Patrol Cadets - Temp	0.50	0.50	0.50	0.50	0.50	0.50
	36.80	34.80	34.80	35.30	35.30	35.30

*Two Police Officer positions are shown on the org chart however one was unfunded in FY 2009 and one in 2010.
One School Resource Officer is shown on the org chart however was unfunded in FY 2009.

Administration Division

The Administration Division consists of the Chief of Police, the Administrative Assistant and one part-time background investigator. The cost of maintaining and administrating all contracts is included in this division. The Administration Division oversees department budget, purchasing, tracking of expenditures, payroll and accreditation.

Division Goals

- ⇒ Continue to institutionalize Community Policing philosophy.
- ⇒ Implement GPS system in all marked police vehicles.
- ⇒ Maintain staffing levels at as close to budget levels as possible.
- ⇒ Achieve desired outcomes for all units.

Significant Budget Changes

The cost of testing, backgrounds and other costs related to hiring new employees has in the past been part of the Administration budget. If we hire any employees in the 2012 budget year, costs related to the hiring process will be funded using salary from the vacated position.

police department - administration division

GENERAL FUND
POLICE DEPARTMENT
ADMINISTRATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 165,045	\$ 164,701	\$ 164,600	\$ 164,600	\$ 164,600	\$ 164,600
520 Fringe Benefits	74,176	68,699	72,522	77,475	77,475	77,475
Total Personal Services	239,221	233,400	237,122	242,075	242,075	242,075
Materials and Services						
601 Supplies	583	2	-	-	-	-
602 Rental, Repair, Maintenance	47	-	-	-	-	-
603 Communications	203	139	-	-	-	-
604 Contractual Services	708,839	708,740	660,320	422,458	422,458	511,178
605 Misc. Charges and Fees	38,374	38,374	38,374	73,000	73,000	73,000
606 Other Purchased Services	10,534	9,289	12,650	13,900	13,900	13,900
Total Materials and Services	758,580	756,544	711,344	509,358	509,358	598,078
	\$ 997,801	\$ 989,944	\$ 948,466	\$ 751,433	\$ 751,433	\$ 840,153

Support Division

The Ashland Police Department Support Division includes central area patrol officer, park patrol, property/evidence technician, community service officer, records clerks and volunteer coordinator. The Support Division is also responsible for administrative functions such as technological support, training, communications liaison to the Emergency Communications of Southern Oregon, internal affairs investigations, policy and procedures, and coordinates the Citizen Volunteer In Policing Services Program.

The support division achieved all desired outcomes with the exception of number of incidents related to disorder, vandalism and theft reports and public perception of safety in the downtown area. The desired outcome was less than 150 incidents of public disorder we had 177 incidents in 2010. The desired outcome of incidents of theft and vandalism was 75 we had 87. The desired outcome for the 2011 budget was that 98% of residents surveyed said that they felt safe in the downtown. The survey found that 96% felt safe during daylight hours but only 76% felt safe during hours of darkness.

Division Goals

- ⇒ Implementation of TeleStaff electronic scheduling system.
- ⇒ Increase number and use of volunteers in the Department
- ⇒ Maintain contact station hours of operation
- ⇒ Ensure all employees are in compliance with Department training plan
- ⇒ Achieve desired outcomes
- ⇒ Reduce incidents related to disorder in the downtown area

Significant Budget Changes

During the 2011 budget the part time Deputy Chief who was the division commander left the Department. That position was eliminated and replaced with a fulltime Administrative Sergeant.

police department - support division

GENERAL FUND
POLICE DEPARTMENT
SUPPORT DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 524,719	\$ 464,912	\$ 415,957	\$ 497,414	\$ 497,414	\$ 497,414
520 Fringe Benefits	236,807	200,642	213,687	279,962	279,962	279,962
Total Personal Services	761,526	665,554	629,644	777,376	777,376	777,376
Materials and Services						
601 Supplies	44,364	26,778	35,230	35,830	35,830	35,830
602 Rental, Repair, Maintenance	12,708	39,156	39,160	36,380	36,380	36,380
603 Communications	16,008	17,330	21,400	21,400	21,400	21,400
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	141,463	141,464	141,464	129,000	129,000	129,000
606 Other Purchased Services	7,835	7,804	12,150	12,550	12,550	12,550
Total Materials and Services	222,378	232,532	249,404	235,160	235,160	235,160
	\$ 983,904	\$ 898,086	\$ 879,048	\$ 1,012,536	\$ 1,012,536	\$ 1,012,536

Operations Division

The Ashland Police Department Operations Division is responsible for providing most of the “field services” such as patrol and traffic. It includes the investigation unit which is comprised of detectives and the Drug Enforcement Agency officer.

In 2010 the division achieved or exceeded all desired outcomes except those related to time required to complete cases and agency assists in the investigations unit. The desired outcome for completion of 90% of person crimes was 30 days and 90% of property crimes was 60 days. We cleared 90% of persons crimes in 61 days and 90% of property crimes in 66 days. Our desired outcome to complete agency assists was 90% in 3 days we achieved 90% in 13 days. The desired outcomes in this area were based on our ability to maintain four detectives in the investigations unit. Due to injuries we were only able to maintain an average of three detectives working in the unit in 2010. The desired outcome for citywide reports related to disorder was 25 or less per 1000 residents we actually had 27 per thousand residents.

Division Goals

- ⇒ Continue proactive and problem solving efforts to reduce complaints of crime and disorder city-wide.
- ⇒ Maintain or reduce priority one response times.
- ⇒ Acquire additional grant funding to help improve traffic safety city-wide.
- ⇒ Maintain four working detectives.
- ⇒ Maintain department minimum staffing to three sworn officers on duty at all times.
- ⇒ Achieve desired outcomes.

Significant Budget Changes

There are no significant budget changes in the Operations Division this year.

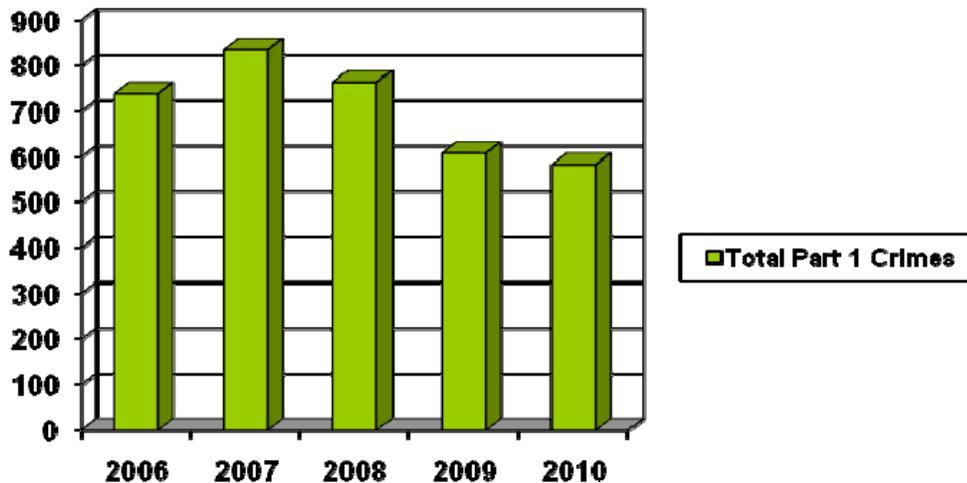
Police Department – Patrol/Traffic					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 Goals
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal safety Treasure parks, natural areas and recreational opportunities	Emergency response	Median response time to priority one calls of 6 minutes or less Adequate staffing on scene to safely handle incident 99% of the time.	Maintain staffing levels of 27 full time officers Maintain patrol staffing to a minimum of 3 sworn officers at all times. GPS system in marked units Optimize deployment to call load.	5 minutes 21 seconds 99%	5 minutes 20 seconds 99%
	Basic needs public health & welfare	Part one crime rate of less than 30 crimes per thousand residents City wide reports of incidents related to disorder at 25 per thousand residents Adequate staffing on scene to effectively handle incident 95% of the time Part I crime clearance rate of 30% or greater 98% of victims contacted happy with police service Injury traffic collision rate of less than 2 accidents per thousand population	Maintain at least 40 hours of staffing at the contact station Maintain staffing levels of 27 full time officers Continue and expand problem solving effort Targeted proactive patrol efforts Maintain directed patrol program	27.1 27 99% 34% 99% 1.58	27 25 95% 34% 99% 1.58

Police Department - Investigations					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 Goals
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal	Basic needs public health & welfare	90% of agency assists completed in 72 hours Unit clearance rate of 50%	Maintain staffing levels of 4 full time investigators Effective case management	13 days 75%	4 days 75%
	Quality citizen service	Complete 90% of property crime investigations in 60 days or less Complete 90% of persons crime investigations in 30 days or less		66 days 61 days	60 days 45 days

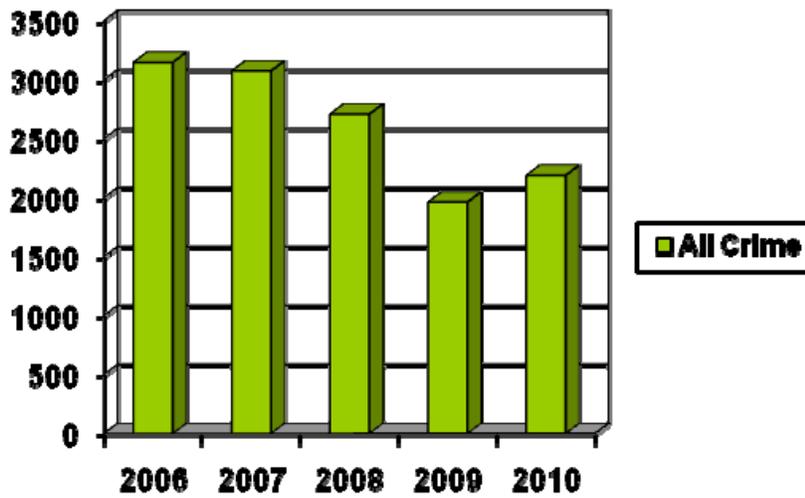
police department - operations division

GENERAL FUND
POLICE DEPARTMENT
OPERATIONS DIVISION

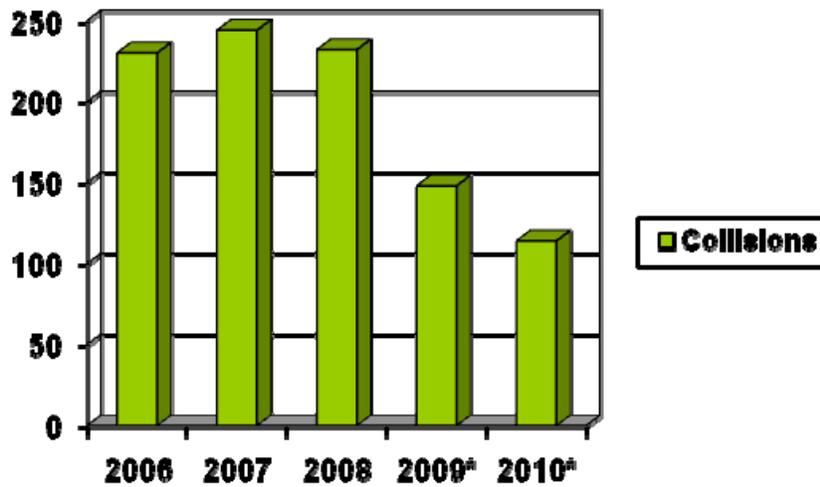
Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 1,674,851	\$ 1,718,261	\$ 1,858,150	\$ 1,887,400	\$ 1,887,400	\$ 1,887,400
520 Fringe Benefits	794,527	860,680	986,092	1,058,692	1,058,692	1,058,692
Total Personal Services	2,469,378	2,578,941	2,844,242	2,946,092	2,946,092	2,946,092
Materials and Services						
601 Supplies	98,374	99,587	47,500	45,700	45,700	45,700
602 Rental, Repair, Maintenance	194,383	354,772	229,800	224,800	224,800	224,800
603 Communications	30,678	34,148	39,450	39,450	39,450	39,450
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	479,279	479,279	479,279	365,000	365,000	365,000
606 Other Purchased Services	34,364	28,405	50,450	44,750	44,750	44,750
Total Materials and Services	837,078	996,191	846,479	719,700	719,700	719,700
Capital Outlay						
703 Equipment	-	-	63,000	-	-	-
704 Improvements Other Than Build	57,544	-	-	-	-	-
Total Capital Outlay	57,544	-	63,000	-	-	-
	\$ 3,364,000	\$ 3,575,132	\$ 3,753,721	\$ 3,665,792	\$ 3,665,792	\$ 3,665,792



Part one crimes are those that are reported annually to the FBI for inclusion into the Uniform Crime Report. They are Homicide, Rape, Robbery, Aggravated Assault, Burglary, Auto Theft and Larceny. In 2010 the Police Department cleared 34% of all part one cases.

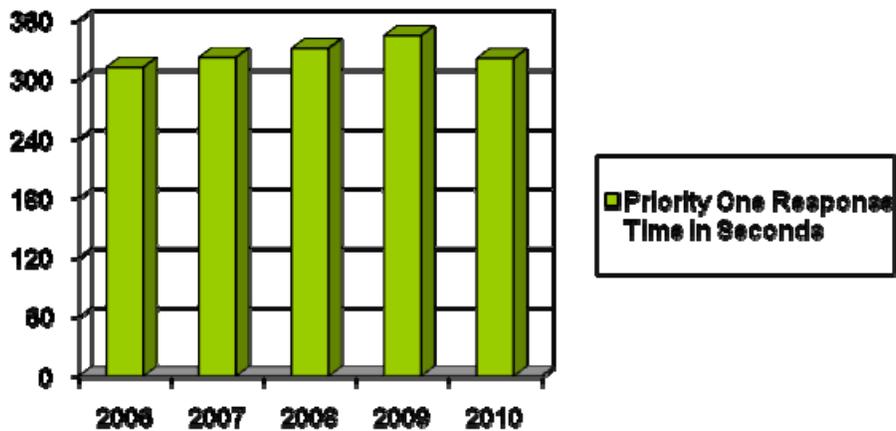


This includes all reports taken of violations of state of local laws.

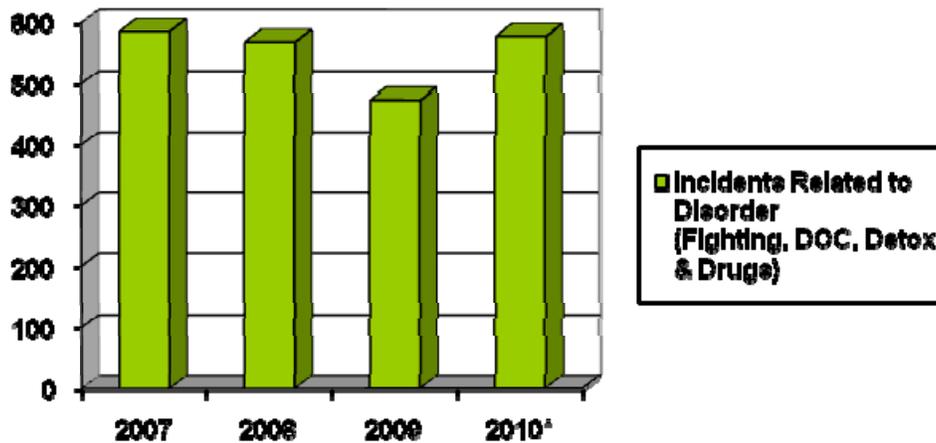


This includes all traffic collision reports taken by the Police Department.

*Collision rates for 2009 reflect change in reporting policy during the year and reflect a smaller percentage of total incidents than prior years. Collision rates for 2010 reflect the first full year of the new collision reporting policy.



Priority one response time is the median amount of time that it takes the first officer to arrive on the scene of an emergency or in progress major crime.

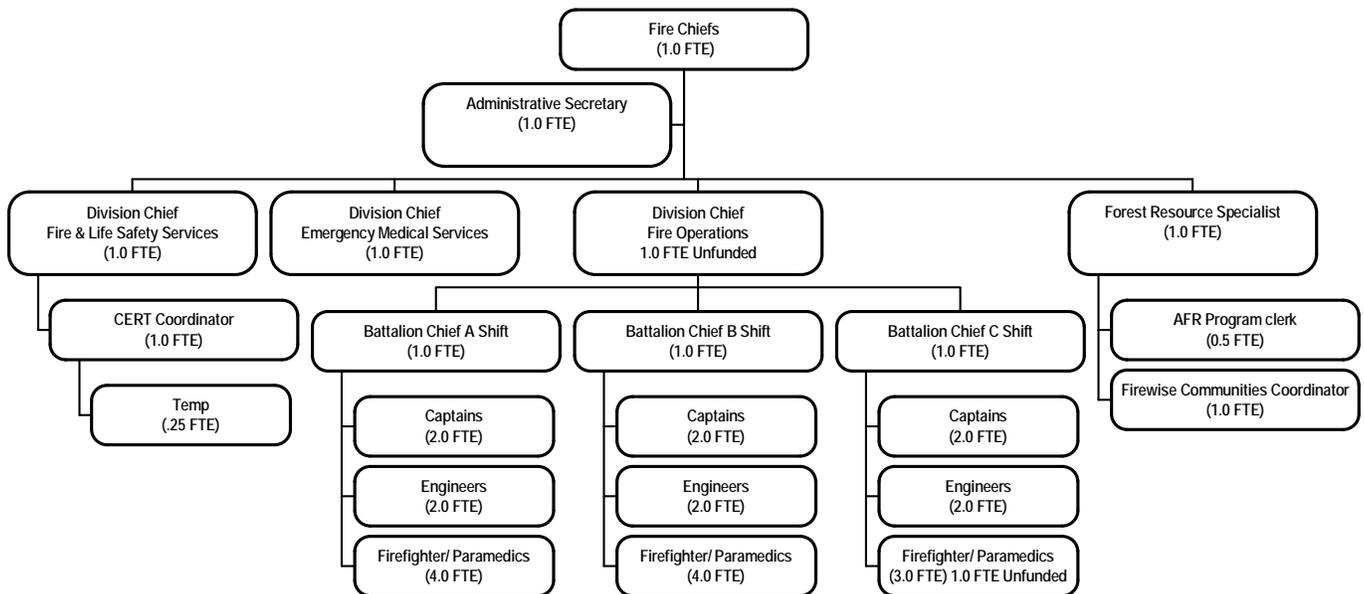


This is the total number of calls related to disorder (calls for service reporting a fight in progress, disorderly conduct, intoxicated persons or drug activity. Data is not available prior to 2007.

*In July of 2010 the department changed dispatch centers different centers enter calls in different ways and some of the changes in this area might be related to that change.

fire and rescue department

33.75



Ashland Fire and Rescue Overview

Ashland Fire & Rescue is committed to the protection of life, property, and the environment through emergency response to fire, medical emergencies, and other hazardous conditions, as well as fire prevention and public education. The fire department is comprised of four principal divisions: Fire Operations, Emergency Medical Services, Fire & Life Safety Services, and the Forest Interface Division. The primary purposes of four divisions are to provide fire and life safety services to the community, to provide public education outreach for the prevention of fire and medical emergencies, to mitigate the impact of emergencies that occur, to promote community emergency preparedness, and provide a sustainable forest lands and watershed. .

Department Goals

- ⇒ Meet or exceed department performance measurement standards for emergency responses.
- ⇒ Continue efforts to assist private property owners with wildfire fuel reduction efforts and consultation on fire protection mitigations.
- ⇒ Continue fire prevention inspections and education.
- ⇒ Replacement of Fire Station 2.
- ⇒ Establishment of a comprehensive training program with training facility.
- ⇒ Acquire an aerial ladder apparatus.
- ⇒ Maintain community-wide attention to emergency preparedness activities.
- ⇒ Continue to implement the Ashland Forest Resiliency Project with City resources, as available.

fire and rescue department

FIRE & RESCUE DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$ 3,553,561	\$ 3,545,968	\$ 3,922,181	\$ 4,180,936	\$ 4,191,550	\$ 4,191,550
600 Materials and Services	1,376,895	1,468,499	1,799,360	3,123,055	3,132,441	3,132,441
700 Capital Outlay	2,766	1,438	9,000	-	-	-
	\$ 4,933,222	\$ 5,015,905	\$ 5,730,541	\$ 7,303,991	\$ 7,323,991	\$ 7,323,991
Department Total By Fund						
110 General Fund	\$ 4,933,222	\$ 5,015,905	\$ 5,280,363	\$ 5,460,533	\$ 5,480,533	\$ 5,480,533
670 Water Fund	-	-	450,178	1,843,458	1,843,458	1,843,458
	\$ 4,933,222	\$ 5,015,905	\$ 5,730,541	\$ 7,303,991	\$ 7,323,991	\$ 7,323,991

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Division Chief/Fire Operations Division**						
Division Chief/E.M.S. Division	1.00	1.00	1.00	1.00	1.00	1.00
Division Chief/Fire & Life Safety	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chief			3.00	3.00	3.00	3.00
Captain/Paramedic	3.00	3.00	6.00	6.00	6.00	6.00
Engineer/Paramedic	6.00	6.00	6.00	6.00	6.00	6.00
Firefighter/Paramedic***	18.00	17.00	11.00	11.00	11.00	11.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
CERT Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
CERT Assistant- temp	0.40	0.40	0.40			
Temp				-	0.25	0.25
Fire Inspector						
Forest Resource Specialist*	1.00	1.00	1.00	1.00	1.00	1.00
Firewise Communities Coordinator			1.00	1.00	1.00	1.00
AFR Program Clerk	-	-	0.50	0.50	0.50	0.50
	33.40	32.40	33.90	33.50	33.75	33.75

** This position is shown on the org chart however is unfunded since FY 2008.

*** One position is shown on the org chart however is unfunded in FY 2010, FY 2011 & FY 2012

Fire Operations Division

The Fire Operations division provides emergency response to fires, physical rescues, and other hazardous conditions. Fire Operations also provides public education and emergency management to the City. Fire suppression personnel participate in the business and residential fire prevention and life safety inspection program.

Division Goals

- ⇒ Provide an adequate level of staffing and resources to ensure a timely and adequate response to fire and other emergencies.
- ⇒ Support department personnel with proper training and education opportunities to ensure response efficiency.
- ⇒ Improve the City’s ability to respond to and manage large scale emergency and planned events through more efficient Emergency Operations Center and communication capabilities.

Significant Budget Changes

- Equipment requirements (mobile data terminals) for inclusion into local and regional “nearest resource” mutual and automatic aid agreements.
- Reinstigate fire and emergency response training.
- Complete the seasonal weed abatement program.
- No paramedic recertification costs this year.
- Department now able to perform required National Fire Protection Association ladder and hose testing in-house.

Impacts

- * Mobile data terminals will improve communication with the dispatch center and provide for remote premise history.
- * Training program will improve both tactical and strategic abilities of line and staff personnel.
- * Completion of the City’s weed abatement program is component of the overall fire prevention strategy of Ashland.

Fire Operation Division					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goal
Basic Needs. We believe each person needs public safety, water, sanitation, adequate food, clothing, housing, transportation, and health care.	Emergency Response	Respond to fire emergencies within 5 minutes 80% of the time with sufficient, trained resources.	Provide and place adequate resources in locations to respond to fire calls before flashover occurs.	71% within 5 minutes	80% within 5 minutes
	Basics Needs - Public Health and Welfare	Have in place a comprehensive department-wide training program.	Complete personal and company performance standards. Deliver required type and amount of training to all personnel.	56% fire training completed	Complete 100% fire training
	Operational Efficiency/ Risk Management/Fiscal Health	Partner with local and regional departments for improved efficiency.	Evaluate mutual and automatic aid partners and opportunities. Acquire necessary equipment to participate in AVL/Nearest resource dispatching	0% complete	50% complete

fire and rescue department - fire operations division

GENERAL FUND
FIRE & RESCUE DEPARTMENT
OPERATIONS DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 1,262,075	\$ 1,200,507	\$ 1,280,245	\$ 1,370,971	\$ 1,370,971	\$ 1,370,971
520 Fringe Benefits	587,657	594,773	705,187	781,115	781,115	781,115
Total Personal Services	1,849,732	1,795,280	1,985,432	2,152,086	2,152,086	2,152,086
Materials and Services						
601 Supplies	15,303	29,756	21,900	27,020	27,020	27,020
602 Rental, Repair, Maintenance	268,407	368,653	303,394	307,345	307,345	307,345
603 Communications	18,524	21,362	29,050	28,500	28,500	28,500
604 Contractual Services	48,229	31,769	41,995	47,800	47,800	47,800
605 Misc. Charges and Fees	341,029	341,029	341,029	255,000	255,000	255,000
606 Other Purchased Services	9,578	10,953	12,300	15,300	15,300	15,300
610 Programs	499	311	1,500	1,500	1,500	1,500
Total Materials and Services	701,569	803,833	751,168	682,465	682,465	682,465
Capital Outlay						
703 Equipment	764	-	9,000	-	-	-
Total Capital Outlay	764	-	9,000	-	-	-
	\$ 2,552,065	\$ 2,599,113	\$ 2,745,600	\$ 2,834,551	\$ 2,834,551	\$ 2,834,551

Emergency Medical Services Significant Budget Changes Division

The Emergency Medical Services Division provides quality ambulance and customer service to the citizens of Ashland and surrounding area. The department’s professional Paramedic level trained personnel provide quick response Advanced Life Support (ALS) to life threatening trauma and medical emergencies. The division also provides non-emergent response to assist the public for non-life threatening incidents. The division also supports public education and preparedness through programs such as CERT, public CPR and our Child Safety Seat service.

- Renewal of the Child Safety Seat Program resulted in addition to the budget of \$2000.00
- Expanding the CPR Program to add additional public classes resulted in a budget increase. This program is largely funded through class charges.
- Increases in required service contracts resulted in additional budget costs.
- Department will continue to pursue grant opportunities to fund the EMS reporting system and mobile data terminal up grade.

Division Goals

- ⇒ Provide emergency medical response within Ambulance Service Area (ASA) response time standards.
- ⇒ Continue to implement new technology to improve efficiency and effectiveness through the use of mobile Data Terminals (MDTs) and mobile electronic report writing.
- ⇒ Provide in-house training to meet current medical care standards and State of Oregon recertification requirements.
- ⇒ Comply with all county and state ambulance service licensing requirements.
- ⇒ Provide ongoing community education and training programs to the public.

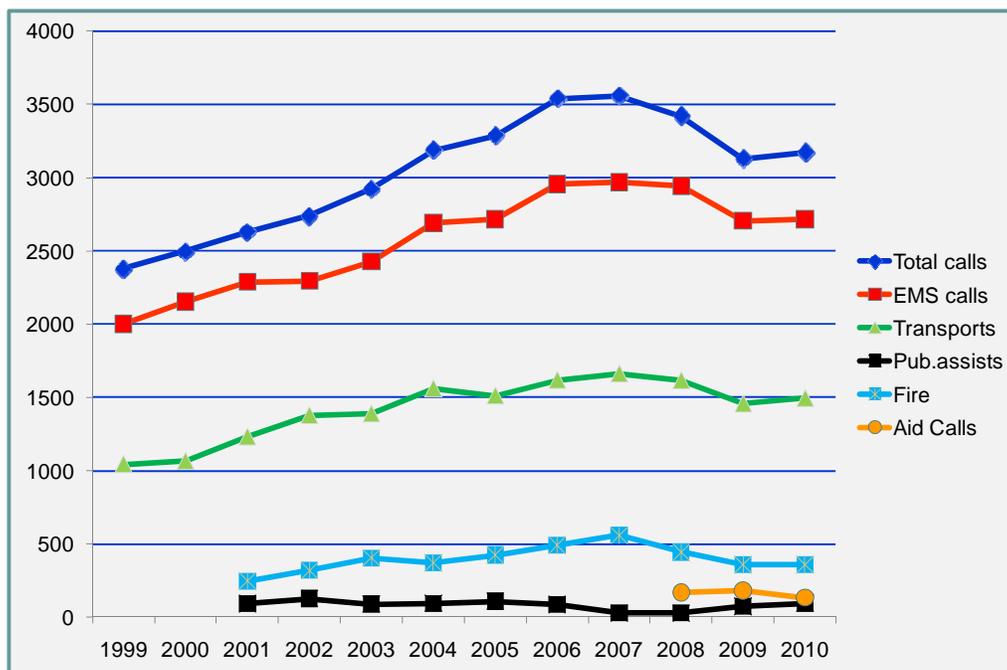
Emergency Medical Services Division					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goals
Basic Needs. We believe each person needs public safety, water, sanitation, adequate food, clothing, housing, transportation, and health care.	Emergency Response	Respond to EMS zones within: Urban 8 min Suburban 15 min Rural 45 min Frontier 2 hr	Establish adequate staffing levels, dispatch standards, and resource placement to ensure desired response times.	Urban 92% Suburban 90% Rural 98% Frontier 100%	Urban 90% Suburban 90% Rural 90% Frontier 90%
	Quality Citizen Service	Employ highly trained, skilled, and proficient Paramedics. Maintain competency through ongoing training.	Deliver the required 54 hours of in house EMS training. Utilize continuous quality improvement (CQI) and ensure all EMT's will meet or exceed established standards of care.	Met requirements for EMS training for hours and content	Complete required training and standards of patient care. Improve CQI program.
	Basic Needs – Public Health and Welfare	Provide an ongoing community CPR and child safety seat program for local and regional citizens.	Community CPR was reestablished and classes delivered. Expand the program to provide at least one CPR class each month. Maintain at least five child safety seat technicians.	Held 4 CPR classes and installed 23 child safety seats	Conduct 12 CPR classes, and install 40 child safety seats.

fire and rescue department - emergency medical services division

GENERAL FUND
FIRE & RESCUE DEPARTMENT
EMERGENCY SERVICES DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 1,050,895	\$ 1,086,043	\$ 1,042,551	\$ 1,093,520	\$ 1,093,520	\$ 1,093,520
520 Fringe Benefits	535,814	540,233	561,130	617,044	617,044	617,044
Total Personal Services	1,586,709	1,626,276	1,603,681	1,710,564	1,710,564	1,710,564
Materials and Services						
601 Supplies	4,398	7,550	6,700	11,980	11,980	11,980
602 Rental, Repair, Maintenance	105,895	122,512	135,925	132,225	132,225	132,225
603 Communications	18,735	29,133	31,000	27,450	27,450	27,450
604 Contractual Services	145,894	124,624	229,020	218,350	218,350	218,350
605 Misc. Charges and Fees	331,577	305,899	307,595	292,720	292,720	292,720
606 Other Purchased Services	43,004	47,682	51,785	57,260	57,260	57,260
610 Programs	12,652	13,832	23,012	21,708	21,708	21,708
Total Materials and Services	662,155	651,232	785,037	761,693	761,693	761,693
Capital Outlay						
703 Equipment	2,002	1,438	-	-	-	-
Total Capital Outlay	2,002	1,438	-	-	-	-
	\$ 2,250,866	\$ 2,278,946	\$ 2,388,718	\$ 2,472,257	\$ 2,472,257	\$ 2,472,257

Response Trends for 2011



Fire & Life Safety Division

The Fire & Life Safety Division provides services related to the education about and compliance with the Oregon Fire Code, fire related provisions of the Ashland Municipal and nationally recognized safe practices. This division provides fire plans review services, building and wildland fire inspections, fire code research, fire safety education, fire code compliance and consultation services to the community, and conducts fire investigations for cause determination. These services are provided by members throughout the department.

All fire department members participate in the provision of these services to our community members, business owners and professional service providers, educators, cooperators and fellow city employees.

Division Goals

- ⇒ Provide fire inspections to each business and multi-family residential property of three or more every two years.
- ⇒ Provide fire code and good practice education to our citizens. This includes topics such as home fire safety, emergency preparedness, weed abatement, maintenance of fire apparatus access, addressing, seasonal fire prevention issues and required permits.

- ⇒ Continue to complete fire protection plans review to ensure access for emergency response units are met or that an approved alternative is provided. By providing fire protection plans review services within five working days, the F&LS Division assists Community Development in timely customer service and promotes economic restoration in the community. Cooperation with the Building Department in identifying ways to streamline customer service efforts.
- ⇒ Implement a fire resistant roofing materials ordinance and evaluate the possible implementation of a residential fire sprinkler ordinance. Both of these efforts will require collaboration with Community Development, landscape architects, landscapers, nurseries and developers.
- ⇒ Provide basic and advanced emergency response training through CERT.

Significant Budget Changes

- None noted.

Fire and Life Safety Division					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goals
Basic Needs. We believe each person needs public safety, water, sanitation, adequate food, clothing, housing, transportation, and health care.	Operational Efficiency/ Risk Management/ Fiscal Health	Complete implementation of the fire inspection program.	Provide fire inspection continuing education for all firefighter/inspectors. Complete residential inspection training for all firefighters.	Completed 310 inspections of commercial occupancies	Perform 400 inspections in residential occupancies 3 units and greater
	Operational Efficiency/ Risk Management/ Fiscal Health	Maintain compliance with codes and ordinances	Complete weed abatement program including wildfire zone and properties receiving complaints.	Performed 780 weed abatement inspections Performed 10 A inspections	Perform 800 weed abatement inspections Perform 40 A inspections
	Quality Citizen Service	Provide quality customer service for plan evaluation	Conduct plan reviews for fire/life safety issues of proposed projects.	4% of plans checked within 5 days	50% of plans checked within 5 days
	Emergency Response	Eliminate wood roofs Fire sprinklers in all new res. const.	Continue to work with residents and Community Development to construct residences with noncombustible roofs and fire sprinklers	6 wood roofs upgraded 3 SFR fire sprinkler systems	40 wood roofs upgraded 50% of res. new const. homes fire sprinklered

fire and rescue department - fire & life safety services

GENERAL FUND
FIRE & RESCUE DEPARTMENT
FIRE AND LIFE SAFETY DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 84,831	\$ 84,784	\$ 84,500	\$ 84,500	\$ 95,114	\$ 95,114
520 Fringe Benefits	32,289	39,628	42,500	46,000	46,000	46,000
Total Personal Services	117,120	124,412	127,000	130,500	141,114	141,114
Materials and Services						
601 Supplies	1,660	2,643	2,110	2,675	12,061	12,061
602 Rental, Repair, Maintenance	6,250	6,250	6,250	6,250	6,250	6,250
603 Communications	-	6	500	500	500	500
604 Contractual Services	-	-	-	2,000	2,000	2,000
605 Misc. Charges and Fees	1,785	1,785	1,785	-	-	-
606 Other Purchased Services	1,196	1,679	3,300	4,300	4,300	4,300
610 Programs	2,280	1,071	5,100	7,500	7,500	7,500
Total Materials and Services	13,171	13,434	19,045	23,225	32,611	32,611
Capital Outlay						
703 Equipment	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-
	\$ 130,291	\$ 137,846	\$ 146,045	\$ 153,725	\$ 173,725	\$ 173,725



Forest Interface Division (Water Fund)

The Forest Interface Division, funded through the Public Works Water Fund and managed by Ashland Fire & Rescue, provides community wildfire prevention and protection including ongoing work in the Ashland Watershed to protect the City's water supply. Programs and activities in this division include work on the Ashland Forest Resiliency Project, City forestlands management, Firewise Communities program, wildfire fuels reduction and weed abatement on private land, wildfire response planning and mapping, wildfire prevention and education, watershed patrol, and community education and outreach. The Division also supports grant writing and administration for related projects.

Division Goals

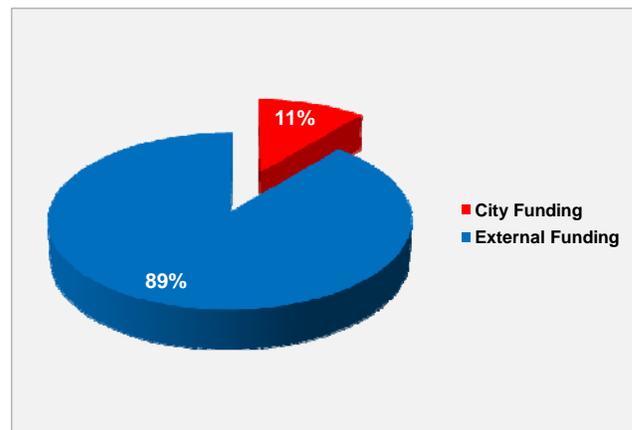
- ⇒ Continue to support implementation of the Ashland Forest Resiliency Project stewardship agreement between City, partners, and the U.S. Forest Service. The Forest Resource Specialist, AFR Project Assistant, and City Consulting Forester are intimately involved in this project and are partially funded by federal stimulus dollars. The City is leading implementation of community engagement and education work, development of forest thinning plans (prescriptions), tree marking, and helicopter thinning. The City will jointly participate with partners in all aspects of the project in addition to leading those listed above. All implementation costs are federally funded. We will maintain the City's level of involvement in the coming year.
- ⇒ Create a City land trails and recreation policy. In conjunction with a recreation plan for the Ashland Watershed being developed by the U.S. Forest Service and local partners, the City Forest Lands Commission will begin work on a policy for trail creation and maintenance, working closely with the Parks Department, Public Works, and trail user groups.
- ⇒ Support implementation of the Winburn Parcel Management plan, which was created by the Forest Lands Commission and passed by Council in June, 2009. Depending on an opportunity to dovetail with adjacent work and market conditions, the recommended thinning on this City forestland parcel could be viable in the coming year.
- ⇒ Support Firewise Communities fire prevention activities across the City, and create between 3 and 5 additional recognized Firewise Communities neighborhoods through both Homeowners Associations and on the neighborhood level through the actions of the Firewise Commission and Firewise Communities Coordinator. Certification of Firewise Communities shows a

dedication to ongoing wildfire prevention in a neighborhood. Oak Knoll Meadows became the first Firewise Community certified in Ashland.

- ⇒ Complete a City forestlands recreation and trail policy through Forest Lands Commission this fiscal year. Staff will work with Forest Lands Commission and external partners to develop a City lands trail and recreation policy and bring to Council.

Significant Budget Changes

- Approximately 1.5 million dollars was added due to anticipated contract for helicopter tree thinning in the AFR project. **All of these funds will be reimbursed to the City**, in addition to a portion of the one City funded staff position and associated overhead costs. The helicopter contract budget will be adjusted based on actual costs incurred, but still 100% funded by federal dollars.
- The City will assess an estimated **81,819 dollars** in overhead costs for the fiscal year on all AFR project related spending. This will partially offset overhead and internal service charges normally absorbed in the City's budget.
- An additional **27,000 dollars** is proposed from the Water Fund to prepare the City's Winburn parcel in the watershed in order to implement the 2009 approved management plan. To capture savings by working alongside AFR project implementation, the City's parcel needs to be prepared during FY2012.
- 55,000 dollars in grants for wildfire safety work is included and fully reimbursable from the Oregon Department of Forestry.



fire and rescue department - forest interface division

Forest Resource Division					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goals
Natural Environment. Our town is part of nature's community. We seek to enhance the quality of water, land, air, and wildlife. We actively support energy conservation and alternative energy generation. Our parks and open spaces provide habitat for plants and animals and access to nature for our residents.	Basic needs /public health and welfare Risk Management/ Environmental Protection	Complete the scheduled AFR 2011/2012 projects in cooperation with the stewardship partners.	Participate as active partners in the Ashland Forest Resiliency Program	Prepared 3,300 acres and completed 397 acres	Treat additional 1000 acres in watershed.
	Enhance Quality of Life	Citizens are informed of the importance of the City's watershed and offered opportunities to see AFR project areas.	Continue to involve the community in the AFR process.	Conducted 48 outreach events	Conduct 50 events and distribute 1,000 watershed maps
	Risk Management & Emergency Response Environmental Protection	Establish a community commitment to fire safety by certifying Communities	Continue program marketing, home assessments and community certification.	Firewise Commission approved, 2 communities will be approved	Certify 15 neighborhoods as "Firewise"
	Enhance Quality of Life Environmental Protection	Well managed City lands trail system	Work with Forest Lands Commission and partners to develop a City lands trail policy and bring to Council.	Partners started process for trail policy	Approved trail policy

fire and rescue department - forest interface division

Impacts

- * The AFR project is the largest planning and implementation effort to date aimed at reducing the wildfire threat to the City's water supply. 2010-2011 is the first year in an anticipated 10 years of work in this crucial project. The first of two major contracts for helicopter based thinning in the next 3 years is included in the FY2011-2012 proposal. All costs will be covered by federal funds reimbursed to the City.
- * Homeowners in the City and especially those located in the City's Wildfire Hazard Zone will benefit from both work completed in the first 3 years of the AFR project as well as the Firewise Communities program.
- * The Firewise Communities program will engage citizens in sustained wildfire prevention work across the City. Originally targeted at the Wildfire Hazard Zone only, the effort has been expanded to all areas in the City limits in response to the Oak Knoll Fire. Two grants through the Oregon Department of Forestry will aid in fuel reduction work around homes. Similar programs in the Wildfire Hazard Zone in the past 8 years have resulted in over 300 properties better prepared for summer wildfires.

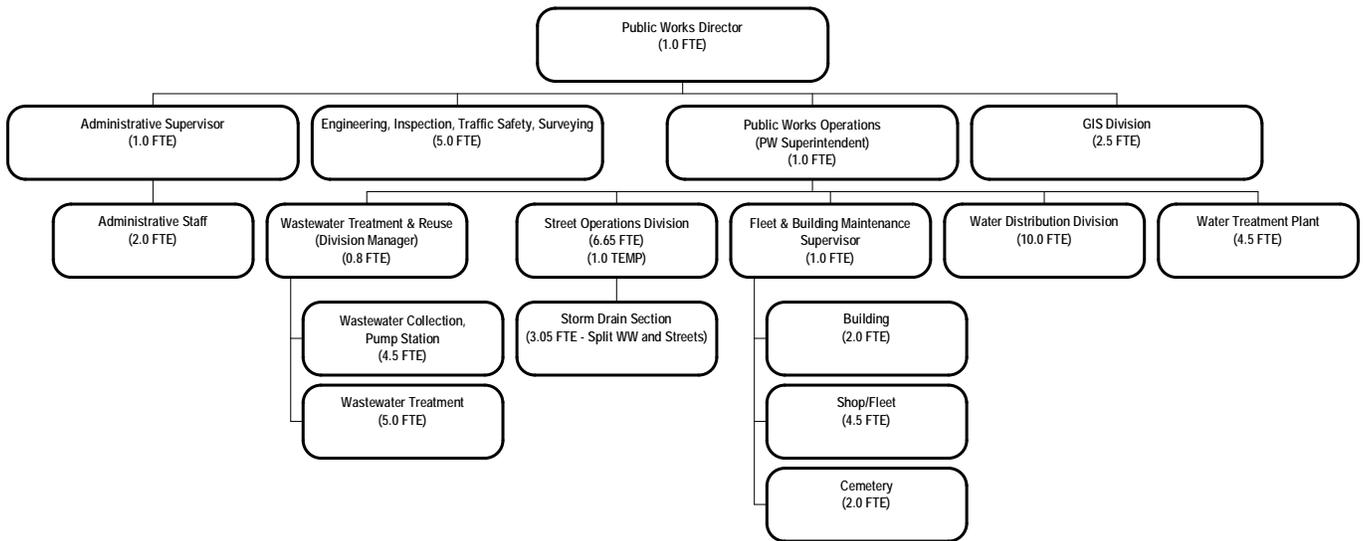
WATER FUND
FIRE & RESCUE DEPARTMENT
FOREST INTERFACE DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 57,685	\$ 66,540	\$ 131,410	\$ 128,166	\$ 128,166	\$ 128,166
520 Fringe Benefits	31,363	32,821	74,658	59,620	59,620	59,620
Total Personal Services	89,048	99,361	206,068	187,786	187,786	187,786
Materials and Services						
601 Supplies						
602 Rental, Repair, Maintenance						
603 Communications						
604 Contractual Services	39,676	120,486	239,610	1,650,472	1,650,472	1,650,472
605 Misc. Charges and Fees						
606 Other Purchased Services	247	594	3,500	4,200	4,200	4,200
610 Programs		575	1,000	1,000	1,000	1,000
Total Materials and Services	39,923	121,655	244,110	1,655,672	1,655,672	1,655,672
	\$ 128,971	\$ 221,016	\$ 450,178	\$ 1,843,458	\$ 1,843,458	\$ 1,843,458

*Forest Interface Division resided in the Public Works Department in 2008, 2009, and 2010. The expenses are included in the Fire Department summary in 2011, and adopted 2012.

public works department

57.50 FTE



Overview

The Public Works Department is one of the largest Departments within the City with 57.5 FTE. The Department has operational and “staff” functions. The operational divisions are all managed by the Public Works Superintendent and consist of water, wastewater, streets and storm drains, cemeteries, safety, fleet and facilities maintenance. The “non-operational divisions” consist of engineering and support administration, focusing on program development, traffic, transit and transportation, engineering, surveying, and long-range public works planning functions for the enterprise programs. This group also supports the administration of the Ashland Municipal Airport.

Departmental Goals

- ⇒ Continue to look for alternative ways to fund current and future projects
- ⇒ With current budgetary constraints, we will continue looking at ways to “Do more with less”
- ⇒ Complete the Water Master Plan, ensuring that we have a sustainable water supply for the future.
- ⇒ Complete the Wastewater Master Plan and look at ways of resolving the water temperature issues of the effluent entering Ashland Creek and Bear Creek.
- ⇒ Complete the Transportation Master Plan (TSP).
- ⇒ Complete the second phase of the Stormwater Master Plan.
- ⇒ The GIS program continues to establish valuable infrastructure data for all City departments and provide various comprehensive data layers.
- ⇒ Through the TSP update process, explore transit options and participate in regional transit planning opportunities with RVTD.
- ⇒ Complete the FY12 capital construction program

Performance Measures

Public Works performance measures are included in each division’s narratives. In general, it is our intent to improve the perception and customer satisfaction of our services and to keep overall costs to a minimum without compromising safety and quality. We strive for excellence in our professions and will continue to improve our abilities and encourage sound environmental solutions.

Mission Statement

Provide reliable, quality infrastructure services for the citizens of Ashland in the most professional, efficient and fiscally responsible manner. Listen to and communicate with the citizenry in determining immediate and long range needs while implementing the policy and guidelines of the Council. Work with other City Departments and be responsible environmental stewards.

Significant Budget Changes

- Complete the water study to determine our long term water needs in regards to stream flows into Reeder Reservoir, Talent/Ashland inter-tie project, and the “Right Water for the Right Use Program”
- FERC Part 12 Dam Safety Analysis
- Reeder Reservoir Silt Removal (East and West Forks) project
- Complete the Wastewater Facilities Master Plan Update
- Replace 10 membrane cassettes at the Wastewater Treatment Plant
- Complete the Transportation System Plan Update
- Laurel Street Railroad Crossing Project
- Slurry Seal Project
- The recent rate increases of 10% in water and 6% in the wastewater program

public works department

PUBLIC WORKS DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$ 4,842,820	\$ 4,695,881	\$ 4,992,368	\$ 5,212,285	\$ 5,212,285	\$ 5,212,285
600 Materials and Services	6,946,611	7,436,840	8,297,514	8,051,173	7,961,173	8,016,173
700 Capital Outlay	2,013,916	1,087,160	9,311,582	9,801,620	9,801,620	10,449,120
800 Debt Service	2,729,384	2,452,882	2,854,708	2,327,249	2,327,249	2,327,249
	<u>\$ 16,532,731</u>	<u>\$ 15,672,763</u>	<u>\$ 25,456,172</u>	<u>\$ 25,392,327</u>	<u>\$ 25,302,327</u>	<u>\$ 26,004,827</u>
Department Total By Fund						
110 General Fund	\$ 285,234	\$ 292,718	\$ 312,525	\$ 321,125	\$ 321,125	\$ 321,125
260 Street Fund	2,758,220	2,568,607	6,827,090	6,300,171	6,300,171	6,692,671
280 Airport Fund	386,816	106,616	102,287	108,486	108,486	108,486
410 Capital Improvement Fund	1,289,322	790,403	2,802,752	4,164,180	4,164,180	4,269,180
670 Water Fund	4,617,517	4,765,931	5,442,878	4,888,221	4,798,221	5,003,221
675 Wastewater Fund	4,703,381	5,017,296	6,212,782	6,431,077	6,431,077	6,431,077
710 Central Services Fund	1,360,799	1,315,625	1,389,984	1,390,453	1,390,453	1,390,453
730 Equipment Fund	1,131,442	815,567	2,365,874	1,788,614	1,788,614	1,788,614
	<u>\$ 16,532,731</u>	<u>\$ 15,672,763</u>	<u>\$ 25,456,172</u>	<u>\$ 25,392,327</u>	<u>\$ 25,302,327</u>	<u>\$ 26,004,827</u>

public works department

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Support and Engineering Divisions						
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Management Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Engineer	1.00	1.00	1.00	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
GIS Specialist	1.50	1.50	1.50	1.50	1.50	1.50
Engineering Tech III	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Tech II	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker III						
Account Clerk I	1.00	1.00	1.00	1.00	1.00	1.00
Cemetery Division						
Supervisor	0.20	0.20	0.20	0.20	0.20	0.20
Cemetery Sexton	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker I	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Division						
Supervisor	0.80	0.80	0.80	0.80	0.80	0.80
Utility Worker IV	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker I	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic	3.00	3.00	4.00	4.00	4.00	4.00
Temporary Mechanic			0.50	0.50	0.50	0.50
Street Division						
Supervisor	1.20	1.20	1.20	1.20	1.20	1.20
Utility Worker IV			1.00	1.00	1.00	1.00
Utility Worker III	5.50	6.50	5.50	5.50	5.50	5.50
Utility Worker II	3.00	2.00	2.00	2.00	2.00	2.00
Utility Worker - Temp	0.20	0.20	0.20	1.00	1.00	1.00
Water Division						
Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Treatment Plant Operator	3.00	3.00	3.00	3.00	3.00	3.00
Utility Worker IV	3.00	3.00	3.00	3.00	3.00	3.00
Utility Worker III	2.00	3.00	3.00	3.00	3.00	3.00
Utility Worker II	2.00	1.00	1.00	1.00	1.00	1.00
Utility Worker I*	2.00	1.00				
Meter Reader/Repair	1.80	1.80	1.80	1.80	1.80	1.80
Building Inspector	0.20	0.20	0.20	0.20	0.20	0.20
Temporary Operator			0.50	0.50	0.50	0.50
Wastewater Division						
Supervisor	0.80	0.80	0.80	0.80	0.80	0.80
Treatment Plant Operator	4.00	4.00	3.00	3.00	3.00	3.00
Utility Worker IV		1.00	1.00	1.00	1.00	1.00
Utility Worker III	3.50	3.50	2.50	2.50	2.50	2.50
Utility Worker II	3.00	2.00	2.00	2.00	2.00	2.00
Utility Worker I	2.00	1.00	1.00	1.00	1.00	1.00
	59.70	57.70	56.70	57.50	57.50	57.50



Cemetery Maintenance

The PW Facilities Maintenance Division manages the City’s three cemeteries. All three cemeteries are listed in the National Registry of Historic Places: Ashland Cemetery established in 1880; Mountain View Cemetery established 1904 and Hargadine Cemetery established in 1868. The cemeteries total approximately 19.48 acres with over 13,000 plots. The two person staff maintains cemetery grounds, sells plots and headstones, conducts interments and provides other services as needed. The irrigation and a portion of the tree care are coordinated with the Parks Department.

- ⇒ Continue to identify areas where “right water for the right use” can be implemented in the landscape maintenance.
- ⇒ Continue the process for allowing “Green Burials” in portions of Mountain View Cemetery.

Significant Budget Changes

- There are no significant budget changes

Division Goals

- ⇒ Continue maintenance and preservation to all headstones and markers including all that are considered historic.
- ⇒ Complete the process of linking the program to the city website to allow for web based genealogy research.
- ⇒ Continue coordination with the Parks Department for routine tree trimming, pruning, sprinkler maintenance and other grounds care issues within the cemeteries and further insure sprinkler application rates are consistent with the needs of the grass, trees and conservation goals.
- ⇒ Continue maintaining the aging irrigation system to reduce water waste caused by leaks.

Public Works Cemetery						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 To Date	2012 Goals
Natural Environment Beauty and Quality *Enhanced quality of air, water, land, open spaces, wildlife habitat Treasure parks, natural areas and recreational opportunities	Enhance quality of life/desireable of Ashland City Charter and Code	Assure a park like setting at all cemetery facilities	Percentage of total manhours expended to maintain established landscape schedules for lawn maintenance and shubbery	NA	70%	70%
			Percentage of days that the irrigation rate of 372,000 gallons per acre or less was met during irrigation season	100%	100%	100%

public works department - cemetery division

GENERAL FUND
PUBLIC WORKS DEPARTMENT
CEMETERY DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 103,166	\$ 109,522	\$ 117,513	\$ 121,383	\$ 121,383	\$ 121,383
520 Fringe Benefits	44,857	49,369	57,728	65,172	65,172	65,172
Total Personal Services	148,023	158,891	175,241	186,555	186,555	186,555
Materials and Services						
601 Supplies	23,620	20,276	20,444	20,900	20,900	20,900
602 Rental, Repair, Maintenance	49,888	51,653	61,857	61,445	61,445	61,445
603 Communications	1,015	959	1,170	1,225	1,225	1,225
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	51,943	51,943	51,943	49,300	49,300	49,300
606 Other Purchased Services	3,249	888	1,870	1,700	1,700	1,700
Total Materials and Services	129,715	125,719	137,284	134,570	134,570	134,570
Capital Outlay						
703 Equipment	7,490	-	-	-	-	-
704 Improvements Other Than Bldgs.	6	8,108	-	-	-	-
Total Capital Outlay	7,496	8,108	-	-	-	-
	\$ 285,234	\$ 292,718	\$ 312,525	\$ 321,125	\$ 321,125	\$ 321,125

Street Division

The Street Program funds street operations, street collection (storm water), boulevard maintenance, and local improvement district projects. The street operations budget includes bus service charges and Transportation related Capital Improvement (CIP) Projects which are also partially funded with Systems Development Charges (SDC) and Local Improvement Districts (LID). The Grounds Maintenance portion of the fund reflects the agreement with the Parks Department to maintain the boulevards, downtown planters and trees. And finally, the Storm Drain budget includes collection system maintenance, and Storm Water related CIP projects that are also partially funded with SDC funds.

The Street Division provides maintenance and minor construction for City streets including patching, paving, crack sealing, painting and markings, signs and crossings, street sweeping, bike lane / bike path maintenance, drainage ditch cleaning, street grading and routine storm drain pipeline construction. City street crews are also responsible for assistance during emergencies including flooding, snow removal, removing downed trees or limbs, and cleanup after accidents.

The street crew focuses on street maintenance and strives to improve the quality and timeliness of street patching, slurry seals and crack sealing programs to extend the life of the City's street network. The division staffing remains unchanged with 6.65 full time equivalent employees (FTEs) and two temporary positions in the summer. These positions assist with street markings and painting, traffic delineations, bike path designations and symbols, railroad crossing symbols, crosswalk, thermoplastic markings, and curb markings for required parking restrictions.

The Street Division maintains approximately 102.3 miles of paved streets; 194.6 street lane miles; 10.5 miles of unpaved streets and alleys; more than 22,000 signs; and over 12 miles of open ditch drainage.

Division Goals

- ⇒ Update the pavement management system every two years. Validate the 5-year requirements and implement maintenance and reconstruction recommendations outlined in the pavement management system.
- ⇒ Maintain a safe, convenient transportation system network for all vehicular traffic, bicycles and pedestrians.
- ⇒ Take action on street complaints and safety concerns in a responsive and efficient manner.
- ⇒ Cooperate with other agencies such as Jackson County and Oregon Department of Transportation on road improvements within our system.
- ⇒ Continue to systematically evaluate street operations, efficiencies, service needs, and community expectations to better respond to the community's service needs.

- ⇒ Continue to capture our street sign inventory and inspection program as required by MUTCD through the computer maintenance management program.

Significant Budget Changes

Transportation capital projected approved in the 2011-12 CIP are as follows:

- Croman Central Blvd.
- Overlay project- Allison from Gresham to Sherman
- Overlay project- North Mountain Ave from Hersey towards I-5
- Overlay project- Wightman Street from Quincy to Siskiyou Blvd.
- Overlay project- Taylor Street from Holly to Ashland
- Audible alarm pedestrian signal
- Railroad crossing at Hersey and Laurel
- Railroad crossing improvement at Oak Street
- Misc concrete safety projects
- Misc new sidewalk improvements
- Willow Wind Pedestrian crossing
- The Croman Central Blvd. project will be funded with a \$1,000,000 grant and is included in this budget

Performance Measures

- ◆ Staff will continue to maintain a five-year maintenance plan to meet the targeted overall condition index (OCI) and validate the OCI and costs (spent and projected) every two years.
- ◆ Staff will continue to evaluate and collect adequate user fees for long term street maintenance, and continue to leverage state, federal and other recommended funding strategies to reduce direct impact on the community.
- ◆ Continue the development of the sweeping program consistent with the overall water quality improvements as a part of the NPDES permit requirements.
- ◆ Continue our active pothole maintenance program.
- ◆ Coordinate with the Wastewater Department in developing a plan to optimize equipment and manpower during storm events and storm water construction activities.

Public Works Street Department						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 To Date	2012 Goals
Natural Environment Beauty and Quality *Enhance quality of air, water, land, open spaces, wildlife habitat Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (constrained by) mandates and regulations	Comply with the Uniform Traffic Control Devices manual (MUTCD)	Percentage of signage in the system inventoried	No Data	Checking data	100%
		Maintain all paved streets above an overall condition index (OCI) of 40 (total reconstruct) as identified in the Pavement Management System	Total number of accidents	98	20	0
		Maintain safe vehicle, bicycle, and pedestrian transportation systems	Percentage of total accidents that result in injury	23%	45%	0%
			Percentage of total accidents that are pedestrian related	15%	15%	0%
			Percentage of accidents that are vehicle related	100%	100%	0%
			Repair potholes within 72 hours of notification	No Data	100%	100%

public works department - street division

**STREET FUND
PUBLIC WORKS DEPARTMENT
OPERATIONS DIVISION**

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 260						
Personal Services						
510 Salaries and Wages	\$ 353,297	\$ 365,867	\$ 387,535	\$ 401,200	\$ 401,200	\$ 401,200
520 Fringe Benefits	194,022	191,374	221,320	243,636	243,636	243,636
Total Personal Services	547,319	557,241	608,855	644,836	644,836	644,836
Materials and Services						
601 Supplies	17,545	10,464	11,550	10,700	10,700	10,700
602 Rental, Repair, Maintenance	343,826	352,541	362,018	349,500	349,500	349,500
603 Communications	3,221	6,039	5,000	3,040	3,040	3,040
604 Contractual Services	179,590	240,477	277,000	275,400	275,400	275,400
605 Misc. Charges and Fees	469,528	471,130	502,830	558,200	558,200	558,200
606 Other Purchased Services	2,665	2,668	4,360	4,150	4,150	4,150
608 Commissions	11,584	9,908	5,000	5,000	5,000	5,000
Total Materials and Services	1,027,959	1,093,227	1,167,758	1,205,990	1,205,990	1,205,990
Capital Outlay						
703 Equipment	-	4,999	-	8,000	8,000	8,000
704 Improvements Other Than Bldgs.	258,754	140,065	2,644,750	2,742,750	2,742,750	2,972,750
Total Capital Outlay	258,754	145,064	2,644,750	2,750,750	2,750,750	2,980,750
Debt Service						
801 Principal	-	-	230,000	-	-	-
802 Interest	-	-	164,000	-	-	-
Total Debt Service	-	-	394,000	-	-	-
	\$ 1,834,032	\$ 1,795,532	\$ 4,815,363	\$ 4,601,576	\$ 4,601,576	\$ 4,831,576

public works department - street division

STREET FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - TRANSPORTATION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 260						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 90,995	\$ 30,110	\$ 521,810	\$ 371,110	\$ 371,110	\$ 401,110
Total Capital Outlay	\$ 90,995	\$ 30,110	\$ 521,810	\$ 371,110	\$ 371,110	\$ 401,110

STREET FUND
PUBLIC WORKS DEPARTMENT
L.I.D.'S AND TRANSPORTATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 260						
Materials and Services						
605 Misc. Charges and Fees	\$ 7,498	\$ 7,498	\$ 7,498	\$ -	\$ -	\$ -
Total Materials and Services	7,498	7,498	7,498	-	-	-
Capital Outlay						
704 Improvements Other Than Bldgs.	28,355	10,752	526,440	391,140	391,140	391,140
Total Capital Outlay	28,355	10,752	526,440	391,140	391,140	391,140
	\$ 35,853	\$ 18,250	\$ 533,938	\$ 391,140	\$ 391,140	\$ 391,140

Grounds Maintenance

Currently, Public Works Administration oversees this account within the Street Fund to finance the cost of contracting with the Parks Department to maintain the medians along Siskiyou Boulevard, Ashland Street, Main Street, North Mountain, Library grounds and public parking lots. Work includes flowerbed replacement, soil maintenance, grass cutting and maintenance, general tree maintenance and trimming, sprinkler adjustments and watering, as well as other typical grounds care requirements. This account will include an occasional augment to include things such as the purchase of tree grates to replace all of the brick and wood tree barriers along the downtown, replace dead or diseased trees along the City's boulevards and downtown, major tree trimming and other similar activities. Given the recent staffing changes in the Parks Department, the Public Works Department will be evaluating other options to deliver this service.

- * Identify areas where "right water for the right use" can be implemented in the landscape maintenance.
- * Identify reasonable expectations for maintenance and beautification objectives through an intergovernmental agreement with Parks the Department.

Significant Budget Change

- With the staffing level changes in the Parks Department, Public Works has requested private contract proposals to do the work in the future. This may have effect on the budget.

Fund Goals

- * Enhance the livability and attraction of Ashland.
- * Ensure that our downtown and boulevard streets are well-maintained and continually enhanced with attractive flowerbeds and landscaping treatments.
- * Implement cost efficient measures for long-term restoration and maintenance guidelines, with an appropriate historic perspective for the downtown and boulevards.

Performance Measures

- ◆ Ensure that grounds care and maintenance activities are cost effective and meet the "right water for the right use" goals. Encourage effective water conservation practices.
- ◆ Track the volume of water used per square foot of each metered area.

STREET FUND
PUBLIC WORKS DEPARTMENT
GROUNDS MAINTENANCE

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 260						
Materials and Services						
602 Rental, Repair, Maintenance	\$ 21,872	\$ 18,183	\$ 22,500	\$ 22,400	\$ 22,400	\$ 22,400
604 Contractual Services	166,710	165,000	182,396	186,044	186,044	186,044
Total Materials and Services	188,582	183,183	204,896	208,444	208,444	208,444
	\$ 188,582	\$ 183,183	\$ 204,896	\$ 208,444	\$ 208,444	\$ 208,444

Stormwater Program

The Stormwater program includes handling all storm water runoff and protecting stream water quality within City limits. Street and Wastewater Division crews share the operational workload in the stormwater program. A total of 3.05 FTE are allocated to the storm drain system inspection and maintenance, of which 2.35 FTE from the street department and 0.7 FTE from the wastewater department. Crews are responsible for new line construction, repairs, and replacements, along with both open ditch and sediment pond cleaning. Crews also use closed circuit TV cameras to monitor the lines and insure there are no illicit connections.

The City is included in the Phase II National Pollution Discharge Elimination System (NPDES) permit program and continues to adopt more stringent stormwater and water quality protection standards. The Stormwater and Drainage Master Plan identify capital improvement projects and water quality management objectives. Erosion and Sediment Control Ordinances have been developed. A post-construction storm water management program must also be created as part of the NPDES requirements.

The Department of Environmental Quality adopted Total Maximum Daily Load (TMDL) requirements within the Bear Creek Watershed. The TMDL will dovetail with the NPDES program as the TMDL regulates bacteria in Ashland and Bear Creeks along with sediment in Reeder Reservoir. These water quality regulations will ensure continual improvement to the City's best management practices for stormwater maintenance programs. The TMDL also addresses temperature concerns with waters flowing into Ashland and Bear Creek's. Improvements to sections of the open drainage ways help to improve water quality and lower water temperatures.

The Division continues to add information about our infrastructure to our computer data base as we complete inventories. Current inventory shows that we have approximately 90 miles of piped storm water collection lines with 11 miles of open ditches. We have approximately 4,153 catch basins and inlets with 5,524 manholes, including area drains and other structures. Crews also maintain 73 stormwater treatment facilities such as bio-swales, detention basins and wetlands facilities.

Division Goals

- ⇒ Water quality is a primary component of the stormwater program. Implementation of the new NPDES requirements includes development and adoption of City wide ordinances to protect water quality.
- ⇒ Continue to systematically look at stormwater inspection and maintenance operations, efficiencies, service needs and community expectations. Shift work priorities and functions to better respond to the community's service needs.
- ⇒ Develop and implement annual inspection and maintenance standards for public and private storm drain ditches that will result in deterring flooding through heavily vegetated areas.
- ⇒ Develop consistent internal goals for storm line inspection and maintenance
- ⇒ Collect adequate fees for annual maintenance and improvements.
- ⇒ Continue to measure bacteria levels in Ashland Creek and monitor surrounding streams within city limits to reduce levels where possible.

Significant Budget Changes

- Continue the storm drain replacement on Idaho Street from Holly Street to Iowa Street.
- Continue our focus on the NPDES activities and reporting requirements as well as the implementation of a new storm drain permit
- Continue with riparian improvements
- Continue installation of 4" diameter, steel painted blue "No Dumping Drains to Stream" markers on storm drain inlets

public works department - street division - storm water

Public Works Stormwater						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011	2012 Goals
Natural Environment Beauty and Quality * Enhanced quality of air, water land, open spaces, wildlife habitat Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) mandates & regulations	Meet all state and federal requirements established in the National Pollutant Discharge System (NPDES) permit	Percentage of days that the Stream was closed due to e-coli contamination	Checking Data	0%	0%
		Meet and/or exceed all recommended Best Management Practices (BMP)	Percentage of "No Dumping, Drains to the Stream" labels installed on storm drain facilities	8%	100%	100%
			Percentage of days/year that Ashland Creek was above the temperature limit established by the Department of Environmental Quality (DEQ). Goal is 0%	No Data	35%	0%

public works department - street division - storm water

STREET FUND
PUBLIC WORKS DEPARTMENT
STORM WATER DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 260						
Personal Services						
510 Salaries and Wages	\$ 155,587	\$ 162,868	\$ 167,705	\$ 174,240	\$ 174,240	\$ 174,240
520 Fringe Benefits	85,458	84,945	96,321	110,681	110,681	110,681
Total Personal Services	241,045	247,813	264,026	284,921	284,921	284,921
Materials and Services						
601 Supplies	16,593	8,692	4,629	4,850	4,850	4,850
602 Rental, Repair, Maintenance	93,779	88,418	85,893	83,700	83,700	83,700
603 Communications	-	-	150	130	130	130
604 Contractual Services	-	6,190	5,900	5,900	5,900	5,900
605 Misc. Charges and Fees	169,243	169,261	171,830	150,300	150,300	150,300
606 Other Purchased Services	1,958	-	1,100	1,100	1,100	1,100
Total Materials and Services	281,573	272,561	269,502	245,980	245,980	245,980
Capital Outlay						
704 Improvements Other Than Bldgs.	50,630	10,340	122,000	116,400	116,400	182,650
Total Capital Outlay	50,630	10,340	122,000	116,400	116,400	182,650
	\$ 573,248	\$ 530,714	\$ 655,528	\$ 647,301	\$ 647,301	\$ 713,551

STREET FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - STORM WATER

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 260						
Capital Outlay						
604 Contractual Services	\$ 4,704	\$ -	\$ -	\$ -	\$ -	\$ -
Total Materials and Services	4,704	-	-	-	-	-
704 Improvements Other Than Bldgs.	30,806	10,818	95,555	80,600	80,600	146,850
Total Capital Outlay	30,806	10,818	95,555	80,600	80,600	146,850
	\$ 35,510	\$ 10,818	\$ 95,555	\$ 80,600	\$ 80,600	\$ 146,850

Airport Fund

The Ashland Municipal Airport was established in 1965, and is managed by the Public Works Engineering Division. The airport has 34 hangars, 120 tie-down spaces and supports an average of 86 aircraft, a Civil Air Patrol unit and other commercial activities. Routine maintenance is completed through cooperative support from Facilities Maintenance Division, Street Department, Electric Department and Parks Department.

Management decisions for the Airport and related facilities receive oversight through the Airport Commission. Daily operations and responsibilities for overall administration of the Airport facilities including radio control, fuel facility, aircraft maintenance, hangar rental collection, flight training and facility maintenance is through Robert Skinner, Skinner Aviation, as the contract Fixed Base Operator (FBO) since 1993.

In July 2006, Council adopted the Airport Layout Master Plan. This plan outlines development opportunities consistent with the Federal Aviation Administration guidelines and the City's policies. In addition, the Airport Commission developed a strategic plan which included a marketing plan, an updated Economic Impact Study, and an analysis of technological advances to increase airport safety. The Commission continues to market available land to suitable tenants to encourage business opportunities, additional T-hangars and long-term airport sustainability. The FY09 saw the release of the Noise Sensitive Area Map. This map denotes specific airport information including the airport approach pattern and the City of Ashland main populous area as the noise sensitive area. This map was completed to increase pilot and community awareness of the airport. Routine maintenance was performed throughout the year to keep the airport a safe viable travel entity.

Significant Budget Changes

- The FY12 budget reflects a ODA FAM Grant of \$25,000
- The FY12 budget also reflects an FAA Non-Entitlement Grant of \$150,00
- Deferred maintenance and relatively low rental income continue to be budgetary issues and will be addressed over time through rate increases and development.

Performance Measures

- ◆ Manage revenues and expenses to overcome maintenance shortfalls and pursue increases in fees and obtaining other funding sources to ensure long term self-sufficiency.
- ◆ Focus on effective hanger rates to improve revenue short-fall

Airport Goals

- * Accomplish Airport Commission Goals to:
- * Implement the marketing plan and provide information on available airport expansion opportunities.
- * Bring educational opportunities and community awareness to the airport.
- * Continue to secure AIP and FAM Grants: increase airport infrastructure, build perimeter fencing, taxiway access, etc.
- * Identify and enhance revenue sources through appropriate fee increases, new T-hangars, new independent hangars, and aviation related business construction.
- * Market the airport to interested aviation related businesses through effective communication with private, regional and State organizations.
- * Ensure the airport is maintained to meet long-term self-sufficiency.

public works department - airport fund

AIRPORT FUND
PUBLIC WORKS DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 280						
Materials and Services						
602 Rental, Repair, Maintenance	\$ 23,802	\$ 28,765	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	39,593	39,330	20,950	27,150	27,150	27,150
606 Other Purchased Services	250	(15)	300	300	300	300
608 Commissions	-	-	100	100	100	100
Total Materials and Services	63,645	68,080	58,750	64,950	64,950	64,950
Capital Outlay						
704 Improvements Other Than Bldgs.	8,493	-	-	-	-	-
Capital Soft match	-	-	-	-	-	-
Total Capital Outlay	8,493	-	-	-	-	-
Debt Service						
801 Debt Service - Principal	300,844	22,175	28,469	29,838	29,838	29,838
802 Debt Service - Interest	13,834	16,361	15,068	13,698	13,698	13,698
Total Debt Service	314,678	38,536	43,537	43,536	43,536	43,536
	\$ 386,816	\$ 106,616	\$ 102,287	\$ 108,486	\$ 108,486	\$ 108,486

Facilities Maintenance Division

The majority of the City’s nearly 100 buildings and other facilities are maintained by the Facilities Maintenance Division; including City Hall, Community Development and Engineering Services, Police Station, Council Chambers, Pioneer Hall, The Grove, Senior Center, Band Shell, Airport facilities, Ashland Gun Club, and the information kiosk. The Fire Station facilities and the Parks Department facilities are managed within their own respective funds. The Facilities Maintenance Division has 2 employees under the direction of the Facilities Supervisor that coordinate utility services, janitorial services, improvements and all repairs to the buildings and their related systems.

- ⇒ Continue to improve security and implement improvements to better utilize existing facilities.
- ⇒ Address facility concerns in a timely manner, with computerized tracking of all requests. Prioritize safety needs, then consider issues that can lead to further damage, and routine maintenance will follow when other issues have been resolved.
- ⇒ Ensure that all maintenance and repairs keep water and electrical conservation a priority.
- ⇒ Make recycling options for employees and visitors to City buildings easily accessible.
- ⇒ Coordinate with the City’s Safety Committee to ensure OSHA regulations and code violations are addressed in a timely manner.

Division Goals

- ⇒ Continue with the implementation of the adopted Facilities Master Plan.
- ⇒ Continue with the Development of a city wide maintenance plan to better anticipate necessary facility requirements including an appropriate annual budget for facility repairs.
- ⇒ Continue with the improvement of our facilities to ensure that the community and employees have safe, efficient, clean and contemporary city facilities.

Significant Budget Changes

- There are no significant changes.

Public Works Facilities						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 To Date	2012 Goals
Good Government Transparent, honest, responsive * Strong, Creative leadership * Excellent public service* Stewards of public resources* Active intelligent respectful citizen involvement* Volunteerism in government and community	Operational efficiency/ risk management/ fiscal health	Efficient electricity usage for facilities	Percentage of facilities using electricity that have had an energy audit performed	NA	NA	NA
	Environmental protection above manadates	Maintain appropriate disposal and recycle sites within the city facilities	Percentage of waste that is recycled	NA	NA	NA
			Percentage of square footage in facilities that use fossil fuels	28%	26%	23%

public works department - facilities maintenance division

CAPITAL IMPROVEMENT FUND
PUBLIC WORKS DEPARTMENT
MAINTENANCE - PROPERTY DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 410						
Personal Services						
510 Salaries and Wages	\$ 115,747	\$ 116,787	\$ 121,075	\$ 124,560	\$ 124,560	\$ 124,560
520 Fringe Benefits	64,777	62,113	71,511	78,060	78,060	78,060
Total Personal Services	180,524	178,900	192,586	202,620	202,620	202,620
Materials and Services						
601 Supplies	5,847	1,684	4,460	4,650	4,650	4,650
602 Rental, Repair, Maintenance	334,092	301,752	332,334	333,700	333,700	333,700
603 Communications	1,991	1,405	1,420	1,760	1,760	1,760
604 Contractual Services	814	3,412	12,200	1,200	1,200	56,200
605 Misc. Charges and Fees	1,120	15,295	18,970	20,850	20,850	20,850
606 Other Purchased Services	3,478	421	920	400	400	400
610 Programs	21,292	25,564	24,850	26,000	26,000	26,000
Total Materials and Services	368,634	349,533	395,154	388,560	388,560	443,560
Capital Outlay						
701 Land	676,121	-	-	-	-	-
703 Equipment	-	-	-	-	-	-
704 Improvements Other Than Bldgs.	64,043	261,970	2,215,012	3,573,000	3,573,000	3,623,000
Total Capital Outlay	740,164	261,970	2,215,012	3,573,000	3,573,000	3,623,000
	\$ 1,289,322	\$ 790,403	\$ 2,802,752	\$ 4,164,180	\$ 4,164,180	\$ 4,269,180

Water Division

The Water Division, with 14.5 FTE (4.5 Water Treatment, 10 Water Distribution and one unfunded position), has responsibility for the City's drinking water source supply, treatment, and distribution to our community's residents and businesses.

The City's drinking water distribution system includes four distribution reservoirs for 6.76 million gallons of total storage, over 130 miles of water lines, 6 pump stations, 53 pressure reducing devices, 1,243 fire hydrants, and over 8,250 individual services and meters. In addition, there are 349 separate irrigation meters utilizing potable water, 169 irrigation accounts for the City's portion of the Talent Irrigation District (TID) water, and three service points for historic Lithia water. Division personnel are responsible for new service installations, main line construction, and maintenance and repair of the existing system.

With primary raw water supply from Mount Ashland, and a secondary supply from the TID system, the Water Treatment Plant treats up to 7.5+ million gallons of water per day (mgd) in the summer and averages 1.6 mgd in the winter months. Division personnel are responsible for ensuring the water is treated to meet or exceed the required State Health Division's drinking water standards.

The supply side includes any work required to retain the water held in Reeder Reservoir before it is treated at the water treatment plant, Hosler Dam maintenance, safety and security, TID water purchase agreements, use of TID water as a secondary source, and long-term water rights acquisition.

Division Goals

- ⇒ Provide high-quality, clean, safe drinking water and continue to publish the annual Consumer Confidence Reports (CCR).
- ⇒ Evaluate the water chemistry and treatment process to implement relevant changes for overall water quality improvements.
- ⇒ Operate the water treatment and distribution system in an efficient and fiscally responsible manner.
- ⇒ Promote the "Right Water for the Right Use" to provide an adequate supply of drinking water and maximize the use of appropriate conservation efforts. Continue to evaluate long-term water rights and options for additional water rights or agreements.
- ⇒ Conduct twice a year audible alarm tests of the early warning system for Hosler Dam and continue public education on the flood inundation zone.

Significant Budget Changes

- 10% Water Rate Increase

public works department - water division

Public Works Water						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 To Date	2012 Goals
Natural Environment Beauty and Quality *Enhanced quality of air, water, land, open space wildlife habitat Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) Mandates & regulations	Meet all state and federal requirements for drinking water	Number of Total Coliform violations	0	0	0
			Number of Chlorine byproduct violations	0	0	0
	Enhance quality of life/desirable of Ashland	Respond to customer calls within the same day received	Percent of customer calls answered within two hours	NA	NA	100%
			Respond to emergency calls within one hour.	NA	NA	100%
			Percentage of repairs that are unplanned (emergency) . The goal is 0%	21%	64%	15%
			Percent of hydrants that are operational	100%	100%	100%

WATER FUND
PUBLIC WORKS DEPARTMENT
SUPPLY DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 670						
Materials and Services						
604 Contractual Services	\$ 96,272	\$ 7,442	\$ 35,872	\$ 29,800	\$ 29,800	\$ 29,800
605 Misc. Charges and Fees	97,727	109,916	109,969	110,900	110,900	110,900
606 Other Purchased Services	59,163	58,790	61,000	61,000	61,000	61,000
Total Materials and Services	253,162	176,148	206,841	201,700	201,700	201,700
Capital Outlay						
704 Improvements Other Than Bldgs.	37,400	75,469	619,215	231,000	231,000	396,000
Total Capital Outlay	37,400	75,469	619,215	231,000	231,000	396,000
Debt Service						
801 Debt Service - Principal	16,750	17,250	18,000	18,500	18,500	18,500
802 Debt Service - Interest	6,014	5,610	5,247	4,722	4,722	4,722
Total Debt Service	22,764	22,860	23,247	23,222	23,222	23,222
	\$ 313,326	\$ 274,477	\$ 849,303	\$ 455,922	\$ 455,922	\$ 620,922

public works department - water division

WATER FUND
PUBLIC WORKS DEPARTMENT
TREATMENT DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 254,690	\$ 275,564	\$ 272,465	\$ 278,520	\$ 278,520	\$ 278,520
520 Fringe Benefits	112,698	112,365	135,995	155,394	155,394	155,394
Total Personal Services	367,388	387,929	408,460	433,914	433,914	433,914
Materials and Services						
601 Supplies	201,441	164,131	205,223	195,295	195,295	195,295
602 Rental, Repair, Maintenance	58,781	62,729	64,500	72,600	72,600	72,600
603 Communications	10,321	11,452	6,610	6,260	6,260	6,260
604 Contractual Services	8,984	11,952	10,000	10,000	10,000	10,000
605 Misc. Charges and Fees	305,119	317,739	318,534	289,150	289,150	289,150
606 Other Purchased Services	44,570	22,990	28,270	28,070	28,070	28,070
Total Materials and Services	629,216	590,993	633,137	601,375	601,375	601,375
Capital Outlay						
703 Equipment	-	7,500	-	-	-	-
704 Improvements Other Than Bldgs.	40,865	71,683	32,000	21,000	21,000	21,000
Total Capital Outlay	40,865	79,183	32,000	21,000	21,000	21,000
Debt Service						
801 Debt Service - Principal	120,600	124,200	129,600	133,200	133,200	133,200
802 Debt Service - Interest	43,276	40,394	37,060	33,280	33,280	33,280
Total Debt Service	163,876	164,594	166,660	166,480	166,480	166,480
	\$ 1,201,345	\$ 1,222,699	\$ 1,240,257	\$ 1,222,769	\$ 1,222,769	\$ 1,222,769

public works department - water division

WATER FUND
PUBLIC WORKS DEPARTMENT
DISTRIBUTION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 610,229	\$ 580,171	\$ 580,405	\$ 577,120	\$ 577,120	\$ 577,120
520 Fringe Benefits	314,397	278,819	308,054	339,400	339,400	339,400
Total Personal Services	924,626	858,990	888,459	916,520	916,520	916,520
Materials and Services						
601 Supplies	19,053	13,200	18,195	19,250	19,250	19,250
602 Rental, Repair, Maintenance	228,301	221,714	239,400	231,940	231,940	231,940
603 Communications	3,076	2,985	4,120	3,220	3,220	3,220
604 Contractual Services	5,977	5,626	4,900	3,800	3,800	3,800
605 Misc. Charges and Fees	716,854	773,147	782,456	746,900	746,900	746,900
606 Other Purchased Services	6,889	12,465	13,750	30,650	30,650	30,650
610 Programs	-	-	-	-	-	-
612 Franchises	407,436	419,978	377,953	380,239	290,239	290,239
Total Materials and Services	1,387,586	1,449,115	1,440,774	1,415,999	1,325,999	1,325,999
Capital Outlay						
703 Equipment	-	2,954	5,300	10,000	10,000	10,000
704 Improvements Other Than Bldgs.	118,596	50,910	105,000	95,000	95,000	95,000
Total Capital Outlay	118,596	53,864	110,300	105,000	105,000	105,000
Debt Service						
801 Debt Service - Principal	257,200	270,400	285,200	293,400	293,400	293,400
802 Debt Service - Interest	65,099	55,590	45,090	33,751	33,751	33,751
Total Debt Service	322,299	325,990	330,290	327,151	327,151	327,151
	\$ 2,753,107	\$ 2,687,959	\$ 2,769,823	\$ 2,764,670	\$ 2,674,670	\$ 2,674,670

public works department - water division

WATER FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - IMPROVEMENTS

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 670						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 39,741	\$ 198,014	\$ 227,500	\$ 210,000	\$ 210,000	\$ 250,000
Total Capital Outlay	\$ 39,741	\$ 198,014	\$ 227,500	\$ 210,000	\$ 210,000	\$ 250,000

WATER FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - REIMBURSEMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 670						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 58,109	\$ 38,321	\$ 231,000	\$ 110,000	\$ 110,000	\$ 110,000
Total Capital Outlay	\$ 58,109	\$ 38,321	\$ 231,000	\$ 110,000	\$ 110,000	\$ 110,000

WATER FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - DEBT SERVICE

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Debt Service						
801 Debt Service - Principal	\$ 90,450	\$ 93,150	\$ 97,200	\$ 99,900	\$ 99,900	\$ 99,900
802 Debt Service - Interest	32,468	30,295	27,795	24,960	24,960	24,960
Total Debt Service	122,918	123,445	124,995	124,860	124,860	124,860
	\$ 122,918	\$ 123,445	\$ 124,995	\$ 124,860	\$ 124,860	\$ 124,860

Wastewater Division

The Wastewater Division is responsible for collecting wastewater in the pipe system and cleaning this wastewater to meet strict state and federal regulations. The highly treated wastewater can then be reused for a variety of purposes. Currently this wastewater is returned to Ashland Creek. During the treatment process, bio-solids are produced. These bio-solids are treated and disposed of at the local landfill in White City Oregon. The City operates its wastewater system facility under the National Pollutant Discharge Elimination System (NPDES) permit. The Department of Environmental Quality (DEQ) is currently working on the draft permit and should have it delivered to the City this year.

The wastewater collection system includes over 109.5 miles of sanitary sewer lines in a 6.5 square mile service area that serves over 8,100 customers. The pipes were first installed in the 1900s and range in size from 4 to 30 inches and in addition to the piping, there are 2,084 manholes. There are currently 7 lift stations. Division personnel continually replace old sewer lines due to failures or capacity limitations. Inspection and maintenance of both the sanitary sewer and storm water lines is accomplished with specialized equipment.

The Wastewater Treatment Plant (WWTP) finished its major upgrade in May 2003. The WWTP is one of the most advanced wastewater treatment plants in Oregon designed specifically to improve water quality and the health of Ashland and Bear Creeks. The plant treats an average 1.92 million gallons of wastewater per day in the summer months and 1.95 million gallons per day during the winter months. Recently there have been significant changes in the regulatory environment regarding wastewater effluent temperature. We are currently updating our master plan which will cover the temperature issues and make recommendations to City Council this year. These requirements will also be outlined in our new 5-year permit cycle.

The secondary treatment phase (December- April) of the WWTP system consists of head-works screenings, two carousel oxidation ditches, three secondary clarifiers, and UV disinfection. In the summer months (May-November) tertiary treatment is provided using membrane filtration. During the treatment process, solids are generated. These solids are dewatered using two centrifuges and transported to the landfill for disposal. Plant staff is responsible for ensuring that the treated effluent and bio-solids meet strict discharge and reuse standards prior to discharge and disposal.

The Wastewater Division employs 10.0 full time employees with staff split between the plant (5.4 FTE), the collection system (4.9 FTE) and the stormwater system (.5 FTE). Division personnel will continue training to balance plant operations and collection system needs, as well as assist with storm drain pipe cleaning. All division personnel are located at the WWTP facilities to make more efficient use of shared equipment and training facilities.

Division Goals

- ⇒ Produce a highly treated wastewater effluent and bio-solids product that meets or is consistently better than required by state permit regulatory requirements.
- ⇒ Continue to coordinate with DEQ on the newly adopted temperature management rules and effectively utilize our high quality effluent as a resource. Evaluate the ability to augment creek flows through appropriate water trading.
- ⇒ Continue the optimization of the collection and maintenance operations to minimize service disruptions and claims against the City.
- ⇒ Reduce overall chemical use where appropriate, while effectively using foaming agents in sewer lines to kill roots that damage sewer lines and cause blockages.
- ⇒ Continue to eliminate illegal cross-connections, typically storm water lines, from the sewer system.
- ⇒ Continue the implementation of our Fats, Oils and Grease (FOG) Program for food service establishments within the City of Ashland through various educational activities.

Significant Budget Issues

- Replace approximately ¼ of the membrane filters at the WWTP
- Implement changes as recommended in the new master plan
- Implement required changes in our new NPDES Permit
- 6% sewer rate increase

public works department - wastewater division

Public Works Wastewater						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 To Date	2012 Goals
Natural Environment Beauty and Quality *Enhance quality of air, water, land, open spaces wildlife habitat Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (constrained by) mandates and regulations	No sewer overflows or NPDES permit violations	Number of sewer overflows	5	0	0
			Number of NPDES violations	0	0	0
			Repair sanitary sewers and calculate percentage of repairs that are unplanned (emergency). The goal is 0%	14%	0%	0%
	Enhance quality of life/desireable of Ahland	Respond to all customer calls within one day	Percent of customer calls answered within two hours	No Data	No Data	100%
		Respond to emergency calls within one hour	Percent of emergency calls answered within one hour	No Data	No Data	100%

**WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
COLLECTION DIVISION**

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 675						
Personal Services						
510 Salaries and Wages	\$ 299,792	\$ 268,527	\$ 278,308	\$ 288,000	\$ 288,000	\$ 288,000
520 Fringe Benefits	161,242	135,792	154,822	168,162	168,162	168,162
Total Personal Services	461,034	404,319	433,130	456,162	456,162	456,162
Materials and Services						
601 Supplies	66,950	52,709	57,350	58,600	58,600	58,600
602 Rental, Repair, Maintenance	177,355	150,395	171,950	170,050	170,050	170,050
603 Communications	2,503	2,200	3,005	2,470	2,470	2,470
604 Contractual Services	6,662	185	800	900	900	900
605 Misc. Charges and Fees	388,516	600,056	600,176	648,500	648,500	648,500
606 Other Purchased Services	3,880	1,721	5,865	7,050	7,050	7,050
610 Programs	-	-	-	-	-	-
612 Franchises	255,982	317,839	267,782	290,000	290,000	290,000
Total Materials and Services	901,848	1,125,105	1,106,928	1,177,570	1,177,570	1,177,570
Capital Outlay						
703 Equipment	-	-	4,000	-	-	-
704 Improvements Other Than Bldgs.	60,690	38,605	303,750	303,750	303,750	303,750
Total Capital Outlay	60,690	38,605	307,750	303,750	303,750	303,750
	\$ 1,423,572	\$ 1,568,029	\$ 1,847,808	\$ 1,937,482	\$ 1,937,482	\$ 1,937,482

public works department - wastewater division

WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
TREATMENT DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 675						
Personal Services						
510 Salaries and Wages	\$ 297,257	\$ 308,805	\$ 328,198	\$ 318,060	\$ 318,060	\$ 318,060
520 Fringe Benefits	142,802	132,502	157,882	173,025	173,025	173,025
Total Personal Services	440,059	441,307	486,080	491,085	491,085	491,085
Materials and Services						
601 Supplies	140,959	136,295	175,164	172,900	172,900	172,900
602 Rental, Repair, Maintenance	467,709	517,200	725,995	756,050	756,050	756,050
603 Communications	744	566	1,070	690	690	690
604 Contractual Services	48,678	29,274	28,000	29,850	29,850	29,850
605 Misc. Charges and Fees	328,100	457,680	476,181	451,700	451,700	451,700
606 Other Purchased Services	44,302	43,229	66,505	61,250	61,250	61,250
610 Programs	-	-	250	200	200	200
Total Materials and Services	1,030,492	1,184,244	1,473,165	1,472,640	1,472,640	1,472,640
Capital Outlay						
704 Improvements Other Than Bldgs.	7,902	44,355	59,000	514,708	514,708	514,708
Total Capital Outlay	7,902	44,355	59,000	514,708	514,708	514,708
Debt Service						
801 Debt Service - Principal	1,060,081	1,096,753	1,134,694	1,140,000	1,140,000	1,140,000
802 Debt Service - Interest	722,768	680,704	637,285	502,000	502,000	502,000
Total Debt Service	1,782,849	1,777,457	1,771,979	1,642,000	1,642,000	1,642,000
	\$ 3,261,302	\$ 3,447,363	\$ 3,790,224	\$ 4,120,433	\$ 4,120,433	\$ 4,120,433

public works department - wastewater division

WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - REIMBURSEMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 675						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 14,120	\$ 1,289	\$ 21,250	\$ 21,250	\$ 21,250	\$ 21,250
Total Capital Outlay	\$ 14,120	\$ 1,289	\$ 21,250	\$ 21,250	\$ 21,250	\$ 21,250

WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - IMPROVEMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 675						
Materials and Services						
604 Contractual Services	\$ -	\$ 548	\$ 350,000	\$ 150,000	\$ 150,000	\$ 150,000
Total Materials and Services	-	548	350,000	150,000	150,000	150,000
Capital Outlay						
704 Improvements Other Than Bldgs.	4,387	67	203,500	201,912	201,912	201,912
Total Capital Outlay	\$ 4,387	\$ 67	\$ 203,500	\$ 201,912	\$ 201,912	\$ 201,912
	\$ 4,387	\$ 615	\$ 553,500	\$ 351,912	\$ 351,912	\$ 351,912



Administration & Engineering

Public Works Administration and Engineering is responsible for coordination, administration of the department, Capital Improvements Program (CIP) and ensuring a viable long range infrastructure.

Administration

The PW Administration division includes the Director, Superintendent, administrative staff, some shared functions, and the Geographic Information Systems (GIS) group to provide operational oversight and general administrative functions to support the Public Works Department. The PW Director provides guidance and assistance to various commissions, long range operational programs, master planning projects and a variety of construction projects within the City.

The GIS team develops maps and maintains the City's utility infrastructure data as well as several other unique data layers to assist with planning and analysis not only within Public Works but also in coordination with other departments. The GIS Division also maintains and updates rights-of-way and easement locations; boundary surveys; land divisions; map updates; road and property addresses; traffic volumes, accident data and traffic speed analysis. GIS develops data layers that support and enable all departments and residents to access information regarding properties, utilities, environmental constraints and influences. Interdepartmental coordination has ensured more efficient and reliable public utility data.

Engineering Division

PW Engineering includes the City Engineer function, design, engineering and subdivision reviews, project inspection services, traffic safety, surveying services, and technical support to the Ashland community and all city departments. Staff provides coordination with consulting engineers, surveyors and developers within the City for infrastructure designs to meet City construction standards. Staff is also responsible for managing projects, timeframes, design, specifications, survey and construction of all public works projects. The formation of Local Improvement Districts (LID) is also overseen by the Engineering Division.

PW Administration and Engineering division staffs support the City Council, Transportation Commission and Airport Commissions. Staff also provides various liaison functions for the Jackson/Josephine Transportation Committee (JJTC), Rogue Valley Area Commission on Transportation (RVACT), Metropolitan Planning Organization (RVMPO), TAP Waterline Intertie Committee, Bear Creek Watershed Council, Storm Water Advisory Team and others.

Council Goals

- * Develop a comprehensive public transportation, traffic, and parking plan to reduce pollution and congestion, and to improve Ashland's quality of life through a Transportation System Program (TSP) update.
- * Evaluate TTPC Plan and develop action plan for items adopted.
- * Improve pedestrian and traffic safety
- * Establish stronger, formalized role for City in stewardship of entire Ashland Watershed (with the Fire Department)
 - * Improve the overall management of the Ashland Watershed by working with the Forest Service and continue efforts to reduce the wildfire threat in the watershed:
 - * Identify Funding Opportunities
 - * Collect water quality/quantity source data

Division Goals

- ⇒ Manage the City's Capital Improvements Plan (CIP) within budget and timeframes.
- ⇒ Continue to add and integrate system analysis management tools within the GIS program.
- ⇒ Provide effective review and inspection services on all public works projects.
- ⇒ Evaluate new sustainability options with water and LEED construction techniques.
- ⇒ Enhance stormwater NPDES permitting functions.

Significant Budget Changes

- The budget reflects no significant budget changes

public works department - administration & engineering

Public Works Engineering						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010	2011 Results	2012
Good Government Transparent, honest, responsive * Strong, Creative leadership * Excellent public service* Stewards of public resources* Active intelligent respectful citizen involvement* Volunteerism in government and community	Operational efficiency/risk management/fiscal health	Efficient, timely approval of required permits and inspections	Over the counter permits within 24 hours	NA	NA	100%
			Over the counter inspections within 6 hours	NA	NA	100%

CENTRAL SERVICES FUND
PUBLIC WORKS DEPARTMENT
SUPPORT AND ADMINISTRATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 795,355	\$ 760,973	\$ 768,455	\$ 766,155	\$ 766,155	\$ 766,155
520 Fringe Benefits	368,857	325,268	354,569	399,448	399,448	399,448
Total Personal Services	1,164,212	1,086,241	1,123,024	1,165,603	1,165,603	1,165,603
Materials and Services						
601 Supplies	27,387	39,732	57,900	52,100	52,100	52,100
602 Rental, Repair, Maintenance	19,690	30,506	30,960	19,000	19,000	19,000
603 Communications	5,622	4,968	6,000	5,650	5,650	5,650
604 Contractual Services	8,098	20,451	30,000	26,500	26,500	26,500
605 Misc. Charges and Fees	126,026	126,200	126,200	105,000	105,000	105,000
606 Other Purchased Services	9,764	7,527	15,900	16,600	16,600	16,600
Total Materials and Services	196,587	229,384	266,960	224,850	224,850	224,850
	\$ 1,360,799	\$ 1,315,625	\$ 1,389,984	\$ 1,390,453	\$ 1,390,453	\$ 1,390,453

Fleet Maintenance & Acquisition Division

The Fleet Maintenance & Acquisition Division is responsible for the acquisition of new or replacement vehicles / equipment and maintaining all City equipment. The City maintains a fleet of 199 vehicles; 104 light duty vehicles; 48 heavy duty or special use vehicles; and 47 pieces of heavy equipment.

On the Acquisition side, staff is responsible for evaluating the City's overall fleet purchasing strategy and recommends new vehicles or replacement vehicles based on use, age, and safety requirements. Vehicles and equipment are initially purchased by the operating department. Once the initial purchase is made, the vehicle is then "leased" back to that department through a "replacement" fund established for future vehicle / equipment replacement purchases. Major computer purchases that are capitalized through the Information technology (IT) Department or Geographic Information System (GIS) division are now charged back to the various departments through central services "technology debt" that is also in the acquisition fund.

The equipment shop/fleet maintenance function provides for staff time to perform routine and preventive maintenance, and both major and minor repairs for city vehicles, pumps, equipment and other rolling stock. Those charges are also expensed back to the different vehicle and equipment users through the vehicle maintenance line item on each department's budget.

- ⇒ Continue the implementation of the "Green Fleet" strategy.
- ⇒ Evaluate and recommend effective alternative fuel vehicles, hybrids, electric vehicles and vehicle alternatives such as bicycles and segways.
- ⇒ Pool and share the City's heavy equipment and look for ways to decrease the number of vehicles and equipment. "Right size" the fleet by going to a smaller sized vehicle when practical.
- ⇒ Explore the possibility of joining local car sharing programs. Compare potential cost savings vrs. Operational changes to determine if this is a viable option.
- ⇒ Provide adequate training opportunities for service mechanics and equipment users on the new equipment and technology available for diagnostics, safe operation, fuel efficiency measures, emissions control measures and operational standards.
- ⇒ More efficiently track and schedule equipment costs, inventory, inspection and maintenance activities within the division.
- ⇒ Continue optimizing inspection and maintenance needs since absorbing the Parks Department equipment and shop staff.

Division Goals

- ⇒ Continue the Integration of the computerized fleet maintenance and replacement program to better evaluate our fleet vehicles and replacement needs.

Significant Budget Changes

- There are no significant budgetary changes.

Public Works Fleet					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 To Date
Natural Environment Beauty and Quality *Enhanced quality of air, water, land, open spaces, wildlife habitat Treasure parks, natural areas and recreational opportunities	Federal and State Public Health (constrained by) mandates and regulations	No air quality violations or environmental hazard violations	Replace fleet with "Green" vehicles where appropriate	7 ea	8 ea
			Percent of vehicles that comply with emmissions regulations	100%	100%

public works department - facilities maintenance division

EQUIPMENT FUND
PUBLIC WORKS DEPARTMENT
MAINTENANCE - EQUIPMENT DIVISION

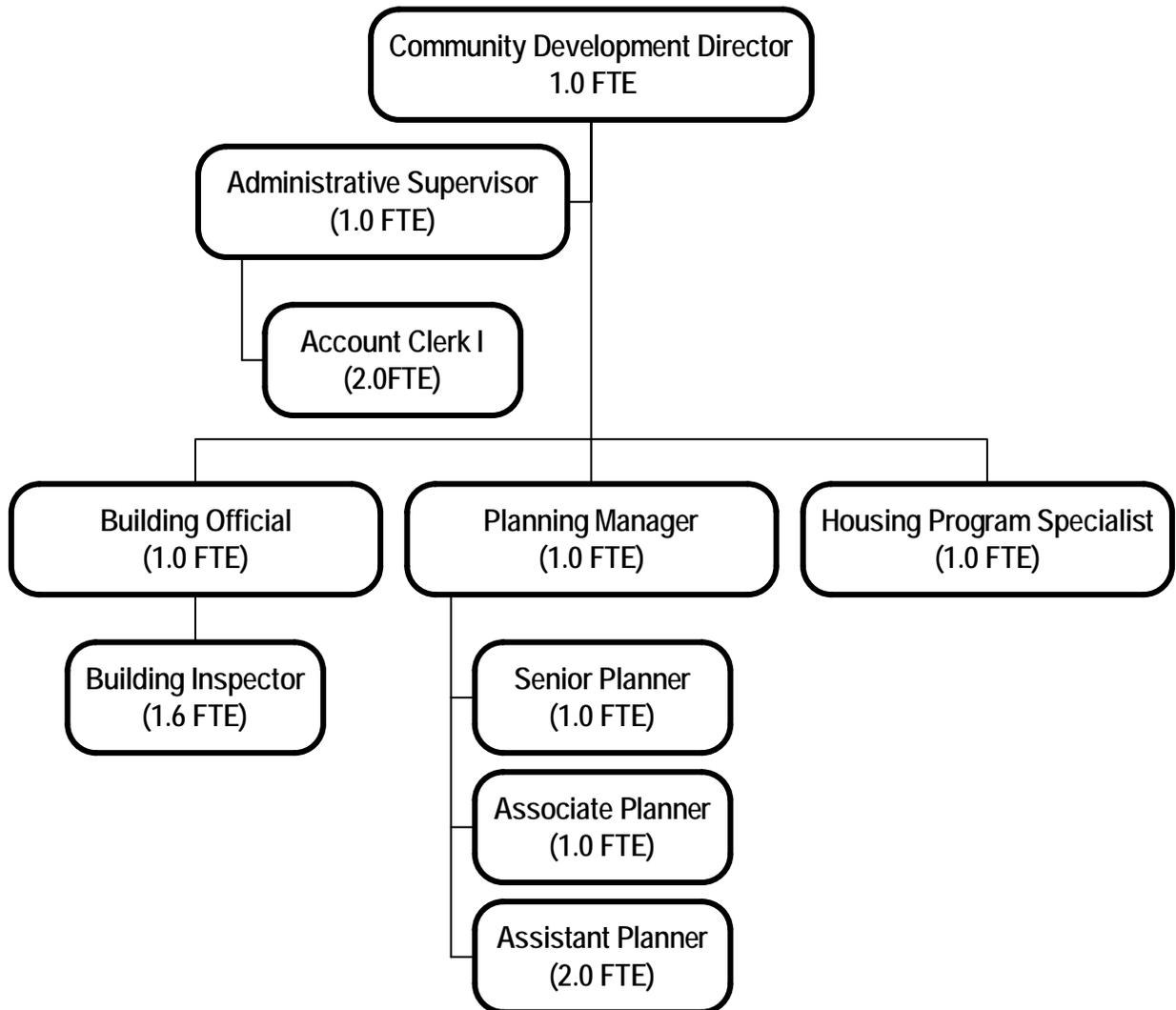
Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 730						
Personal Services						
510 Salaries and Wages	\$ 184,440	\$ 187,726	\$ 272,503	\$ 270,590	\$ 270,590	\$ 270,590
520 Fringe Benefits	95,102	87,163	140,004	159,479	159,479	159,479
Total Personal Services	279,542	274,889	412,507	430,069	430,069	430,069
Materials and Services						
601 Supplies	33,548	32,866	27,500	29,550	29,550	29,550
602 Rental, Repair, Maintenance	182,965	206,635	329,440	322,945	322,945	322,945
603 Communications	1,655	3,173	2,640	2,410	2,410	2,410
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	214,400	214,310	216,167	200,900	200,900	200,900
606 Other Purchased Services	2,919	2,863	3,120	2,740	2,740	2,740
Total Materials and Services	435,487	459,847	578,867	558,545	558,545	558,545
	\$ 715,029	\$ 734,736	\$ 991,374	\$ 988,614	\$ 988,614	\$ 988,614

EQUIPMENT FUND
PUBLIC WORKS DEPARTMENT
PURCHASING AND ACQUISITION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 730						
Capital Outlay						
703 Equipment	\$ 416,413	\$ 80,831	\$ 1,374,500	\$ 800,000	\$ 800,000	\$ 800,000
704 Improvements Other Than Bldgs.	-	-	-	-	-	-
Total Capital Outlay	416,413	80,831	1,374,500	800,000	800,000	800,000
	\$ 416,413	\$ 80,831	\$ 1,374,500	\$ 800,000	\$ 800,000	\$ 800,000



community development department 12.60 FTE



Overview

The Community Development Department is comprised of two divisions: Planning and Building Safety. The Planning Division is responsible for maintaining the Community's vision for land use planning as presented in the goals and policies of Ashland's Comprehensive Plan. To this end, staff develops new programs, creates long range plans, crafts implementing standards and processes development applications all with an eye for ensuring consistency with the community's adopted Plan and policy documents. The department manages city-wide Code Compliance activities that include enforcement of conditions of approval for all planning applications, follow-up on building code violations and other sections of Ashland's Municipal Code. Administration of Ashland's Housing Program is another priority for the department. The Housing Program is involved in all aspects of planning, organizing and directing affordable housing related projects and activities within the City. Lastly, the Building Safety Division provides comprehensive building inspection and fire/life safety plan review services as well as comprehensive code interpretation. The breadth of service, understanding and application of state codes allows the Building Safety Division to routinely coordinate public outreach efforts aimed at providing education to contractors, design professionals and inspectors for required code change continuing credit in all disciplines.

Community Development Mission Statement

Community Development can substantively affect the patterns of life. Community Development should work to facilitate a shared community vision, implemented through meaningful and effective policies, land use and building safety programs and strategies.

community development department

COMMUNITY DEVELOPMENT DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$ 1,241,422	\$ 1,022,902	\$ 1,138,050	\$ 1,168,382	\$ 1,168,382	\$ 1,168,382
600 Materials and Services	756,842	1,076,931	1,110,139	863,606	863,606	863,606
700 Capital Outlay	4,104	-	-	-	-	-
	<u>\$ 2,002,368</u>	<u>\$ 2,099,833</u>	<u>\$ 2,248,189</u>	<u>\$ 2,031,988</u>	<u>\$ 2,031,988</u>	<u>\$ 2,031,988</u>
Department Total By Fund						
110 General Fund	\$ 1,876,856	\$ 1,652,816	\$ 1,835,073	\$ 1,765,843	\$ 1,765,843	\$ 1,765,843
250 CD Block Fund	125,512	447,017	413,116	266,145	266,145	266,145
	<u>\$ 2,002,368</u>	<u>\$ 2,099,833</u>	<u>\$ 2,248,189</u>	<u>\$ 2,031,988</u>	<u>\$ 2,031,988</u>	<u>\$ 2,031,988</u>

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Planning Division						
Community Development Director	0.90	0.90	0.90	0.90	0.90	0.90
Planning Manager	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary						
Administrative Assistant	1.00	1.00	1.00			
Administrative Supervisor				1.00	1.00	1.00
Associate Planner	1.00	1.00	1.00	1.00	1.00	1.00
Permit Center Manager						
Assistant Planner	1.80	1.80	2.00	2.00	2.00	2.00
Code Compliance Specialist						
Housing Program Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk I	1.00	1.00	1.00	1.00	1.00	1.00
Building Division						
Community Development Director	0.10	0.10	0.10	0.10	0.10	0.10
Building Official	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector	1.50	1.50	1.50	1.60	1.60	1.60
Permit Center Manager						
Secretary						
Account Clerk I	1.25	1.25	1.00	1.00	1.00	1.00
	<u>12.55</u>	<u>12.55</u>	<u>12.50</u>	<u>12.60</u>	<u>12.60</u>	<u>12.60</u>

Planning Division

The act of planning will continue to have a profound influence on the future of Ashland, Jackson County and the Rogue Valley. Past planning efforts have shaped the city we live and work in, and the patterns of everyday life in Ashland. Ashland's Planning Division through its active citizenry has helped create a community of lasting value, and continues to assist in developing a shared community vision implemented through far reaching goals, long range plans and development standards.

Ashland has a history of high levels of community involvement in civic issues, and this is a key component in assessing anticipated demands on staff resources. Good customer service and availability for walk-in questions and calls concerning general planning issues is a long-standing expectation of the community. Long range planning projects often involve extensive public involvement measures such as one on one communication, informal community meetings, the formation of citizen-based ad hoc and steering committees, media publicity, web page information and community surveys. This past year, planning staff continued its participation and support on a variety of technical advisory committees and ad hoc citizen committees, including the Transportation System Plan Technical Advisory Committee, the Water Master Plan Technical Review Committee, the Storm Water Technical Review Committee and the Economic Development Strategy Technical Advisory Committee. In addition, the department provides primary staff support for the Planning Commission and various advisory commissions including the City's Historic Commission, Housing Commission, Tree Commission, as well as a staff liaison to the Transportation Commission.

Performance Measures – Current Planning					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goal
Responsible Land Use • Development that makes efficient use of land, water & energy; that maintains architectural heritage; protects our relationship to nature & emphasizes quality design; create strong neighborhoods & provide efficient public infrastructure and services. Treasure parks, natural areas and recreational opportunities.	Federal and State Mandates	Clear and responsive pre-application process	% of land use applications complete at filing	80%	> 80%
	City Charter or Municipal Code	Clear and responsive land use application review and processing	Average review time to process a land use application	I's = 44 days II's = 98 days Avg. = 47 days	I's < 44 days II's < 120 days
	Enhances Quality of Life/Ashland Desirability	Coordinated land use review and other development related services between City Departments	% of customers surveyed satisfied with experience of obtaining a land use permit (customer survey needed)		
	Quality of Citizen Service				
	Key Issue of Local Control				

community development department - planning division

GENERAL FUND
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 559,721	\$ 478,998	\$ 501,458	\$ 511,188	\$ 511,188	\$ 511,188
520 Fringe Benefits	276,667	225,646	259,281	267,869	267,869	267,869
Total Personal Services	836,388	704,644	760,739	779,057	779,057	779,057
Materials and Services						
601 Supplies	16,536	10,926	17,750	17,750	17,750	17,750
602 Rental, Repair, Maintenance	7,828	11,564	12,978	12,798	12,798	12,798
603 Communications	1,582	1,649	3,700	3,850	3,850	3,850
604 Contractual Services	13,751	20,077	55,000	57,525	57,525	57,525
605 Misc. Charges and Fees	298,604	295,569	298,910	245,380	245,380	245,380
606 Other Purchased Services	11,611	14,061	25,700	25,700	25,700	25,700
608 Commissions	2,125	2,169	3,750	3,750	3,750	3,750
610 Programs	7,818	-	7,500	7,500	7,500	7,500
Total Materials and Services	359,855	356,015	425,288	374,253	374,253	374,253
Capital Outlay						
704 Land	4,104	-	-	-	-	-
Total Capital Outlay	4,104	-	-	-	-	-
	\$ 1,200,347	\$ 1,060,659	\$ 1,186,027	\$ 1,153,310	\$ 1,153,310	\$ 1,153,310

Evaluation of Performance Measures

An evaluation of the current planning operations in light of Performance Measures was reviewed for the period from July 2010 through February 2011. Of the approximately 30 land use applications received, 80% were deemed complete at the time the application was submitted. Depending on the type of land use request, the application is processed through a Type I, Type II or Type III procedure. Type II and III land use actions are subject to a public hearing and final decision by the Planning Commission or City Council. By the nature of the action, Type II and III land use applications take longer to process. Over the same eight month period, the average processing time for all planning applications (Type I, II and III) came to 47 days. Taking a look at each type of land use application independently revealed that the average processing time for Type I and Type II planning actions was 44 days and 98 days respectively. Finally, a follow-up to the 2006 customer questionnaire was proposed to assess customer experience with the development review process. The results of the questionnaire were not available at the time the budget document was prepared.

Long Range Planning Program

The Planning Division's Long Range section assists the community in determining trends and developing innovative plans that reflect the values of its citizens as well as anticipating changes that may affect the future of the City. This work includes periodically updating the document that symbolizes Ashland's vision of land use for the community, the Comprehensive Plan, as well as crafting neighborhood and business sub-area plans such as the North Mountain Neighborhood Plan and the Croman Mill Site Redevelopment Plan. In addition, the Planning Division manages and prepares reports that augment and enhance the Comprehensive Plan and neighborhood plans. Recent examples include the ongoing Buildable Lands Inventory update, the Infrastructure Financing and Urban Renewal Feasibility Study and the Population and Employment Projection Distribution for the Transportation System Plan. Ultimately, ordinances are drafted and put into practice in order to implement the recommendations outlined in these adopted long range planning documents. Highlights of this past year's land use ordinance amendments include Chapter 18.53 Croman Mill District and the Croman Mill District Design Standards. Lastly, planning staff participates in a variety of regional planning committees including the Regional Problem Solving Committee, Rogue Valley Metropolitan Planning Organization Technical Advisory Committee, Southern Oregon Floodplain Administrators Network,

Jackson County Homeless Task Force and Southern Oregon Partnership for Active Transportation.

Below is a partial list of projects that the Planning Division will address over the next 12 to 24 months:

Strategic Projects

- ◇ Complete the Pedestrian Places concept plans and implementing ordinances.
- ◇ Integrate as part of Ashland's Transportation Plan (TSP) update a variety of land use strategies that increase options for transportation, including the development of mixed-use, transit-oriented zoning overlays with design standards.
- ◇ Update of the Historic District Design Standards
- ◇ Conduct an Infrastructure Financing and Urban Renewal Feasibility Study to determine strategies for funding infrastructure and public facilities associated with economic development projects.
- ◇ Develop the second phase of action plan to respond to recommendations of Community Development Operational and Organizational Review (Zucker 2006) and Land Use Ordinance Report (Siegel 2006).
- ◇ Propose green land use and building standards and fee structures that create strong incentives for new development that is energy, water, and land efficient and supports a multi-modal transportation system.

Performance Measures – Long Range					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goal
Responsible Land Use Development that makes efficient use of land, water & energy; that maintains architectural heritage; protects our relationship to nature & emphasizes quality design; create strong neighbor-hoods & provide efficient public infrastructure and services. Treasure parks, natural areas and recreational opportunities.	Federal and State Mandates	Far-sighted, responsive and effective long range plans	75% of long range plans or projects completed w/in 18 to 24 months	85%	80% completed w/in 12 to 18 months
	City Charter or Municipal Code	Well-informed, engaged and involved citizen participation in land use matters	% of customers surveyed who were satisfied with the long range public participation process, and number of hits on City long range project website	41% Satisfied w/ Croman participation 2,384 Unique Page views of project web pages	50% satisfied with process
	Enhances Quality of Life/Ashland Desirability				
	Quality of Citizen Service				
	Key Issue of Local Control				

Evaluation of Performance Measures

The Department's long range or advanced planning efforts were evaluated by analyzing a variety of projects over the past three years. In part, this was done to provide a starting point for determining whether or not the performance measures under the Long Range Program might be in need of adjustment. In summary, approximately seven projects were evaluated. Of the seven, six or approximately 85% of projects were completed within 24 months of the date of being initiated.

A variety of tools were used to assess citizen satisfaction with the public participation process accompanying long range or advanced planning projects. In the case of the Croman Mill Redevelopment Plan, citizens were invited to participate in an on-line public involvement questionnaire. The following question was posed: Do you feel you had adequate opportunities to provide your comments during the development of the plan? Of the respondents, 41 percent were satisfied, 26 percent were dissatisfied, three percent very dissatisfied and 30 percent neither satisfied nor dissatisfied.

The Department recently employed a new citizen involvement device called Open City Hall. Open City Hall is an on-line forum for civic engagement and a tool for citizens to voice their opinions. Open City Hall has been used during the Pedestrian Places Project, making draft products available to citizens that are not able to attend the public workshops. Open City Hall enables the city to tally the number of visitors to the site by topic. In each of the first two topics for the Pedestrian Places project, over 150 attendees viewed at least 3 pages of the website. A threshold of three pages is set because it is an estimate of the number of people who have engaged in the online forum in a meaningful way. You might think of this as the equivalent of the number of people who attend your City Council meetings. Finally, exit questionnaires were provided at the end of each Pedestrian Places workshop. When asked whether the pedestrian places workshop objectives were clearly stated and if the workshop objectives were achieved, respondents provided a 4.0 and 3.57 average rating respectively (1 being strongly disagree and 5 being strongly agree).

Housing Program

The Housing Program is involved in all aspects of planning, organizing, coordinating, and directing housing related projects, programs, functions, and activities of the City. With a specific focus on affordable housing activities, administration of this program includes working closely with the Community Development Director, the Housing Commission, the Planning Commission and the City Council to accomplish the goals outlined by the City Council.

To increase the City of Ashland's affordable housing stock the City has offered a number of incentives to housing providers including the waiving of System Development Charges, Community Development and Engineering Fees, direct subsidy in the form of Community Development Block Grants or City property, Density Bonuses in residential development, as well as providing technical support to housing providers in their ongoing efforts to seek additional funding.

The City Housing Program will undertake the following strategic activities in the coming year:

- Pursue new opportunities for development and preservation of affordable housing units.
- Complete a Housing Needs Analysis utilizing updated Census demographic information and Buildable Lands Inventory data.
- Promote energy conservation in housing development/rehabilitation in an effort to improve affordability.
- Work with local and regional partner organizations to formulate long term strategies to address homeless needs.
- Establish an annual limit on the total amount of planning and development fees that can be reduced or waived in support of affordable housing.
- Support foreclosure prevention counseling and provide resources to assist homeowners at risk of foreclosure.
- Research and analysis for the development of a Rental Registry.

Performance Measures – Housing Program					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goal
Personal Well-Being • Each person needs adequate food, clothing, housing transportation, health care and personal safety.	Federal and State Mandates	Effective management of Community Development Block Grant funds	Award and delivery of CDBG funds to eligible projects	100%	100%
	Basic Needs/Public Health & Welfare	Development of permanent or transitional housing for low income and special needs populations	10% of newly developed housing units secured as affordable to lower income households	21%	10%
	Support for Local Economic Health				
	Service only Available from Government	Rehabilitation of housing benefiting low-income, homeless and special needs populations	Renovation improvements for 15 housing units occupied by low-income or special needs populations	17 units	Five to 10 units
	Enhances Quality of Life/Ashland Desirability	Support organizations providing direct assistance or services to homeless individuals or those at risk of homelessness	150 homeless individuals, or those at risk of homelessness, receiving direct benefits from City supported activities	578 individuals	150 homeless individuals receive benefits from City supported services
	Quality of Citizen Service				
Key Issue of Local Control					

Evaluation of Performance Measures

The City awarded FY2011 CDBG funds as well as prior year carryover grant funds, effectively expending the funds in support of eligible projects. The Housing Program has set a goal of having 10% of newly developed housing units secured as affordable to lower income households. The program has been successful in meeting this objective. Rather than evaluate the program's ability to meet this goal on an annual basis, it is more realistic to evaluate performance over a three to five year period. Following is a snap shot of how the program performed over the past three years in promoting the construction of affordable housing types: Calendar year 2010 – 21% (9 of 42 units); Calendar year 2009 – 75% (68 of 90 units); Calendar Year 2008 – 0%. On average over the past last three years 47% of all new units were affordable. This figure was skewed by the 60-unit project constructed by the Housing Authority of Jackson County (HAJC) on lower Clay Street. If the HAJC project is eliminated from the total number of affordable units, then 17 units out of a total of 102 units were affordable, or 16%.

Through the use of CDBG-R (Recovery) Program funds, 15 low income housing units were renovated to improve energy efficiency. In addition, one special needs group home was renovated with CDBG funds and one low income house was renovated by the HAJC using a revolving rehabilitation fund originally provided through CDBG. In total, 17 units were renovated ultimately improving energy efficiency of the structure and comfort for the household. The measure of performance in this area for this upcoming budget year was reduced due to an anticipated reduction in funding.

Issues surrounding the area's homeless population have been at the forefront of City discussions. A one day Homeless services event called Project Homeless Connect was put on by the Jackson County Homeless Task Force and served 547 Homeless Individuals. Ashland's Housing Program supported this event with the work of the Housing Specialist as chair of the Homeless Task Force. In addition, CDBG funds were awarded to St. Vincent DePaul to provide rental and utility assistance to 31 households at risk of homelessness. In summary, the program played a significant role in helping to provide direct assistance to a total of 578 area households.

Code Compliance Program

The City’s Code Compliance program is administered through the Community Development Department. The Code Compliance program’s primary responsibilities include enforcement of community Land Use and Building Safety ordinances, conditions of approval for Planning Applications and other sections of the Ashland Municipal Code. Due to the dramatic decline in development activity, both regionally as well as on the local level, staffing levels for the code compliance program have been significantly reduced in order to address budgetary shortfalls. Ongoing program activities include:

- ⇒ Coordination of citywide compliance functions to account for staffing reductions. This will continue the transition of decentralizing certain functions previously performed by Community Development and distributing specific areas of compliance to the respective city department.
- ⇒ Further development of online resources for the public.

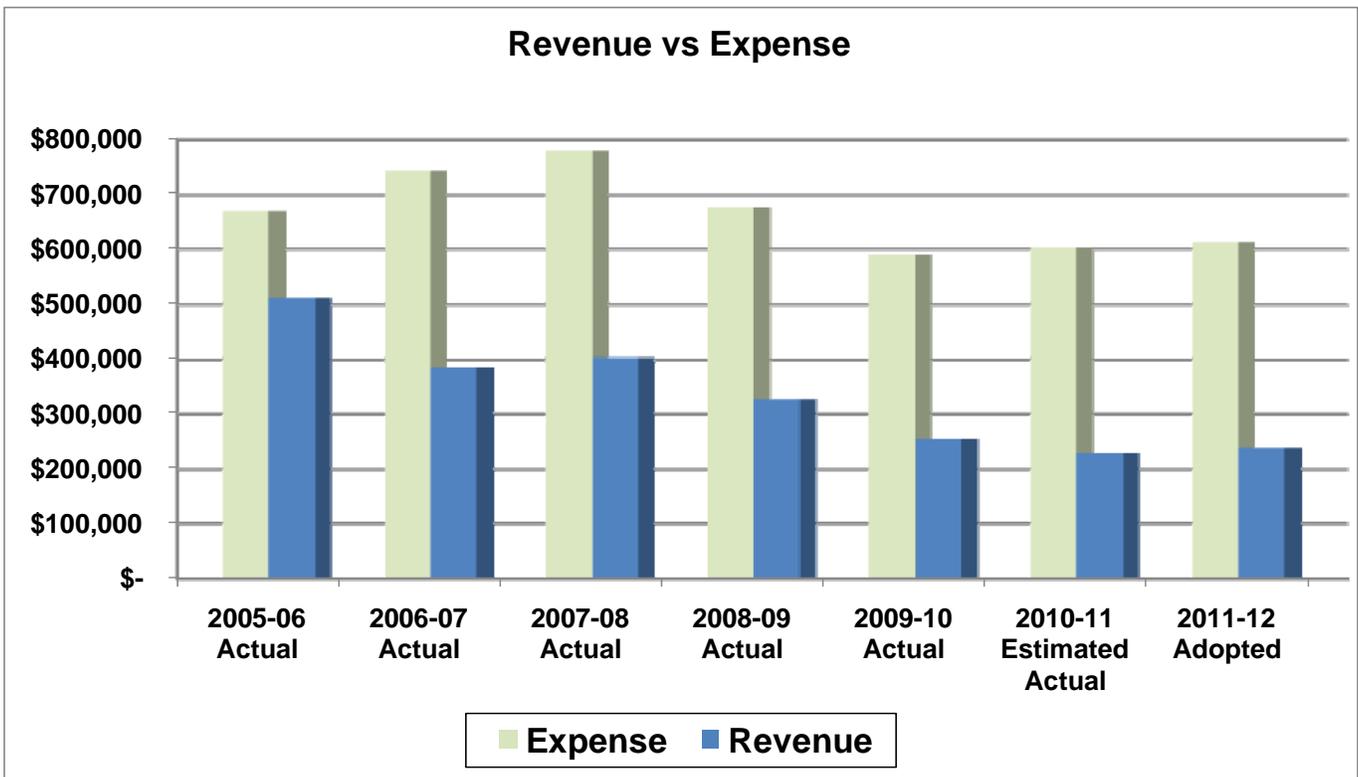
Performance Measures – Code Compliance Program					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goal
Good Government ● Transparent, honest, responsive; Strong, creative leadership; Excellent public service; Stewards of public resources; Active, intelligent, respectful citizen involvement; Volunteerism in government and community.	Federal and State Mandates	Administer decentralized code compliance program, targeting public safety and potential hazards	24-hour response to land use ordinance complaints related to public safety and potential hazards	100%	100%
	City Charter or Municipal Code				
	Quality of Citizen Service	Investigate general complaints and code violations within an acceptable timeframe	72-hour response to complaints related to general land use and zoning requirements	100%	100%
	Key Issue of Local Control	Expand access to online code compliance complaint filing	# of complaints logged in via city’s webpage	50%	> 50%

Evaluation of Performance Measures

To better measure the performance of the Compliance program, it was necessary to initiate some adjustments to the City’s permit center tracking software, as well as to simplify the on-line means by which citizens can inform the Department of potential compliance issues. From May 2010 through January 2011 around 80 complaints were submitted to the Department, with about 50 percent taking advantage of the complaint form available from the city’s website. Of the total number of complaints, approximately 25 percent may have posed a public safety or potential hazard to the public, and were forwarded to the appropriate city department and staff contact within 24-hours.

All other more general complaints related to activities of the Building Safety and Planning Divisions were logged in and an initial site visit made within 72-hours of receipt.

Planning Division Activity							
	1/2 Year						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Zoning Permit	96	146	130	206	136	133	85
Pre-App	78	43	86	78	68	65	24
Type I	49	18	28	51	41	18	7
Type II	10	10	5	4	3	2	0
Type III	4	1	0	7	4	4	1



Building Safety Division

The Building Safety Division provides comprehensive building inspection and fire/life safety plan review services including code interpretation and enforcement for all adopted codes in the development community. These critical functions include state mandated permit issuance, plan review, records, and inspection for Structural, Electrical, Mechanical, Plumbing, Manufactured Dwellings, Prefabricated Construction and locally adopted Existing Building, Demolition and the New Oregon Energy Efficiency Specialty Code. All functions are performed by State certified staff as required by statute for each code.

In keeping with Oregon’s desire to lead the nation in energy efficiency and Green Building practices, the new “Reach Code” will be introduced this summer at a state level and staff is eager to begin implementation of this voluntary and alternative construction code to interested parties. Green construction methods can include:

- Energy Efficiency
 - Rain water Harvesting
 - LEED accredited structures
- Photovoltaic installations

Our Facilities Master Permit Program continues to enhance our ability to better serve our large facility customers. It has proven to be an excellent inspection and permits tool, saving both time and department resources while still allowing the department to provide necessary services.

Our Department maintains its commitment to offering local contractors and inspectors training and continuing education. These classes are in cooperation with other jurisdictions in the Rogue Valley with the intent of providing a consistent and uniform approach to the latest construction methods and building code enforcement. Ongoing program activities include:

- Continuing training and education in the area of *green building practices* will necessitate additional classes in those disciplines for certified inspectors.
- Continue to explore intergovernmental agreements to provide building plan review and permit services with other jurisdictions in the region, as long as customer service and receptiveness to the local community is not impacted.
- Evaluate and implement strategies designed to increase the clarity, responsiveness, and certainty of the building permit plan review and permit process.

Performance Measures – Building Safety Division					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Results	2011 Goal
Independence • Ability to be innovative, to set our own course, to provide public services and to meet residents’ basic needs.	Key Issue of Local Control	Clear and responsive plans review, approval and inspection program	% of plan reviews completed within a 3-week period	81%	> 81%
	Emergency Preparedness				
	Federal and State Mandates	One-stop permit and information center for building services	% of permits issued over the counter and online	38% over the counter	Maintain or expand walk-in & online services
	Quality of Citizen Service	Customized pre-application consultation meetings; local interpretative authority by Building Official; and coordinated development services between Community Development & other City Departments	% of customers surveyed who are satisfied with experience of obtaining a permit and other development services (customer survey needed)	27% online	

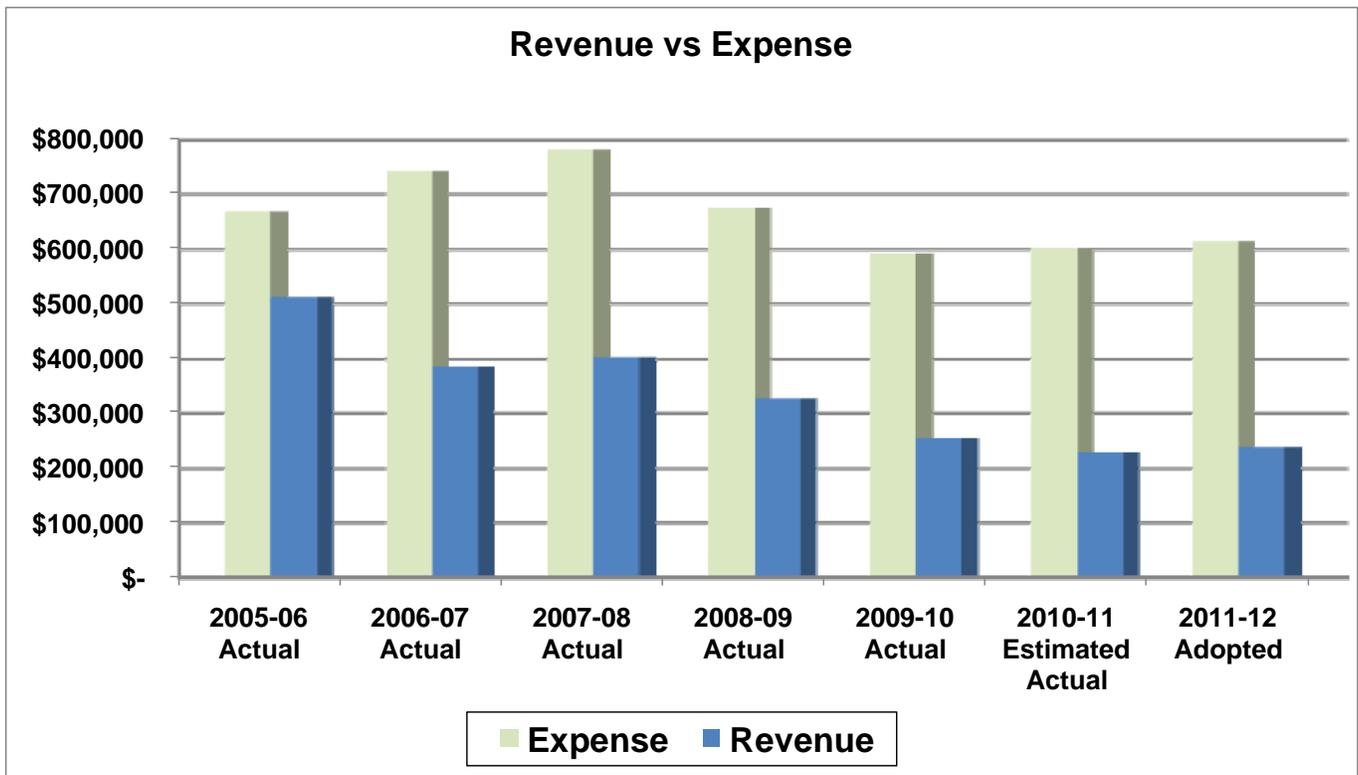
Evaluation of Performance Measures

A sampling of key permit categories over a three-month period yielded the following results. In the categories of new residential and commercial construction, as well as interior tenant improvements to commercial buildings, a total of 32 permits were issued over an approximately three-month period. Of the 32 permits, 26 or approximately 81% were issued within three weeks. In an effort to provide greater customer service, the department would like to increase opportunities for customers to obtain permits both through the current expedited over the counter process (Thursday mornings), as well as online. The long range goal is to shift to an electronic plan review and permit issuance procedure. Over the same three-month period, a total of 232 permits were issued. Of the 232 Building Permits issued, 89 (38%) were over-the-counter, 62 (27%) were online, and 27 (12%) were via fax. Finally, a follow-up to the 2006 customer questionnaire was proposed to assess customer experience with the development review process. The results of the questionnaire were not available at the time the budget document was prepared.

GENERAL FUND
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 266,331	\$ 198,768	\$ 227,760	\$ 232,330	\$ 232,330	\$ 232,330
520 Fringe Benefits	118,535	82,730	107,995	112,695	112,695	112,695
Total Personal Services	384,866	281,498	335,755	345,025	345,025	345,025
Materials and Services						
601 Supplies	4,318	2,687	7,050	5,000	5,000	5,000
602 Rental, Repair, Maintenance	36,075	38,521	35,838	34,848	34,848	34,848
603 Communications	2,594	2,089	3,800	3,550	3,550	3,550
604 Contractual Services	-	19,910	15,000	15,000	15,000	15,000
605 Misc. Charges and Fees	245,743	245,872	243,368	198,710	198,710	198,710
606 Other Purchased Services	2,913	1,580	8,235	10,400	10,400	10,400
Total Materials and Services	291,643	310,659	313,291	267,508	267,508	267,508
	\$ 676,509	\$ 592,157	\$ 649,046	\$ 612,533	\$ 612,533	\$ 612,533

Key Building Permit Types							
	1/2 Year						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Single Family	123	75	58	28	18	27	25
Multi-Family	16	23	8	6	1	10	0
Commercial	29	19	26	23	15	5	4
Tenant Improvement	13	21	27	40	45	23	23
Over the Counter	1061	975	845	849	726	692	408



Block Grants

The City of Ashland is an entitlement city for Community Development Block Grant funds from the Department of Housing and Urban Development (HUD). This will be the fifteenth year the City has received these funds that must be used to assist low and moderate income neighborhoods and households.

The City of Ashland anticipates an annual allocation of approximately \$224,545 in Community Development Block Grant funds for Program Year 2011 (July 1, 2011-June 30, 2012) by the Department of Housing and Urban Development (HUD). Additionally the City will utilize \$13,522 in prior year carry over funds that were not allocated. 2010-11, \$27,623 in funding was allocated to install audible signals to existing crosswalks, which will be completed in this fiscal year. The City Council is expected to make awards of up to \$193,158 to fund eligible activities in April. The remainder of funds is to be applied to administration of the program.

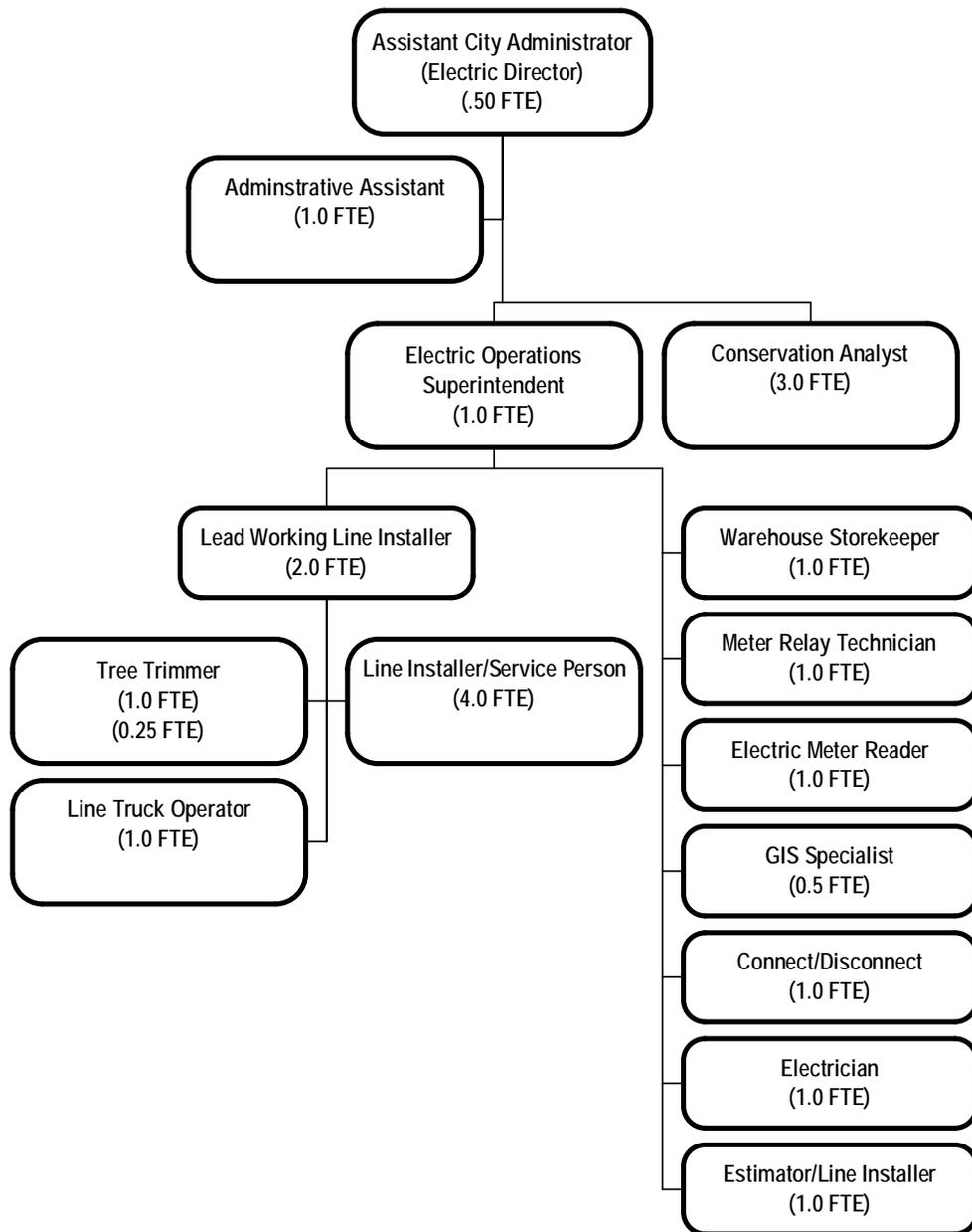
In recent years CDBG funds have been applied to numerous affordable housing projects in Ashland. Most recently the City has allocated available CDBG funds in support of a 60 unit low income housing development being built by the Housing Authority of Jackson County.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
COMMUNITY DEVELOPMENT DEPARTMENT
COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 250						
Personal Services						
510 Salaries and Wages	\$ 12,743	\$ 28,756	\$ 26,800	\$ 25,450	\$ 25,450	\$ 25,450
520 Fringe Benefits	7,425	8,004	14,756	18,850	18,850	18,850
Total Personal Services	20,168	36,760	41,556	44,300	44,300	44,300
Materials and Services						
601 Supplies	-	-	-	-	-	-
604 Contractual Services	7,500	2,500	-	-	-	-
606 Other Purchased Services	1,044	1,222	950	950	950	950
609 Grants	96,800	406,535	370,610	220,895	220,895	220,895
Total Materials and Services	105,344	410,257	371,560	221,845	221,845	221,845
	\$ 125,512	\$ 447,017	\$ 413,116	\$ 266,145	\$ 266,145	\$ 266,145



electric department 20.25 FTE



Electric Overview

The Electric Departments is composed of two divisions:
Electric and Conservation.

Each division works cooperatively to support each other and provide good customer service to both the citizens of Ashland and other City Departments. Each division tries to efficiently manage and share resources to the maximum extent possible to ensure that Department and Division goals are achieved.

Electric Department						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2010 Actual	2011 Projected	2012 Goal
Participatory government. We value government that is open, accessible, honest and democratic. We value responsive and visionary leadership by elected officials. We have professional, high quality staff. We seek to be efficient and effective with public funds. Our citizens are engaged with their local government as volunteers and in critical community decisions.	Federal and State Mandates	Maintain 100% compliance with NESC	System Inspection – 10% per year	8%	8%	10%
			System Safety Inspection – 50% Preventative Maintenance	49%	51%	50%
	Basic needs, public health & welfare	Reliable energy delivery for citizens	Reduce outage times:			
			Equipment Failures <30%	35%	23%	23%
			Outages 2 hours or more affect 10% of City customers	N/A	13%	10%
			Outages 2 hours or less affect 90% of City Customers	N/A	87%	90%
		95% of street lights reported our are restored in 1 day	100%	100%	100%	
	Environ-mental Protection	Promote an environment-ally friendly community	5% of electric purchases avoided through conservation	5%	5%	5%
			6% of total power from renewable resources and conservation	N/A	6%	6%

electric department**ELECTRIC DEPARTMENT**

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Total By Function						
500 Personal Services	\$ 2,163,007	\$ 2,117,986	\$ 2,268,946	\$ 2,380,444	\$ 2,315,444	\$ 2,315,444
600 Materials and Services	9,309,072	9,779,356	9,943,225	10,918,840	10,918,840	10,918,840
700 Capital Outlay	721,065	539,852	630,000	1,660,000	1,660,000	1,660,000
800 Debt Service	25,326	25,107	24,837	24,565	24,565	24,565
	\$12,218,470	\$12,462,301	\$ 12,867,008	\$ 14,983,849	\$ 14,918,849	\$ 14,918,849
Department Total By Fund						
670 Water Fund	\$ 167,742	\$ 175,054	\$ 173,565	\$ 171,526	\$ 171,526	\$ 171,526
690 Electric Fund	12,050,728	12,287,247	12,693,443	14,812,323	14,747,323	14,747,323
	\$12,218,470	\$12,462,301	\$ 12,867,008	\$ 14,983,849	\$ 14,918,849	\$ 14,918,849

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Operations Division						
Assistant City Administrator						0.50
Electric Director	1.00	1.00	1.00	1.00	1.00	
Electric Op. Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
GIS Specialist	0.50	0.50	0.50	0.50	0.50	0.50
Leadworking Line Installer	2.00	2.00	2.00	2.00	2.00	2.00
Line Installer/Service Person	3.00	3.00	3.00	4.00	4.00	4.00
Line Truck Driver	2.00	2.00	2.00	1.00	1.00	1.00
Meter Repair/Relay Technician	1.00	1.00	1.00	1.00	1.00	1.00
Electric Meter Reader	1.00	1.00	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00	1.00	1.00
Connect/Disconnect	1.00	1.00	1.00	1.00	1.00	1.00
Warehouse/Storekeeper	1.00	1.00	1.00	1.00	1.00	1.00
Estimator/Line Installer	1.00	1.00	1.00	1.00	1.00	1.00
Tree Trimmer	1.00	1.00	1.00	1.00	1.00	1.00
Tree Trimmer/ Line Installer - Temp	0.75	0.75	0.25	0.25	0.25	0.25
Conservation Division						
Conservation Analyst	3.00	3.00	3.00	3.00	3.00	3.00
Account Clerk I	0.25	0.25	-	-	-	-
	21.50	21.50	20.75	20.75	20.75	20.25

Electric Division

The Electric Division is a public electrical utility with the responsibility of serving the public's needs for power, a responsibility the City has held since 1908. Power for the City of Ashland is purchased from the Bonneville Power Administration and produced at the City-owned Hydro Plant, metered at distribution substations and dispersed through city-owned feeder and distribution lines, transformers and meters, to each customer. The Division is responsible for the engineering, construction and maintenance of the system for distribution of electrical energy. The Operations section of the Division works together with other City departments to provide additional services.

Some of those additional services are:

- Processing both electric and water connects and disconnects.
- Installing electrical facilities within areas of the Wastewater Treatment Plant, Water Treatment Plant, water pump stations, and other City facilities
- Provide and maintain back-up generation systems for facilities within city-owned buildings that are sensitive to outages.

The Division designs, constructs and maintains electrical transformers, overhead and underground power lines and meters for power and water consumption. Operations annually trims trees along 65 miles of overhead power lines to minimize outages during wind storms and maintains approximately 1,800 city-owned street lights. The Division also provides community services such as providing funding support for installing and removing holiday decorations, hanging banners and providing educational services.

The Electric Division operates the Reeder Gulch Hydro generator. This generator offsets our wholesale purchases from BPA by approximately \$190,000 a year.

Division Goals

- ⇒ Continue to work on implementation of the Electric System Study and integrate these improvements into the City's Capital Improvement Program.
- ⇒ Upgraded Morton Street Feeder along A Street Alley
- ⇒ Continue to work on the PUC (Public Utility Commission) utility line inspection and correction program.
- ⇒ Completed 10% of the line inspection requirement per Public Utility Commission

- ⇒ Completed 50% Safety inspection per Public Utility Commission
- ⇒ Continue to upgrade and improve the City's GIS mapping process for Electric facilities.
- ⇒ Enter into talk with BPA for possible purchase of Mountain Ave. Substation.
- ⇒ Begin negotiations with BPA for purchase of Mountain Ave. Substation
- ⇒ Continue implementation of a Supervisory Control and Data Acquisition System (SCADA) for the City's Electric Utility.
- ⇒ Implemented the first Stage of Supervisory Control and Data Acquisition with the City of Ashland Hydro Facility and Capacitor banks.

Significant Budget Changes

- Increased material costs for electrical supplies.
- Inspection of Hosler Dam (3 year FERC requirement 50/50 split between Electric and Water) Re-budged for the 2011-2012 Budget Year.
- Increased costs for Technological Debt.

electric department - electric division

ELECTRIC FUND
ELECTRIC DEPARTMENT
SUPPLY DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 690						
Materials and Services						
602 Rental, Repair, Maintenance	41,103	21,903	30,000	30,000	30,000	30,000
605 Misc. Charges and Fees	355,204	355,204	355,204	355,300	355,300	355,300
606 Other Purchased Services	4,657,861	4,873,111	5,200,000	5,710,000	5,710,000	5,710,000
Total Materials and Services	5,054,168	5,250,218	5,585,204	6,095,300	6,095,300	6,095,300
Capital Outlay						
704 Improvements Other Than Bldgs.	163,071	-	-	1,000,000	1,000,000	1,000,000
Total Capital Outlay	163,071	-	-	1,000,000	1,000,000	1,000,000
	\$ 5,217,239	\$ 5,250,218	\$ 5,585,204	\$ 7,095,300	\$ 7,095,300	\$ 7,095,300

ELECTRIC FUND
ELECTRIC DEPARTMENT
TRANSMISSION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 690						
Materials and Services						
602 Rental, Repair, Maintenance						
606 Other Purchased Services	\$ 861,105	\$ 866,133	\$ 900,000	\$ 953,000	\$ 953,000	\$ 953,000
Total Materials and Services	861,105	866,133	900,000	953,000	953,000	953,000
	\$ 861,105	\$ 866,133	\$ 900,000	\$ 953,000	\$ 953,000	\$ 953,000

electric department - electric division**ELECTRIC FUND
ELECTRIC DEPARTMENT
DISTRIBUTION DIVISION**

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 690						
Personal Services						
510 Salaries and Wages	\$ 1,316,950	\$ 1,321,100	\$ 1,394,185	\$ 1,409,725	\$ 1,344,725	\$ 1,344,725
520 Fringe Benefits	589,114	551,284	630,320	716,092	716,092	716,092
Total Personal Services	1,906,064	1,872,384	2,024,505	2,125,817	2,060,817	2,060,817
Materials and Services						
601 Supplies	42,846	47,128	44,000	50,700	50,700	50,700
602 Rental, Repair, Maintenance	255,175	302,565	336,900	326,400	326,400	326,400
603 Communications	13,427	7,123	13,000	23,000	23,000	23,000
604 Contractual Services	48,738	82,859	65,000	71,000	71,000	71,000
605 Misc. Charges and Fees	1,227,187	1,237,120	1,214,076	1,568,800	1,568,800	1,568,800
606 Other Purchased Services	94,185	103,703	88,500	97,900	97,900	97,900
610 Programs	3,562	7,422	6,000	6,000	6,000	6,000
612 Franchises	1,205,809	1,230,743	1,187,000	1,300,000	1,300,000	1,300,000
Total Materials and Services	2,890,929	3,018,663	2,954,476	3,443,800	3,443,800	3,443,800
Capital Outlay						
704 Improvements Other Than Bldgs.	557,994	539,852	630,000	660,000	660,000	660,000
Total Capital Outlay	557,994	539,852	630,000	660,000	660,000	660,000
	\$ 5,354,987	\$ 5,430,899	\$ 5,608,981	\$ 6,229,617	\$ 6,164,617	\$ 6,164,617

Conservation Division

The Conservation Division operates residential and business water and energy conservation, green residential construction, green business and solar energy programs. These programs work to reduce out of pocket expenses to residents while allowing the City of Ashland to reduce its overall energy consumption and purchase its energy at the lowest possible rates. Program objectives include the following:

Water Conservation:

Provide free water audits to residences and businesses consisting of free installation of low-flow showerheads, sink aerators and spray rinse valves, a review of irrigation and landscaping, and rebates for efficient toilets, dishwashers, washing machines and refrigerators.

Energy Conservation:

Residential:

Conduct free residential energy audits to test house and duct leakage, evaluate weatherization and recommend cost saving measures. Provide incentives and loans for energy efficiency improvements including leak repairs, insulation, windows and heat pumps.

Assist and provide incentives for homebuyers to construct and certify more resource efficient and sustainable Earth Advantage and Energy Star Homes. Conduct solar site evaluations and provide incentives to install solar electric and solar water heating systems

Business:

Assist and provide incentives for designers and builders to construct and certify more resource efficient and sustainable Earth Advantage and Energy Star Homes. Provide solar site evaluations and incentives for installation of solar electric and solar water heating systems. Provide lighting, equipment, and facility audits, recommend energy efficiency measures, and assist in preparation of custom measure proposals by providing incentives and loans for implementation.

In addition, the Conservation Department:

- Coordinates a team of professionals to audit, evaluate and recommend resource efficient business practices and recognize Ashland Green Businesses.
- Monitors and advises residents on air quality and wood-stove issues.
- Partners with the Jackson County Recycling Task Force and the Jackson County Homebuilders Association Green Building Council, and provides staff support for the City's Conservation Commission and the City of Ashland Sustainability Team.

Strategic Plan Goals

- ⇒ Expand water conservation efforts to avoid future water curtailment.
- ⇒ Expand energy conservation efforts to avoid more expensive Tier II electric rates.

electric department - conservation division

WATER FUND
ELECTRIC DEPARTMENT
CONSERVATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 74,117	\$ 73,475	\$ 69,705	\$ 69,185	\$ 69,185	\$ 69,185
520 Fringe Benefits	36,174	34,262	34,815	39,491	39,491	39,491
Total Personal Services	110,291	107,737	104,520	108,676	108,676	108,676
601 Supplies	1,466	739	800	895	895	895
602 Rental, Repair, Maintenance	5,790	6,090	6,090	6,335	6,335	6,335
603 Communications	118	193	500	500	500	500
605 Misc. Charges and Fees	40,955	40,955	40,955	34,570	34,570	34,570
606 Other Purchased Services	2,259	2,358	3,650	3,500	3,500	3,500
610 Programs	6,863	16,982	17,050	17,050	17,050	17,050
Total Materials and Services	57,451	67,317	69,045	62,850	62,850	62,850
	\$ 167,742	\$ 175,054	\$ 173,565	\$ 171,526	\$ 171,526	\$ 171,526

electric department - conservation division

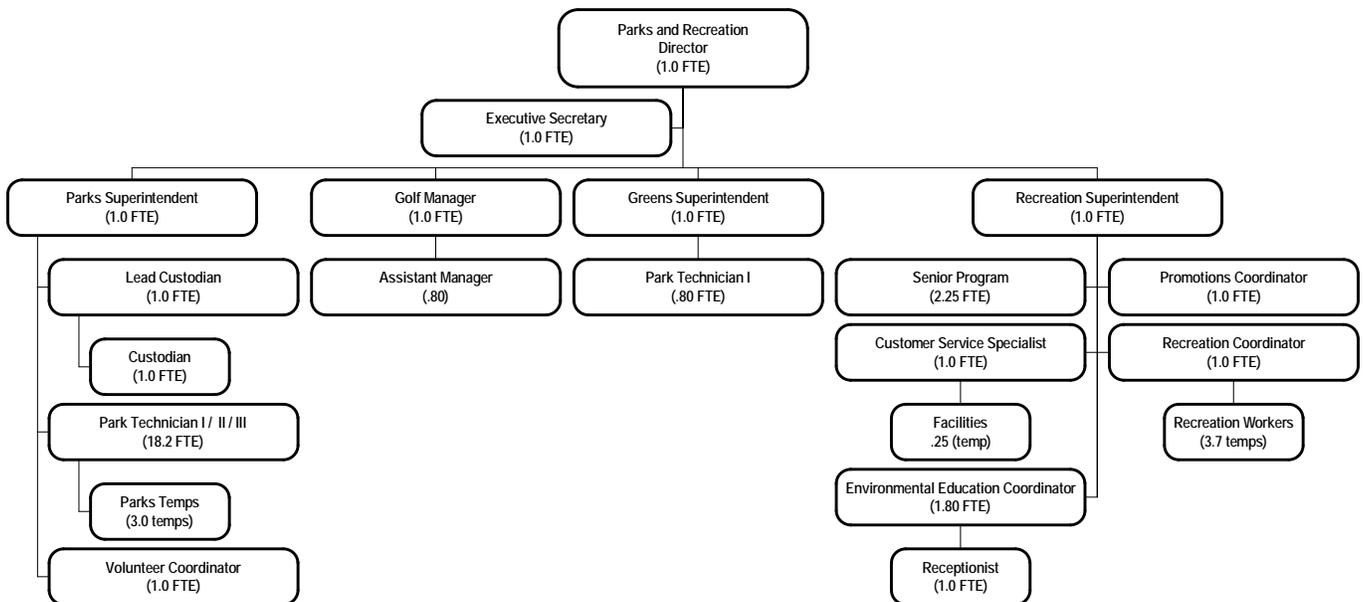
ELECTRIC FUND
ELECTRIC DEPARTMENT
CONSERVATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Fund# 690						
Personal Services						
510 Salaries and Wages	\$ 96,524	\$ 87,867	\$ 86,800	\$ 89,710	\$ 89,710	\$ 89,710
520 Fringe Benefits	50,128	49,998	53,121	56,241	56,241	56,241
Total Personal Services	146,652	137,865	139,921	145,951	145,951	145,951
Materials and Services						
601 Supplies	449	1,453	2,000	1,750	1,750	1,750
602 Rental, Repair, Maintenance	6,783	7,162	6,995	7,090	7,090	7,090
603 Communications	992	1,037	1,800	1,300	1,300	1,300
604 Contractual Services	634	-	-	-	-	-
605 Misc. Charges and Fees	61,405	61,405	61,405	52,600	52,600	52,600
606 Other Purchased Services	18,902	8,406	16,200	15,300	15,300	15,300
608 Commissions	3,846	4,278	5,850	5,850	5,850	5,850
610 Programs	352,408	493,284	340,250	280,000	280,000	280,000
Total Materials and Services	445,419	577,025	434,500	363,890	363,890	363,890
Debt Service						
801 Debt Service - Principal	21,714	21,714	21,715	21,715	21,715	21,715
802 Debt Service - Interest	3,612	3,393	3,122	2,850	2,850	2,850
Total Debt Service	25,326	25,107	24,837	24,565	24,565	24,565
	\$ 617,397	\$ 739,997	\$ 599,258	\$ 534,406	\$ 534,406	\$ 534,406



parcs and recreation department

43.80 FTE



Overview

Ashland's Parks and Recreation system is comprised of 785 acres of parkland and a variety of recreational facilities. The Parks and Recreation Department is comprised of three divisions: the Parks Division, the Recreation Division, and the Golf Division. The Department's budgets are accounted for in three funds: the Parks and Recreation Fund, the Youth Activities Levy Fund, and the Parks Capital Improvement Fund.

In preparing the budget, the department examines its current goals and forecasts new goals each year. Decisions are based on the current goals, reducing costs where possible and improving efficiency. The budget outlines the resources and expenditures that will be needed to accomplish these goals.

Parks and Recreation Mission Statement

The mission of the Ashland Parks and Recreation Department is to provide and promote recreational opportunities and to preserve and maintain public lands.

Departmental Core Goals

- ⇒ Provide a high quality, efficient service level.
- ⇒ Maintain and expand parks and recreational opportunities to meet the current and future needs of the community.
- ⇒ Provide a positive experience to park guests and recreation participants.
- ⇒ Provide opportunities for the community to participate in the decision making process concerning its parks and recreation system.

Ashland Park Commission Goals for 2012

- Financial and business plan
- Lower Clay Street properties
- Oak Knoll Golf Course
- Preliminary steps toward the creation of a Lithia Park master plan
- Review and update Parks, Trails, and Open Space Plan
- Explore bonding as it relates to the CIP
- Develop plan to resurface Calle Guanajuato
- Review and establish Parks design, development, and maintenance standards

Budget Assumptions

- Budget will implement goals set by the Parks and Recreation Commission.
- The same level of service will be maintained related to performance measures.
- Tax revenue distribution between the City and Parks will be consistent with prior years.
- User fees will be used to help offset the cost of certain services provided.
- The Department will comply with all federal and state requirements.

Parks and Recreation – Maintenance and Development			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Enhance the quality of water, land, air and wildlife *Support energy conservation and alternative energy generation * Parks and open spaces provide habitat for plants and animals and access to nature for our residents.	City Charter and Code	Safe, clean recreation facilities and parks	3 park patrol officers and 1 CAP officer (\$13,000 funding increase over previous year) 2 FTE dedicated custodial
	Basic Needs public health & welfare	Parks that provide physical activity, social contact, and passive enjoyment for Ashland citizens	25 miles of paths and trail 46 acres of athletic fields 1 water play area 22 parks
	Support for local economic health	Programs and services for our residents and visitors that enhance their Ashland experience.	65 organized Lithia Park events 50% increase in Oak Knoll golf rounds 9% increase Ice Rink attendance No attendance change Daniel Meyer Pool
	Environmental protection above mandated levels	Parks and recreational facilities are environmentally friendly	8 pesticide free parks 38 acres treated for fuels reduction 1400 chipped Christmas trees for mulch 100% organic pesticide 1 facility certified Green Business Program
	Enhance quality of life/desirability of Ashland	High quality parks and recreational facilities	98% citizens have visited a park 94% survey respondents rate parks excellent or good

PARKS & RECREATION DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Department Totals by Function						
500 Personal Services	\$ 2,959,603	\$ 2,954,258	\$ 2,920,411	\$ 2,967,570	\$ 2,967,570	\$ 2,967,570
600 Materials and Services	1,976,855	1,686,013	2,014,606	2,053,600	2,053,600	2,053,600
700 Capital Outlay	395,875	18,571	85,000	105,000	105,000	105,000
	\$ 5,332,333	\$ 4,658,842	\$ 5,020,017	\$ 5,126,170	\$ 5,126,170	\$ 5,126,170
Department Total by Fund						
Parks and Recreation Fund	\$ 4,964,934	\$ 4,615,406	\$ 4,907,661	\$ 5,036,170	\$ 5,036,170	\$ 5,036,170
Youth Activities Levy Fund	208,373	43,436	42,356	20,000	20,000	20,000
Parks Capital Improvements Fur	159,026	-	70,000	70,000	70,000	70,000
	\$ 5,332,333	\$ 4,658,842	\$ 5,020,017	\$ 5,126,170	\$ 5,126,170	\$ 5,126,170

parcs and recreation department

Position Profile	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Administration Division						
Director	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Golf Division						
Golf Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Manager				0.80	0.80	0.80
Greens Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Park Technician I	1.00	1.00	1.00	0.80	0.80	0.80
Operations Division						
Parks Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Lead Custodian	1.00	1.00	1.00	1.00	1.00	1.00
Custodian	1.00	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator			1.00	1.00	1.00	1.00
Park Worker	7.00	5.00	5.00			
Park Technician I	5.00	5.00	6.00	12.20	12.20	12.20
Park Technician II	7.00	7.00	6.00	3.00	3.00	3.00
Park Technician III*	5.00	4.00	2.00	3.00	3.00	3.00
Temps	3.00	3.00	3.00	3.00	3.00	3.00
Recreation Division						
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
CC/Recreation Facilities Manager	1.00	1.00		0.25	0.25	0.25
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Environmental Education Coordinator	2.00	2.00	2.00	1.80	1.80	1.80
Promotions Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Senior Program Director	0.80	0.80	0.80	1.00	1.00	1.00
Senior Center Specialist	0.70	0.80	0.80	0.70	0.70	0.70
Senior Center Info/Ref Specialist	0.35	0.35	0.35	0.55	0.55	0.55
Customer Service Specialist	2.00	2.00	2.00	1.00	1.00	1.00
Receptionist-Nature Center				1.00	1.00	1.00
Temps	3.70	3.70	3.70	3.70	3.70	3.70
	48.55	45.65	43.65	43.80	43.80	43.80

Parks Division

The Parks Division operates, maintains, constructs, and plans for park and recreational facilities within the system, including developing new parks and administering open space areas.

Significant Budget Changes

- Per contract, the Parks Division will continue maintenance of school grounds.

Future Budget Considerations

None

EFFICIENCY BUDGET – IMPACT

2003 – 2.0 FTE / 3.0 Seasonal Positions
2004 – 1.5 FTE / 3.0 Seasonal Positions
2005 – 1.5 FTE / 3.0 Seasonal Positions
2006 – 1.5 FTE / 3.0 Seasonal Positions
2007 – 1.5 FTE / 3.0 Seasonal Positions
2008-- .5 FTE/ 1.5 Seasonal Positions
2009 - .5 FTE/ 1.5 Seasonal Positions
2010 - .5 FTE/ 1.5 Seasonal Positions

PROGRAM / DIVISION SUMMARY

Key performance indicators are expected to remain constant for budget year 2011-2012. Currently, performance standards are being met. Due to budget constraints, positions have been reduced and this trend may continue in future years.

Park Police / Patrol Section

PERSONNEL: .5 FTE / 1.5 Seasonal Positions

DESIRED OUTCOME

Provide a safe environment for community members using the parks and recreation system.

RESOURCES PROVIDED

Labor, equipment, and supplies necessary to provide for policing and patrolling of the parks and recreation system.

INPUTS

- ⇒ Number of citations
- ⇒ Incidents of vandalism

PERFORMANCE MEASURES

- ⇒ Public comments
- ⇒ Number of compliments. Receive numerous compliments about the way the Park Patrol provides a safe environment for park users.
- ⇒ Compliance with laws and regulations.

parks and recreation department - parks division

Parks and Recreation – Programs and Activities			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Community Ashland is a unique and special place* Residents participate in community life* Community gardens, neighborhoods, schools, volunteerism, and events bring residents together* Residents look out for each other and support those in need Community gardens, neighborhoods, schools, volunteerism, and events bring our residents together.	Basic Needs public health & welfare	Quality programs and activities for all age groups	67% citizens participation 240 programs (10% increase over previous year) 90% survey respondents rate programs excellent or good Services designed for seniors 96 community garden spaces (36 new spaces over previous year)
	Support for local economic health	Organized events for visitors and citizens	Fourth of July Run Bear Creek Festival Earth Day Celebration (combined total participants 5500)
	Environmental protection above mandated levels	Environmental educational opportunities at North Mt. Park Nature Center	160 classes (8% increase in participants over previous year)
	Enhance quality of life/desirability of Ashland	Educational, social, fitness, and personnel growth opportunities for the community	4000 registered participants 10% in enrichment classes (language, music, art etc)

- ◆ *We believe Ashland is a unique and special place. Residents participate in community life and feel a sense of belonging. Community gardens, neighborhoods, schools, volunteerism, and events bring our residents together. Residents look out for each other and support those in need.*

parks and recreation department - parks division

PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
PARKS DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Personal Services						
510 Salaries and Wages	\$ 1,331,048	\$ 1,231,497	\$ 1,157,600	\$ 1,139,770	\$ 1,139,770	\$ 1,139,770
520 Fringe Benefits	750,871	712,630	715,632	735,870	735,870	735,870
Total Personal Services	2,081,919	1,944,127	1,873,232	1,875,640	1,875,640	1,875,640
Materials and Services						
601 Supplies	43,286	39,989	63,500	65,850	65,850	65,850
602 Rental, Repair, Maintenance	524,488	574,572	788,450	774,450	774,450	774,450
603 Communications	15,370	14,889	18,800	18,800	18,800	18,800
604 Contractual Services	174,701	144,484	244,000	274,500	274,500	274,500
605 Misc. Charges and Fees	393,035	393,000	396,500	438,000	438,000	438,000
606 Other Purchased Services	17,825	10,527	18,000	18,000	18,000	18,000
Total Materials and Services	1,168,705	1,177,461	1,529,250	1,589,600	1,589,600	1,589,600
Capital Outlay						
702 Buildings	-	-	-	-	-	-
703 Equipment	86,093	-	-	-	-	-
704 Improvements	150,756	18,571	15,000	35,000	35,000	35,000
Total Capital Outlay	236,849	18,571	15,000	35,000	35,000	35,000
	\$ 3,487,473	\$ 3,140,159	\$ 3,417,482	\$ 3,500,240	\$ 3,500,240	\$ 3,500,240

Forestry, Trails, and Natural Resources

DESIRED OUTCOMES

- ⇒ Manage for biological diversity of native plants and animals (mix of plant and animal vs. one single community) and control of non-native problematic species.
- ⇒ Preserve / improve wildlife habitat.
- ⇒ Manage for environmental values (air and water quality, soil health).
- ⇒ Provide for and manage recreational use.
- ⇒ Continue to progress in reducing fire danger on parks-managed forest lands in cooperation with Ashland Fire Department, USFS, and other agencies.
- ⇒ Continue to encourage and maintain a healthy ecosystem while incorporating multiple values of ecosystem health.
- ⇒ Continue to expand trails opportunities by working with the Planning Department, AWTA, USFS, volunteers, and others.
- ⇒ Continue to improve trails for safety, access, water erosion mitigation, and ADA possibilities.
- ⇒ Continue to provide and create functional and effective natural areas, and to obtain all necessary permits.
- ⇒ Continue to provide services that will produce high levels of public satisfaction.

RESOURCES PROVIDED

Labor, equipment, and supplies to accomplish the goals, objectives, and desired outcomes of the division.

INPUTS

- ⇒ Acres of forest land managed by department: $448 + 15 = 463$
- ⇒ Miles of trails maintained by department: 25

DIVISION PERFORMANCE MEASURES

*Chipping piles have replaced burning when it's a viable option

*2012 acres and piles decreased due to grant work in 2011

Acreage of new trail construction:

2001 – Addition to trail links

2002 – Addition to trail links

2003 – Addition to trail links

2004 – Addition to trail links

Response time to problems – within 48 hours

Customer satisfaction – Received positive feedback with many compliments and very few complaints

EFFICIENCY BUDGET – IMPACT

2001 – 3.5 FTE

2002 – 3.5 FTE

2003 – 3.5 FTE

2004 – 3.5 FTE and over 500 hours of volunteer labor

2005 – 3.5 FTE and over 500 hours of volunteer labor

2006 – 3.5 FTE and over 500 hours of volunteer labor

2007 – 3.5 FTE and over 500 hours of volunteer labor

2008 – 3.5 FTE and over 500 hours of volunteer labor

2009 – 3.5 FTE and over 500 hours of volunteer labor

2010 – 3.5 FTE and over 500 hours of volunteer labor

2011 – 3.7 FTE and over 500 hours of volunteer labor

DIVISION SUMMARY

Key performance indicators will focus on reduction of fire danger within the forestry interface while maintaining treated areas, and on the development of new trails while maintaining current trail system. Current performance standards are being met. In future years, a reduction in funding or the addition of future trails or forest interface lands added to the system without additional resources would create an inability to maintain the current level of services provided. Funding has been reduced in this area. Work will continue but at a reduced rate. 2011-2012 – the past State Forestry Fuels Reduction Grant was completed and the department will be looking for other grant opportunities.

DIVISION SUMMARY

Key performance indicators will focus on reduction of fire danger within the forestry interface while maintaining treated areas, and on the development of new trails while maintaining current trail system. Current performance standards are being met. In future years, a reduction in funding or the addition of future trails or forest interface lands added to the system without additional resources would create an inability to maintain the current level of services provided. Funding has been reduced in this area. Work will continue but at a reduced rate. 2011-2012 – the past State Forestry Fuels Reduction Grant was completed and the department will be looking for other grant opportunities.

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Targeted 2011	Actual 2011	Targeted 2012
Acres treated/retreated for fuel reduction	45	45	45	45	45	45	45	45	25
Number of piles burned	1100+ 700	1000	750	200	400	300	600	1000	400
Piles chipped *				550	700	600	400	500	400
Miles of trail maintained	20	25	25	25	25	25.5	25.5	26	26
Number of reported injuries	1	0	0	0	0	0	0	0	0
Noxious weeds treated in acres	12	12	40	20	25	20	20	35	20
Weed abatement program in acres	0	17	17	17	10	10	10	10	14

Horticulture

PERSONNEL: 2.0 FTE

Urban Forestry

DESIRED OUTCOMES

- ⇒ To maintain trees within the urban setting in order that they will be functional, aesthetically pleasing, and safe to park users.
- ⇒ To remove trees that become hazardous to park users.
- ⇒ To provide parks which, though well-canopied with trees, are relatively safe for park users.

RESOURCES PROVIDED

Labor, equipment, and supplies needed to accomplish the goals, objectives, and desired outcomes of the program.

INPUTS

- ⇒ Number of urban trees maintained
- ⇒ Contracted pruning and removal
- ⇒ In-house pruning and removal
- ⇒ Number of new trees planted

Environmental Horticulture

DESIRED OUTCOMES

- ⇒ To keep existing natural areas from degradation
- ⇒ To plant appropriate species in order to enhance the effectiveness of natural area
- ⇒ To control erosion
- ⇒ To manage native species
- ⇒ To control problematic non-native species
- ⇒ To provide healthy, diverse, and functionally effective natural areas (including riparian corridors and swales), which not only provide habitat for wildlife and control erosion, but serve as environments where park users realize aesthetic and educational values.

RESOURCES PROVIDED

Labor, equipment, and supplies needed to accomplish the goals, objectives, and desired outcomes of the program.

INPUTS

- ⇒ New plants
- ⇒ Restored areas
- ⇒ Budget dollars for contracts

Turf – Athletic and Park

DESIRED OUTCOMES

- ⇒ To implement appropriate turf management principles and schedules for maintaining turf areas.
- ⇒ To maintain vigorous and healthy stands of turf that are safe and appropriate for park users.
- ⇒ To mow in such a manner as to ensure healthy and safe turf areas.

RESOURCES PROVIDED

Labor, equipment, and supplies needed to accomplish the goals, objectives, and desired outcomes of the program.

INPUTS

- ⇒ Regularly scheduled maintenance
- ⇒ Mowing
- ⇒ Inspections

Ornamental Horticulture

DESIRED OUTCOMES

- ⇒ To enhance the users' appreciation of the parks environment
- ⇒ To be historically sensitive regarding kinds and types of plants to use in our historic parks
- ⇒ To integrate aspects of Environmental Horticulture with Ornamental Horticulture – e.g., to use plants (ornamental) that are used by wild-life

	2004	2005	2006	2007	2008	2009	2010
Trees Maintained	5000	5000	5000	5000	5000	5000	5000
Contract pruning and removal	50	100	100	100	100	100	100
In-house pruning and removal	50	50	50	50	50	50	50
Number of new trees planted	100	100	100	100	100	100	40
Ornamental beds maintained	40	50	50	50	50	50	50
Number of plants planted	15000	15000	15000	15000	15000	15000	* 13000
Acres mowed – athletic fields	44	46	46	46	46	46	46

** Note: Above numbers are approximate **

Inspections / Assessments

Routine Maintenance Scheduling

Customer Satisfaction:

Positive feedback, many compliments, few complaints

* We have changed some annual beds to perennials to reduce materials and labor costs

EFFICIENCY BUDGET - IMPACT

2003 – 2.0 FTE

2004 – 2.0 FTE

2005 – 2.0 FTE

2006 – 2.0 FTE

2007 – 2.0 FTE

2008 – 2.0 FTE

2009 – 2.0 FTE

2010 – 2.0 FTE

DIVISION SUMMARY

Key performance indicators are expected to remain constant over the next several budget years. Current performance standards are being met.

Recreation Division

The Recreation Division provides a variety of recreational and educational opportunities for all ages including aquatics, health and fitness classes, senior services and programs, environmental education programs and lifetime activities. The department also assists in coordinating such events as the Rogue Valley Earth Day Celebration, The Ashland Community Bike Swap, Migratory Bird Day and the Salmon Festival.

INPUTS:

- * Building usage (Ashland Community Center, Pioneer Hall, The Grove, Ashland Senior Center)
- * Picnic areas (Hillside, Butler Bandshell, Sycamore Grove, lawn areas, Cotton Memorial, Madrone, Brinkworth, Root Memorial)
- * The numbers below represent unduplicated users.

Significant Budget Changes

- No significant budget changes.

TOTAL PERSONNEL: 9.05

DESIRED OUTCOMES

- * Provide high quality recreation programs for the community at an affordable cost.
- * Provide opportunities for recreational and educational activities.
- * Establish appropriate fees based on direct cost of activities.
- * Promote lifetime activities.

	Actual 2006/2007	Actual 2007/2008	Actual 2008/2009	Actual 2009/2010
Community Center Rentals	110	150	175	93%
Pioneer Hall Rentals	120	131	120	81%
Hunter Park Rentals	18	21	25	83%
Lithia Park Reservations	110	90	94	3%
The Grove Rentals	50	73	70	38.50%

**moved to occupancy percentage rate in 2010*

PROGRAM SUMMARY:

Key performance indicators are expected to remain consistent over the next several budget years. Currently, performance standards are being met.

Parks and Recreation Facility Rentals

PERSONNEL: .25 FTE

PROGRAM: Community Center Facilities

DESIRED OUTCOMES/OBJECTIVES

- * Provide facilities for community use that are clean and attractive
- * Provide excellent customer service

RESOURCES PROVIDED

Labor, equipment, and supplies needed to accomplish the goals, objectives, and desired outcomes of the program.

parks and recreation department - recreation division

PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
RECREATION DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Personal Services						
510 Salaries and Wages	\$ 473,478	\$ 501,331	\$ 523,600	\$ 522,520	\$ 522,520	\$ 522,520
520 Fringe Benefits	233,610	227,535	260,172	290,620	290,620	290,620
Total Personal Services	707,088	728,866	783,772	813,140	813,140	813,140
Materials and Services						
601 Supplies	46,982	39,285	32,200	33,000	33,000	33,000
602 Rental, Repair, Maintenance	27,520	38,767	36,500	35,500	35,500	35,500
603 Communications	1,728	1,123	1,100	1,600	1,600	1,600
604 Contractual Services	243,258	136,307	109,500	109,700	109,700	109,700
605 Misc. Charges and Fees	6,831	8,062	7,000	7,000	7,000	7,000
606 Other Purchased Services	73,855	85,552	104,600	103,100	103,100	103,100
Total Materials and Services	400,174	309,096	290,900	289,900	289,900	289,900
	\$ 1,107,262	\$ 1,037,962	\$ 1,074,672	\$ 1,103,040	\$ 1,103,040	\$ 1,103,040

Recreation Department Volunteers

Volunteers continue to play a pivotal role in the success of the programs and services offered throughout the department. Volunteers have logged over 11,000 hours during the 2009 year in the following programs:

- ⇒ N. Mountain Park Nature Center
- ⇒ Ashland Senior Center
- ⇒ Special Events-Ashland Community Bike Swap, Earth Day event, Migratory Bird Day and the Bear Creek Festival

Aquatics Facilities

PERSONNEL: 21 Seasonal

DESIRED OUTCOMES

- ⇒ To teach children to swim
- ⇒ To provide a form of exercise that is safe and fun
- ⇒ To provide the number of lifeguards required to meet safety standards
- ⇒ To reduce or eliminate accidents
- ⇒ To provide a clean and attractive facility
- ⇒ To provide high level of customer satisfaction

RESOURCES PROVIDED

Labor and supplies needed to accomplish goals, objectives, and desired outcomes.

INPUTS

25-yard outdoor swimming pool
Open water swimming reservoir

PERFORMANCE MEASURES

- * Number of recreational swimmers
- * Number of lesson participants
- * Accidents per season
- * Compliments per season
- * Repeat customers
- * Community forum for input on schedule and fees

PROGRAM / DIVISION SUMMARY:

The key performance indicators for the program are expected to remain constant over the next several budget years. Currently we are meeting the standards, but a reduction in resources would reduce the ability for the program to maintain its standard, resulting in lower customer satisfaction and a potential for an unsafe aquatic environment.

Note:

The Parks and Recreation department has made a significant effort to work with the aquatics community and promote their participation in discussions related to the future of aquatics in Ashland. The Parks Department will continue to be involved in this process.

Pool	Actual 2006	Actual 2007	Actual 2008	Actual 2009*	Actual 2010
Recreational Swimmers	12,100	12,105	11,500	11,000	11,500
Lesson Participants	576	600	492	520	385
Accidents per Season	0	0	0	0	0

*New swim lesson program implemented

Ice Rink Facilities

PERSONNEL: 10 Seasonal

DESIRED OUTCOMES

- ⇒ To provide a clean and attractive facility
- ⇒ To reduce or eliminate accidents
- ⇒ To provide a high level of customer satisfaction
- ⇒ To provide a form of exercise that is safe and fun during the winter season
- ⇒ To provide the appropriate number of rink guards to ensure patron safety

RESOURCES PROVIDED

Labor and supplies needed to accomplish goals, objectives, and desired outcomes.

INPUTS

65' x 120' outdoor skating rink

PERFORMANCE MEASURES

- * Number of admissions
- * Accidents per season
- * User feedback as measured by comment cards

PROGRAM / DIVISION SUMMARY

Key performance indicators are expected to remain constant over the next several budget years. Standards are currently being met. A reduction in resources would reduce the ability for the program to maintain its standards, resulting in lower customer satisfaction and a potential for an unsafe recreational facility.

Rink	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010/11
# of Admissions	12,069	12,299	12,200	12,000	12,000*	14,850	15,000 (est)
Accidents per Season	0	0	0	1	0	1	1
# of Seasonal Employees	8	8	12	12	8	10	8

* Shortened season

parks and recreation department - golf division

Golf Division

The Golf Division operates, maintains, and constructs facilities and provides professional services for Oak Knoll Golf Course.

RESOURCES PROVIDED

Labor, equipment, and supplies are provided to meet the goals and desired outcomes/objectives for the division.

Significant Budget Changes

- Resources need to be invested in the course to meet performance standards.
- Department is now operating the Oak Knoll Golf Course Clubhouse
- Capital improvement to update irrigation system

PERSONNEL: 3.6 FTE

DESIRED OUTCOMES

- * Increase the overall use of the golf facility
- * Make needed course improvements
- * Increase customer satisfaction
- * Expand types of use

Golf	2003	2004	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Total rounds	22,757	18,392	20,253	19,603	17,159	12,209	18,093

INPUTS

- * Rounds played
- * Course revenues

PERFORMANCE MEASURES

- * Increase/decrease in rounds played
- * Increase/decrease in revenues

EFFICIENCY BUDGET – IMPACT

2004 – 2.0 FTE
2005 – 2.0 FTE
2006 – 2.0 FTE
2007 – 2.0 FTE
2008 – 2.7 FTE
2009 – 2.7 FTE
2010 – 3.0 FTE (Converts previous contract provider into 1 FTE, no net gain in operations)
2011 – 3.6 FTE

DIVISION SUMMARY

Key performance indicators are expected to remain constant over the next several budget years. Historically, the division is not meeting performance standards in the areas of course maintenance and improvements. Reorganization of the golf shop operations have occurred. The clubhouse used to be operated by a contractor and is now operated by a department employee. The department anticipates better customer service and will retain revenues previously paid to the contractor. Updates to irrigation system have occurred in 2011 budget year, which will reduce labor and water use.

parks and recreation department - golf division

PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
GOLF DIVISION

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Personal Services						
510 Salaries and Wages	\$ 118,907	\$ 200,771	\$ 177,900	\$ 179,980	\$ 179,980	\$ 179,980
520 Fringe Benefits	51,689	80,494	85,507	98,810	98,810	98,810
Total Personal Services	170,596	281,265	263,407	278,790	278,790	278,790
Materials and Services						
601 Supplies	20,858	45,800	34,200	36,200	36,200	36,200
602 Rental, Repair, Maintenance	105,080	93,756	99,900	99,900	99,900	99,900
603 Communications	574	626	1,000	1,000	1,000	1,000
604 Contractual Services	49,637	4,800	2,000	2,000	2,000	2,000
605 Misc. Charges and Fees	250	-	3,500	3,500	3,500	3,500
606 Other Purchased Services	23,204	11,038	11,500	11,500	11,500	11,500
Total Materials and Services	199,603	156,020	152,100	154,100	154,100	154,100
Capital Outlay						
Improvements	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-
	\$ 370,199	\$ 437,285	\$ 415,507	\$ 432,890	\$ 432,890	\$ 432,890

Youth Activities Levy Fund

The 2007/2008 budget year was the end of the former YAL. This resulted in a loss of \$135,000 of funds used for recreation programs including swim lessons, field trips, free summer parks program, nature center school programs and special events.

Significant Budget Changes

- In May 2004, voters approved a five-year levy generating an estimated \$2.1 million per year. That levy has been replaced by the new YAL for school benefit only.
- The amount budgeted is the delinquent taxes turned over to the Ashland School District.

YOUTH ACTIVITIES LEVY FUND
PARKS & RECREATION DEPARTMENT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Personal Services						
510 Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
520 Fringe Benefits	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-
Materials and Services						
604 Contractual Services	121,000	43,436	42,356	20,000	20,000	20,000
606 Other Purchased Services	87,373	-	-	-	-	-
Total Materials and Services	208,373	43,436	42,356	20,000	20,000	20,000
	<u>\$ 208,373</u>	<u>\$ 43,436</u>	<u>\$ 42,356</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>

Parks Capital Improvement Fund

This fund accounts for revenues from Interfund transfers and depreciation charges that are used for construction of parks and recreation facilities, for equipment acquisition and replacement, and other related purposes.

Significant Budget Changes

- Significant reductions in future fiscal years.

**PARKS CAPITAL IMPROVEMENTS FUND
PARKS & RECREATION DEPARTMENT**

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Capital Outlay						
Equipment	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Improvements	159,026	-	20,000	20,000	20,000	20,000
Total Capital Outlay	159,026	-	70,000	70,000	70,000	70,000
	\$ 159,026	\$ -	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000

non-departmental activities

Debt Service

The State of Oregon, Department of Revenue requires that due dates and amounts of Debt Service for General Obligation Bonds be listed in the budget document. The following table represents the General Obligation Debt for the City of Ashland, including the 2004 Revenue Bond that is backed by the Full Faith and Credit of the City of Ashland.

DEBT SERVICE

City Component	Date Due	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Debt Service							
New Debt-Fire Station (1/2 year)		\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000
Debt Service Fund							
1997 Flood Restoration Bonds - Principal Payment	December 1	-	-	-	-	-	-
1997 Flood Restoration Bonds - Interest Payment	December 1	-	-	-	-	-	-
1997 Flood Restoration Bonds - Interest Payment	June 1						
2000 Flood & Fire Station Bonds - Principal Payment	June 1	145,000	150,000	-	-	-	-
2000 Flood & Fire Station Bonds - Interest Payment	December 1	8,005	4,163	-	-	-	-
2000 Flood & Fire Station Bonds - Interest Payment	June 1	8,005	4,162	-	-	-	-
2004 Revenue Bonds - Principal Payment*	July 15	450,000	605,000	630,000	660,000	660,000	660,000
2004 Revenue Bonds - Interest Payment*	July 15	424,334	413,368	399,373	767,668	767,668	767,668
2004 Revenue Bonds - Interest Payment*	January 15	424,335	413,369	399,372	-	-	-
2005 Refunding Series - Principal Payment	June 1	100,000	110,000	275,000	290,000	290,000	290,000
2005 Refunding Series - Interest Payment	December 1	54,336	54,607	52,688	95,750	95,750	95,750
2005 Refunding Series - Interest Payment	June 1	54,336	54,607	52,687	-	-	-
Water Fund							
New Debt		-	-	49,003	-	-	-
2009 Full Faith & Credit - Principal Payment	November 15	-	16,008	17,019	17,018	17,018	17,018
2009 Full Faith & Credit - Interest Payment	November 15	-	16,404	16,315	16,315	16,315	16,315
2009 Full Faith & Credit - Principal Payment	May 15	-	17,325	17,019	17,019	17,019	17,019
2009 Full Faith & Credit - Interest Payment	May 15	-	16,929	16,315	16,315	16,315	16,315
Wastewater Fund							
New Debt		-	-	26,002	-	-	-
2009 Full Faith & Credit - Principal Payment	November 15	-	6,861	7,294	7,294	7,294	7,294
2009 Full Faith & Credit - Interest Payment	November 15	-	7,425	6,992	6,992	6,992	6,992
2009 Full Faith & Credit - Principal Payment	May 15	-	7,030	7,294	7,294	7,294	7,294
2009 Full Faith & Credit - Interest Payment	May 15	-	7,255	6,993	6,993	6,993	6,993
Total General Obligation Debt Service		\$1,668,351	\$ 1,904,513	\$ 1,979,366	\$ 2,028,658	\$ 2,028,658	\$ 2,028,658

Note: All new debt is pending approval of the City Council and is specific to projects and financing.

*These Revenue Bonds are also backed by the Full Faith and Credit of the City of Ashland.

Interfund Loans

All interfund operating loans, which are not paid back by the end of the fiscal year, are budgeted in the following fiscal year. There is an interfund loan in the adopted FY 11-12 budget from the Capital Improvement to the Equipment Fund.

INTERFUND LOANS

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Other Financing Uses						
901						
Airport	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Capital Improvement Fund	-	-	208,000	208,000	208,000	208,000
Water Fund	-	-	-	200,000	200,000	200,000
Wastewater Fund	-	-	-	-	-	-
Electric Fund	-	-	-	-	-	-
Equipment Fund	625,000	-	1,000,000	-	-	-
Total City	\$ 625,000	\$ 80,000	\$ 1,208,000	\$ 408,000	\$ 408,000	\$ 408,000

non-departmental activities

Operating Transfers Out

Transfers from one fund to another are shown on this page as expenditures and also in each fund as revenues.

OPERATING TRANSFERS OUT

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Other Financing Uses						
902 General Fund	\$ 500	500	500	500	500	500
Street Fund		147,564	74,000			
Capital Improvements Fund:						
S.D.C. - Parks	11,427	11,427	11,488	11,488	11,488	11,488
CIP/Open Space	301,448	302,698	620,515	110,494	110,494	110,494
Cemetery Trust Fund	14,798	7,171	20,000	20,000	20,000	20,000
Total City	328,173	469,360	726,503	142,482	142,482	142,482
Parks and Recreation Funds:						
Parks Division				349,000	349,000	349,000
Total Parks	-	-	-	349,000	349,000	349,000
	\$ 328,173	\$ 469,360	\$ 726,503	\$ 491,482	\$ 491,482	\$ 491,482

Operating Contingencies

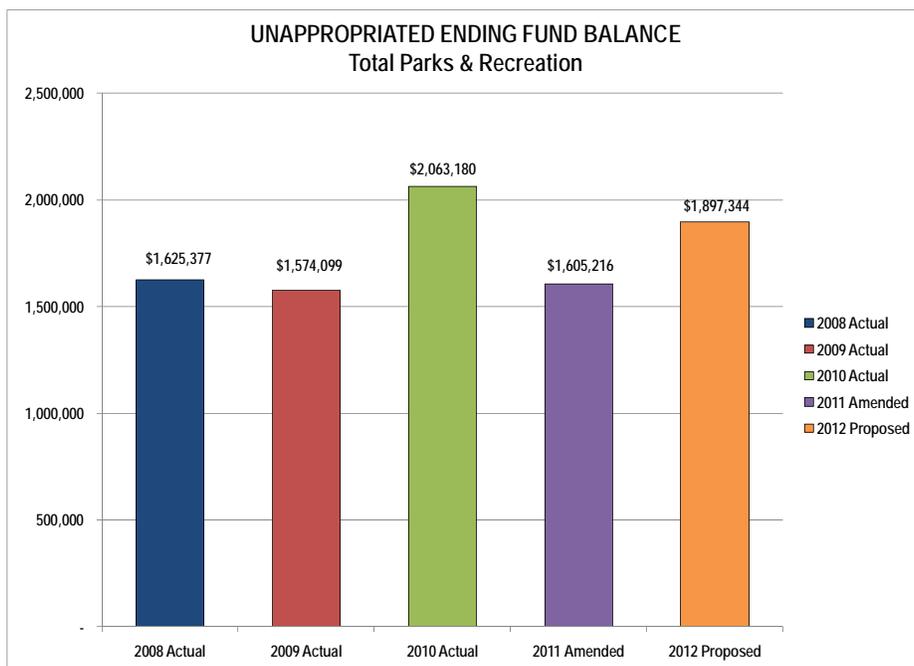
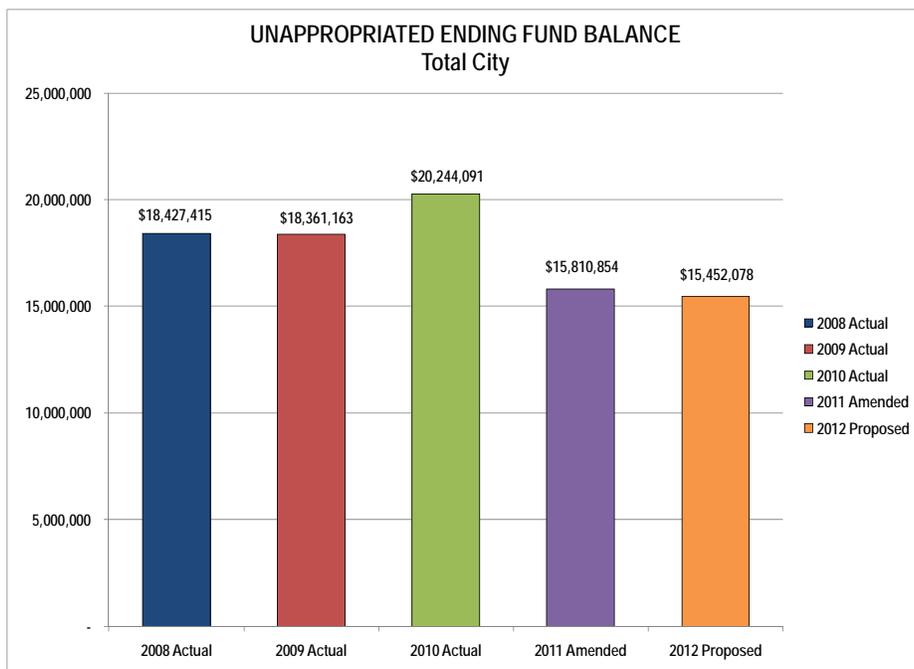
In general, operating contingencies meet policy requirements. Total contingencies have increased \$112,959 from the FY 2011 Amended budget. During 2009 & 2010, no monies are shown as being spent from the contingencies. Instead, a transfer of appropriations by resolution moved the contingency to the appropriation category where actual expenditures are incurred.

OPERATING CONTINGENCIES

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
905 General Fund			506,541	500,000	500,000	500,000
Street Fund			93,000	100,000	100,000	100,000
Airport Fund			5,000	5,000	5,000	5,000
Capital Improvements Fund			50,000	50,000	50,000	50,000
Water Fund			150,000	194,000	194,000	194,000
Wastewater Fund			151,000	160,000	160,000	160,000
Electric Fund			378,000	425,000	425,000	425,000
Telecommunications Fund			50,000	100,000	100,000	100,000
Central Services Fund			175,500	175,000	145,000	145,000
Insurance Services Fund			150,000	150,000	150,000	150,000
Equipment Fund			54,000	47,000	47,000	47,000
Total City	-	-	1,763,041	1,906,000	1,876,000	1,876,000
Parks and Recreation Fund			50,000	50,000	50,000	50,000
Total Parks	-	-	50,000	50,000	50,000	50,000
Total	\$ -	\$ -	\$ 1,813,041	\$ 1,956,000	\$ 1,926,000	\$ 1,926,000

Unappropriated Ending Fund Balance

Budgeted Unappropriated Ending Fund Balance has decreased \$303,148 or 15% from the 2011 Adopted Budget. The City will continue to trend toward lower unappropriated fund balances while maintaining the fund balance policy requirements.



non-departmental activities

UNAPPROPRIATED ENDING FUND BALANCE

Description	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
909 General Fund	\$ 2,185,456	\$ 2,474,570	\$ 1,484,490	\$ 1,902,188	\$ 1,729,188	\$ 1,729,188
Forfeiture funds						
Tax proceeds						
Community Block Grant Fund	69,618	37,424	-	-	-	-
Reserve Fund	-	148,072	151,500	869,172	869,172	869,172
Street Fund:						
S.D.C. - Storm Drain	(829,079)	4,461	(73,539)	289,028	289,028	289,028
S.D.C. - Transportation	1,033,864	2,115,970	1,591,806	1,042,928	1,042,928	1,042,928
Bond Proceeds						
General Operations/Other	2,197,473	700,086	681,731	986,964	986,964	873,464
Airport Fund	99,978	32,160	10,804	44,387	44,387	44,387
Capital Improvements Fund:						
S.D.C. Parks	555,447	353,695	345,830	253,369	253,369	253,369
Open Space	626,422	497,976	195,530	442,338	442,338	442,338
General Operations/Other	252,035	1,286,504	952,316	1,187,743	1,187,743	1,132,743
Debt Service Fund	1,072,785	762,199	790,646	1,020,546	1,020,546	1,020,546
Water Fund:						
S.D.C. - Reimbursements	749,736	739,834	405,445	185,179	185,179	185,179
S.D.C. - Improvements	1,570,214	1,372,200	1,093,964	1,034,700	1,034,700	994,700
Bond Proceeds						
General Operations/Other	3,818	(260,149)	2,802,591	(148,348)	(58,348)	(58,348)
Wastewater Fund:						
S.D.C. - Reimbursements	1,429,811	1,484,091	1,287,368	1,532,841	1,532,841	1,532,841
S.D.C. - Improvements	467,822	467,583	(83,091)	(227,829)	(227,829)	(227,829)
Bond Proceeds						
General Operations/Other	1,813,138	1,544,335	1,124,681	1,027,192	1,027,192	1,027,192
Electric Fund	1,642,543	2,054,733	1,387,036	1,026,591	1,091,591	1,091,591
Telecommunications Fund	929,945	953,315	281,732	339,464	339,464	339,464
Central Services Fund	161,163	266,820	70,593	20,026	10,026	10,026
Insurance Services Fund	696,071	640,110	394,466	646,302	646,302	646,302
Equipment Fund	844,150	1,760,305	88,202	1,124,500	1,124,500	1,124,500
Cemetery Trust Fund	788,753	807,797	826,753	852,797	852,797	852,797
Total City	18,361,163	20,244,091	15,810,854	15,452,078	15,424,078	15,215,578
Parks & Recreation Fund	1,379,752	1,787,782	1,409,225	1,703,840	1,703,840	1,703,840
Ashland Youth Activities Fund	27,356	22,534	-	-	-	-
Parks Capital Improvement Fund	166,991	252,864	195,991	193,504	193,504	193,504
Total Parks and Recreation Funds	1,574,099	2,063,180	1,605,216	1,897,344	1,897,344	1,897,344
	\$ 19,935,262	\$ 22,307,271	\$ 17,416,070	\$ 17,349,422	\$ 17,321,422	\$ 17,112,922
Reserved or Restricted	\$ 8,231,464	\$ 9,431,412	\$ 6,926,678	\$ 7,941,371	\$ 7,941,371	\$ 7,901,371
Operating	11,703,798	12,875,859	10,489,392	9,408,051	9,380,051	9,211,551
	\$ 19,935,262	\$ 22,307,271	\$ 17,416,070	\$ 17,349,422	\$ 17,321,422	\$ 17,112,922



Resources and Long-Term Plan

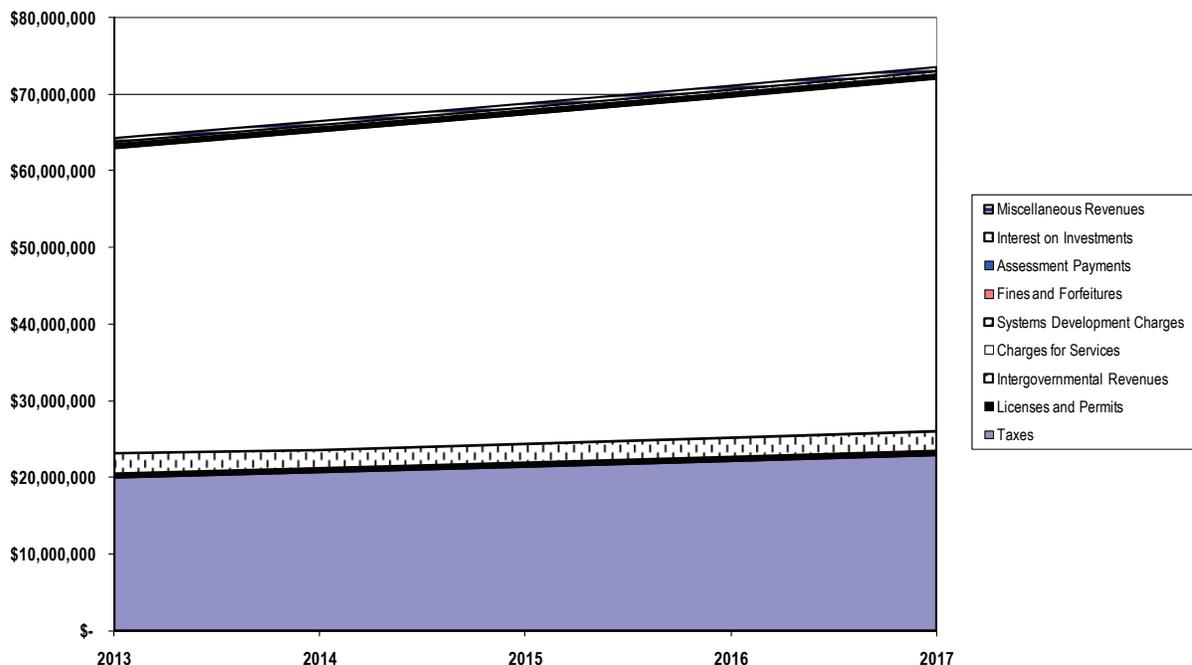
Resources Summary Long-Term Plan	4-2
Long-Term Plan Fund Totals	4-4
General Fund	4-6
Community Development Block Grant	4-10
Reserve Fund.....	4-14
Street Fund	4-18
Airport Fund	4-26
Capital Improvements Fund	4-30
Debt Service Fund	4-38
Water Fund	4-42
Wastewater Fund	4-50
Electric Fund	4-58
Telecommunication Fund	4-62
Central Services Fund	4-66
Insurance Services Fund	4-70
Equipment Fund	4-74
Cemetery Trust Fund	4-78
Parks and Recreation Fund	4-82
Parks Capital Improvement Fund	4-86
Youth Activities Levy Fund.....	4-90

resources and long - term plan

RESOURCE SUMMARY

	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended Budget	2011 Estimate for the Year	2012 Adopted
Revenues:								
Taxes	\$ 16,814,824	\$ 18,110,493	\$ 19,210,961	\$ 17,285,423	\$ 18,319,252	\$ 18,463,680	\$ 18,566,828	\$ 19,433,650
Licenses and Permits	1,106,317	847,665	886,644	768,451	474,379	388,325	450,418	482,750
Intergovernmental Revenues	2,282,072	2,794,689	1,967,465	1,735,699	2,483,776	6,819,630	5,898,798	5,972,025
Charges for Services	32,499,061	32,913,167	33,550,184	34,141,945	35,891,184	37,389,796	36,690,002	37,989,722
Systems Development Charges	1,344,063	911,703	683,852	292,250	300,287	158,576	202,000	202,000
Fines and Forfeitures	137,460	169,558	150,346	156,092	183,266	165,200	159,250	165,000
Assessment Payments	360,860	108,864	67,195	25,587	3,292	133,495	11,700	5,000
Interest on Investments	782,272	1,168,861	995,414	241,283	255,998	175,296	239,640	257,200
Miscellaneous Revenues	828,597	1,374,773	1,439,711	1,270,500	670,446	411,589	499,995	484,602
Total Revenues	56,155,526	58,399,773	58,951,772	55,917,230	58,581,880	64,105,587	62,718,631	64,991,949
Budgetary Resources:								
Working Capital Carryover	25,694,989	24,665,985	23,352,645	20,052,791	19,935,261	20,734,348	22,307,272	21,240,898
Other Financing Sources:								
Bond & Bank Loan Proceeds	-	-	304,000	1,438,961	-	4,047,696	324,400	7,437,200
Interfund Loan	310,000	339,936	-	625,000	80,000	1,208,000	1,008,000	408,000
Operating Transfers In	972,780	1,016,934	446,253	328,173	469,360	726,503	678,000	491,482
Total Budgetary Resources	26,977,769	26,022,855	24,102,898	22,444,925	20,484,621	26,716,547	24,317,672	29,577,580
Total Resources	\$ 83,133,295	\$ 84,422,628	\$ 83,054,670	\$ 78,362,155	\$ 79,066,501	\$ 90,822,134	\$ 87,036,303	\$ 94,569,529

City Wide Revenue Trend
(2005-2009 Actual, 2010 Estimated, 2011 Proposed, 2012-2016 Projected)



resources and long - term plan

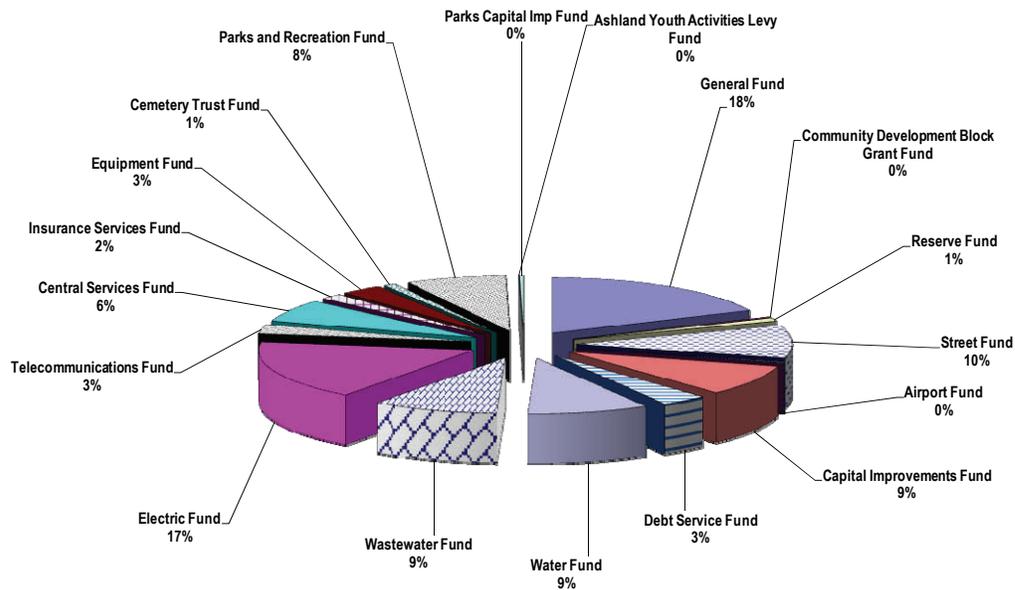
RESOURCE SUMMARY

	2013	2014	2015	2016	2017
	Projection	Projection	Projection	Projection	Projection
Revenues:					
Taxes	\$ 19,986,800	\$ 20,684,600	\$ 21,407,900	\$ 22,152,300	\$ 22,924,100
Licenses and Permits	497,000	512,000	527,000	543,000	559,000
Intergovernmental Revenues	2,639,945	2,345,745	2,403,545	2,463,445	2,524,445
Charges for Services	39,831,559	41,588,896	43,018,796	44,468,596	45,974,796
Systems Development Charges	208,300	211,600	215,100	218,800	222,600
Fines and Forfeitures	170,000	175,000	180,000	185,000	191,000
Assessment Payments	126,000	126,000	126,000	126,000	126,000
Interest on Investments	339,400	347,900	374,500	391,500	413,700
Miscellaneous Revenues	494,902	504,302	513,402	522,902	532,502
Total Revenues	64,293,906	66,496,043	68,766,243	71,071,543	73,468,143
Budgetary Resources:					
Working Capital Carryover	19,038,872	19,740,722	20,510,100	21,667,510	22,723,777
Other Financing Sources:					
Bond & Bank Loan Proceeds	645,000	610,000	1,220,000	610,000	610,000
Interfund Loan	408,000	408,000	408,000	208,000	102,000
Operating Transfers In	131,320	131,920	102,895	30,400	97,700
Total Budgetary Resources	20,223,192	20,890,642	22,240,995	22,515,910	23,533,477
Total Resources	\$ 84,517,098	\$ 87,386,685	\$ 91,007,238	\$ 93,587,453	\$ 97,001,620

long - term plan fund totals

FUND TOTALS	2006	2007	2008	2009	2010	2011	2011	2012
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
General Fund	14,746,318	15,587,023	16,204,655	16,220,589	16,617,044	16,793,938	17,292,324	17,338,176
Community Development Block Grant Fund	133,008	592,770	82,897	195,130	484,441	413,116	272,820	266,145
Reserve Fund	-	-	-	-	148,072	151,500	510,172	869,172
Street Fund	4,771,566	5,052,978	5,546,505	5,160,478	5,536,688	9,194,088	7,623,017	8,998,091
Airport Fund	230,330	173,835	344,399	486,794	218,776	118,091	144,360	157,873
Capital Improvements Fund	1,720,311	2,598,320	2,151,638	3,241,962	3,242,703	5,586,431	5,459,176	8,384,612
Debt Service Fund	1,244,541	2,146,603	3,063,486	3,121,792	2,953,381	3,498,444	3,012,257	3,269,120
Water Fund	11,029,733	10,830,368	7,563,172	7,109,027	6,859,536	10,634,291	7,420,616	8,600,403
Wastewater Fund	10,376,352	9,850,583	9,344,747	8,414,152	8,541,876	8,747,315	8,895,409	8,951,854
Electric Fund	14,667,411	14,621,322	15,022,002	13,693,271	14,341,980	14,458,479	14,563,588	16,263,914
Telecommunications Fund	4,236,493	2,653,272	2,772,890	2,684,019	2,757,100	2,797,937	2,873,622	2,516,683
Central Services Fund	5,855,967	6,031,821	5,969,533	5,823,695	5,872,035	6,095,883	5,967,180	6,145,679
Insurance Services Fund	1,658,323	1,794,328	1,840,625	1,900,671	1,380,007	1,302,559	1,334,640	1,552,382
Equipment Fund	2,853,811	3,055,741	3,226,288	2,600,592	2,575,872	3,508,076	3,717,505	2,960,114
Cemetery Trust Fund	744,880	780,918	805,131	803,551	814,968	846,753	840,297	872,797
Total by Fund	74,269,044	75,769,882	73,937,968	71,455,723	72,344,479	84,146,901	79,926,983	87,147,015
Parks and Recreation Fund	6,047,964	5,955,884	6,094,504	6,344,686	6,403,188	6,366,886	6,785,282	7,139,010
Ashland Youth Activities Levy Fund	2,377,501	2,346,591	2,625,804	235,729	65,970	42,356	35,534	20,000
Parks Capital Imp Fund	438,786	350,271	396,394	326,017	252,864	265,991	288,504	263,504
Total Parks	\$ 8,864,251	\$ 8,652,746	\$ 9,116,702	\$ 6,906,432	\$ 6,722,022	\$ 6,675,233	\$ 7,109,320	\$ 7,422,514
Grand total	\$ 83,133,295	\$ 84,422,628	\$ 83,054,670	\$ 78,362,155	\$ 79,066,501	\$ 90,822,134	\$ 87,036,303	\$ 94,569,529

2012 Adopted Budget by Fund



long - term plan fund totals

FUND TOTALS					
	2013	2014	2015	2016	2017
	Projection	Projection	Projection	Projection	Projection
General Fund	17,641,788	17,878,488	18,046,588	18,141,188	18,154,288
Community Development Block Grant Fund	224,545	224,545	224,545	224,545	224,545
Reserve Fund	880,172	892,172	905,172	919,172	934,172
Street Fund	6,306,420	6,941,420	7,449,020	8,023,420	8,559,220
Airport Fund	170,487	191,050	214,913	239,476	261,039
Capital Improvements Fund	3,439,850	3,132,250	3,232,750	3,350,650	3,486,450
Debt Service Fund	3,385,964	3,501,122	3,588,835	3,631,273	3,750,344
Water Fund	6,503,981	7,062,913	7,290,685	7,422,472	7,850,578
Wastewater Fund	8,443,204	8,642,931	9,491,358	9,559,785	10,058,912
Electric Fund	15,263,691	15,672,998	16,281,376	16,897,676	17,727,776
Telecommunications Fund	2,587,464	2,625,264	2,673,464	2,745,164	2,803,564
Central Services Fund	6,454,826	6,742,526	7,007,126	7,244,626	7,452,026
Insurance Services Fund	1,565,302	1,626,302	1,742,302	1,920,302	2,168,302
Equipment Fund	3,483,063	3,860,063	4,294,063	4,588,063	4,840,063
Cemetery Trust Fund	895,897	918,997	942,097	965,297	988,497
Total by Fund	77,246,654	79,913,041	83,384,294	85,873,109	89,259,776
Parks and Recreation Fund	7,040,840	7,241,840	7,387,840	7,474,840	7,496,840
Ashland Youth Activities Levy Fund	-	-	-	-	-
Parks Capital Imp Fund	229,604	231,804	235,104	239,504	245,004
Total Parks	\$ 7,270,444	\$ 7,473,644	\$ 7,622,944	\$ 7,714,344	\$ 7,741,844
Grand total	\$ 84,517,098	\$ 87,386,685	\$ 91,007,238	\$ 93,587,453	\$ 97,001,620

General Fund Narrative

Ashland's diverse tax revenues are emphasized in this General Fund budget with five classifications of taxes, none bearing more than 37 percent of total taxes. Taxes represent 81 percent of total proposed revenue. Current property taxes and electrical utility users tax comprising 28 and 19 percent, respectively, of the 2012 total proposed revenue. Highlighted below are significant revenue items.

Current Property Taxes. This is the City portion of the City of Ashland's permanent tax rate as defined by Measure 50. The permanent tax rate is shared between the General and the Parks and Recreation fund.

Electric Utility Users Tax. The Electric Utility Users Tax is equal to 25 percent of the electric bill.

Cable TV Franchise. The 5 percent franchise tax on cable TV is split, with 70 percent going to the General Fund and the balance to the Street Fund. Fifty-seven percent of the General Fund tax is dedicated to support the public access TV channel with Southern Oregon University. The City has negotiated a 75-cent per account Public Education and Government (PEG) access fee. This fee is dedicated to the public access channel.

Electric Franchise. The electric franchise fee is equal to 10 percent of electric revenues.

Natural Gas Franchise. The total franchise fee as shown in this budget is 5 percent of the gas utility's gross receipts. The fee is projected to increase with growth.

Telephone Franchise. This line item is expected to remain flat in future years due to trends toward other communication methods.

Water Franchise. The water franchise fee is paid to the General Fund is equal to 6 percent of revenues, 100% is dedicated to the General Fund.

Wastewater Franchise. The wastewater franchise fee is paid to the General Fund is equal to 8 percent of revenues, 100% is dedicated to the General Fund.

Hotel-Motel Tax. The tax is 9% and proceeds support General Fund operations and Economic, Cultural and Sustainability Grants. The revenue included in this document is expected to increase slightly due to economic conditions.

Planning and Zoning Fees. The proposed budget includes reviewing planning fees in the future to better balance the costs associated with development with those planning costs that should be paid for by users other than the general property tax payer.

State Liquor Tax, Cigarette Tax, and State Revenue Sharing. Estimates are based on per capita information compiled by the League of Oregon Cities. Total Inter-governmental Revenues have leveled off and are trended to increase proportionately with population growth.

Ambulance Revenues. Ambulance revenues are based on transports and revenue is budgeted at a slight increase of the previous year.

Long-Term Assumptions

- ⇒ Property assessed valuation growth will be 2.5% and new construction will be flat with little or no growth.
- ⇒ Adopted property tax rate is \$2.1045 City, \$2.0928 Parks. (Total authorized is \$4.2865).
- ⇒ Electric Utility Users Tax and Utility Franchise revenue will increase 3% on average.
- ⇒ Natural gas franchise revenue will increase 3% on average.
- ⇒ Telephone Franchise revenue will remain flat.
- ⇒ Water franchise revenue will increase 5% on average.
- ⇒ Wastewater franchise revenue will increase 5% on average.
- ⇒ Transient occupancy revenue will increase by 4%.
- ⇒ Intergovernmental revenues will grow at 3% on average.
- ⇒ Court fees will increase slightly.
- ⇒ Ambulance revenues will grow each year per transports but may be limited by federal restrictions.
- ⇒ The City will comply with Federal and State requirements.

general fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End Estimate	2012 Adopted
400	Working Capital Carryover	\$ 2,093,388	\$ 2,326,936	\$ 2,582,714	\$ 2,296,666	\$ 2,185,456	\$ 2,112,664	\$ 2,474,570	\$ 2,518,066
	Taxes								
	Property Taxes								
	Current	2,554,260	2,800,401	3,617,992	3,822,781	4,260,072	4,368,640	4,450,000	4,201,000
	Prior	85,901	92,234	146,770	117,342	156,968	115,000	125,000	125,000
	Electric Utility User Tax	2,329,930	2,345,323	2,375,368	2,468,371	2,557,225	2,595,000	2,570,975	2,800,000
	Franchises	1,945,477	2,442,920	2,388,315	2,573,355	2,586,004	2,723,000	2,725,885	2,701,500
	License	187,241	134,345	207,324	207,182	203,654	216,140	196,790	196,350
	Hotel/Motel Tax	1,414,219	1,559,062	1,507,603	1,639,281	1,880,596	1,800,200	1,880,025	1,884,800
410	Total Taxes	8,517,028	9,374,285	10,243,372	10,828,312	11,644,519	11,817,980	11,948,675	11,908,650
	Licenses and Permits								
	Planning and Zoning Fees	609,298	471,730	514,135	475,198	235,974	225,875	230,718	254,000
	Building Permits	497,019	327,959	330,780	250,375	211,345	142,450	194,900	203,750
	Fire Permits	-	47,976	41,729	42,878	27,060	20,000	24,800	25,000
420	Total Licenses and Permits	1,106,317	847,665	886,644	768,451	474,379	388,325	450,418	482,750
	Intergovernmental Revenue								
	Federal	296,325	338,629	33,924	49,640	36,947	104,043	80,000	87,500
	State	514,583	522,967	628,178	587,516	564,834	652,106	638,300	603,100
430	Total Intergovernmental Revenue	810,908	861,596	662,102	637,156	601,781	756,149	718,300	690,600
	Charges for Services								
	Police	147,626	144,487	141,368	93,304	62,610	51,000	72,463	71,500
	Court	324,292	335,409	291,461	332,373	393,097	401,460	415,025	430,025
	Legal							7,500	
	Fire and Rescue	918,023	903,108	899,325	863,324	885,339	973,000	882,796	896,585
	Cemetery	26,606	33,497	29,274	27,897	20,007	19,600	28,400	27,400
	Planning Division Services	72,729	40,211	49,581	28,751	19,130	15,500	16,000	16,000
	Building Division Services	14,749	8,830	30,051	33,785	16,170	10,800	7,430	9,000
	Rent	849	262	97	60	82	60	50	-
440	Total Charges for Services	1,504,874	1,465,804	1,441,157	1,379,494	1,396,435	1,471,420	1,429,664	1,450,510
	Fines								
	Court Fines	137,460	169,558	150,346	156,092	183,266	165,200	159,250	165,000
450	Total Fines	137,460	169,558	150,346	156,092	183,266	165,200	159,250	165,000
	Interest on Investments								
	Interest on Pooled Investments	75,021	130,971	113,937	30,277	31,611	15,000	40,000	40,000
470	Total Interest on Investments	75,021	130,971	113,937	30,277	31,611	15,000	40,000	40,000
	Miscellaneous Revenues								
	Sale of Land	-	-	-	-	-	-	-	-
	Donations	11,276	9,144	690	3,641	18,890	16,200	4,600	4,600
	Miscellaneous Income	464,595	155,187	90,513	105,702	73,536	31,000	56,844	58,000
480	Total Miscellaneous Revenues	475,871	164,331	91,203	109,343	92,426	47,200	61,444	62,600
	Other Financing Sources								
	Interfund Loan	-	214,877	-	-	-	-	-	-
	Operating Transfers In:								
	From Cemetery Trust	25,451	31,000	33,180	14,798	7,171	20,000	10,000	20,000
490	Total Other Financing Sources	25,451	245,877	33,180	14,798	7,171	20,000	10,000	20,000
	Total General Fund	\$14,746,318	15,587,023	\$16,204,655	\$16,220,589	\$16,617,044	\$16,793,938	\$17,292,321	\$17,338,176

general fund long-term plan

GENERAL FUND						2011	2011	
#110	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$8,517,028	\$9,374,285	\$10,243,372	\$10,828,312	\$11,644,519	\$11,817,980	\$11,948,678	\$11,908,650
Licenses and Permits	1,106,317	847,665	886,644	768,451	474,379	388,325	450,418	482,750
Intergovernmental Revenue	810,908	861,596	662,102	637,156	601,781	756,149	718,300	690,600
Charges for Services	1,504,874	1,465,804	1,441,157	1,379,494	1,396,435	1,471,420	1,429,664	1,450,510
Fines and Forfeitures	137,460	169,558	150,346	156,092	183,266	165,200	159,250	165,000
Interest on Pooled Investments	75,021	130,971	113,937	30,277	31,611	15,000	40,000	40,000
Miscellaneous Revenues	475,871	164,331	91,203	109,343	92,426	47,200	61,444	62,600
Interfund Loan	-	214,877	-	-	-	-	-	-
Operating Transfers In	25,451	31,000	33,180	14,798	7,171	20,000	10,000	20,000
Total Revenues	12,652,930	13,260,087	13,621,941	13,923,923	14,431,588	14,681,274	14,817,754	14,820,110
<i>Actual % of Final Budget</i>	96.00%	85.37%	89.94%	86.54%	99.75%		100.93%	
Expenditures								
Administration	104,838	116,960	121,114	114,453	177,370	191,284	183,015	258,829
Administration - Library	-	406	249,438	334,746	344,788	365,740	355,132	376,720
Administration - Senior Program	-	-	-	-	-	-	-	-
Admin. - Municipal Court - Personal Services	268,204	277,719	319,888	321,132	304,525	313,492	314,122	345,269
Admin. - Municipal Court - Materials & Services	84,572	101,046	110,459	101,296	114,944	108,494	112,344	106,854
Admin. Services - Social Services Grant	110,090	113,350	105,534	108,741	118,605	120,342	120,300	122,710
Admin. Services - Economic and Cultural Grants	474,186	504,414	527,519	550,610	555,817	591,240	591,240	626,078
Admin. Services - Miscellaneous	37,448	6,870	8,341	6,981	44,604	45,000	45,000	127,546
Admin. Services - Band - Personal Services	3,657	3,658	4,080	3,659	3,660	4,261	3,660	3,800
Admin. Services - Band - Materials & Services	46,392	44,288	48,844	51,998	53,060	53,358	52,460	54,700
Police - Personal Services	3,226,179	3,148,708	3,464,170	3,470,124	3,477,895	3,711,008	3,702,456	3,965,543
Police - Materials & Services	1,380,158	1,522,732	1,756,054	1,818,037	1,985,267	1,870,227	1,503,524	1,552,938
Police - Capital Outlay	-	-	90,209	57,544	-	-	35,000	-
Fire and Rescue - Personal Services	3,154,778	3,426,832	3,567,291	3,553,560	3,545,968	3,716,113	3,733,140	4,003,764
Fire and Rescue - Materials & Services	1,186,752	1,356,028	1,270,454	1,376,895	1,468,499	1,555,250	1,585,250	1,476,769
Fire and Rescue - Capital Outlay	290,996	394,112	-	2,766	1,438	9,000	9,000	-
Public Works - Cemetery - Personal Services	149,344	160,566	142,755	148,024	158,891	175,241	174,185	186,555
Public Works - Cemetery - Materials & Services	118,290	141,595	133,544	129,715	125,719	137,284	128,243	134,570
Public Works - Cemetery - Capital Outlay	9,863	12,229	6,807	7,496	8,108	-	-	-
Community Dev.-Planning - Personal Services	656,801	741,698	833,951	836,389	657,561	760,739	760,739	779,057
Community Dev.-Planning - Materials & Services	447,671	402,992	359,647	359,854	355,263	425,288	402,625	374,253
Community Dev.- Capital Outlay	-	-	6,712	4,104	47,834	-	-	-
Community Dev.-Building - Personal Services	414,729	462,565	475,901	384,866	281,499	335,755	270,000	345,025
Community Dev.-Building - Materials & Services	253,934	280,041	304,777	291,643	310,659	313,291	332,323	267,508
Interfund Loan	-	-	-	-	-	-	-	-
Operating Transfers Out	500	500	500	500	500	500	360,500	500
Operating Contingency	-	-	-	-	-	506,541	-	500,000
Total Expenditures	12,419,382	13,219,309	13,907,989	14,035,133	14,142,474	15,309,448	14,774,258	15,608,988
<i>Actual % of Final Budget</i>	92.29%	83.68%	85.52%	84.32%	94.19%		96.50%	
<i>Actual % of Contingency Transferred/Used</i>	50.78%	10.75%	30.00%	11.27%	0.00%	<i>Estimated</i>	20.00%	
Revenues Over (Under) Expenditures	233,548	40,778	(286,048)	(111,210)	289,114	(628,174)	43,496	(788,878)
Working Capital Carryover	2,093,388	2,326,936	2,367,714	2,296,666	2,185,456	2,112,664	2,474,570	\$2,518,066
Prior period adjustment	-	-	215,000	-	-	-	-	-
Ending Fund Balance	\$2,326,936	\$2,367,714	\$2,296,666	\$2,185,456	\$2,474,570	\$1,484,490	\$2,518,066	\$1,729,188
Ending Fund Balance Reconciliation								
Ending Fund Balance	2,326,936	2,367,714	2,296,666	2,185,456	2,474,570	1,484,490	2,518,066	1,729,188
Plus Unused Contingency	-	-	-	-	-	506,541	-	500,000
Minus restricted forfeiture funds	-	-	237,487	140,974	129,510	150,000	150,000	150,000
Minus housing trust funds	-	-	-	19,652	19,652	-	23,367	25,000
Minus funds earmarked - affordable housing	-	-	120,383	120,383	120,383	-	120,383	120,383
Minus other - Tourism	-	-	-	-	82,546	35,000	82,546	-
Minus funds earmarked - parking district purpose:	-	-	121,017	134,017	170,197	150,000	185,000	200,000
Adjusted Ending Fund Balance	2,326,936	2,367,714	1,817,779	1,770,430	2,211,302	1,656,031	1,956,770	1,733,805
Fund Balance Policy Requirement	1,265,000	1,305,000	1,362,000	1,392,000	1,443,000	1,468,000	1,482,000	1,778,000
Excess (deficiency)	1,061,936	1,062,714	455,779	378,430	768,302	188,031	474,770	(44,195)

general fund long-term plan

GENERAL FUND						
#110	2013	2014	2015	2016	2017	Long-term
	Projection	Projection	Projection	Projection	Projection	Percent
Revenues						
Taxes	\$12,415,000	\$12,912,000	\$13,428,000	\$13,965,000	\$14,524,000	104.0%
Licenses and Permits	497,000	512,000	527,000	543,000	559,000	103.0%
Intergovernmental Revenue	711,000	732,000	754,000	777,000	800,000	103.0%
Charges for Services	1,494,000	1,539,000	1,585,000	1,633,000	1,682,000	103.0%
Fines and Forfeitures	170,000	175,000	180,000	185,000	191,000	103.0%
Interest on Pooled Investments	41,000	42,000	43,000	44,000	45,000	103.0%
Miscellaneous Revenues	64,000	66,000	68,000	70,000	72,000	103.0%
Interfund Loan	-	-	-	-	-	103.0%
Operating Transfers In	20,600	21,200	21,800	22,500	23,200	103.0%
Total Revenues	15,412,600	15,999,200	16,606,800	17,239,500	17,896,200	
<i>Actual % of Final Budget</i>						
Expenditures						
Administration	267,000	275,000	283,000	291,000	300,000	103.0%
Administration - Library	388,000	400,000	412,000	424,000	437,000	103.0%
Administration - Senior Program	-	-	-	-	-	103.0%
Admin. - Municipal Court - Personal Services	363,000	381,000	400,000	420,000	441,000	105.0%
Admin. - Municipal Court - Materials & Services	110,000	113,000	116,000	119,000	123,000	103.0%
Admin. Services - Social Services Grant	126,000	130,000	134,000	138,000	142,000	103.0%
Admin. Services - Economic and Cultural Grants	645,000	664,000	684,000	705,000	726,000	103.0%
Admin. Services - Miscellaneous	45,000	46,000	47,000	48,000	49,000	103.0%
Admin. Services - Band - Personal Services	4,000	4,200	4,400	4,600	4,800	105.0%
Admin. Services - Band - Materials & Services	56,000	58,000	60,000	62,000	64,000	103.0%
Police - Personal Services	4,203,000	4,413,000	4,634,000	4,866,000	5,109,000	105.0%
Police - Materials & Services	1,600,000	1,648,000	1,697,000	1,748,000	1,800,000	103.0%
Police - Capital Outlay	-	-	-	-	-	100.0%
Fire and Rescue - Personal Services	4,244,000	4,456,000	4,679,000	4,913,000	5,159,000	105.0%
Fire and Rescue - Materials & Services	1,521,000	1,567,000	1,614,000	1,662,000	1,712,000	103.0%
Fire and Rescue - Capital Outlay	-	-	-	-	-	103.0%
Public Works - Cemetery - Personal Services	198,000	208,000	218,000	229,000	240,000	105.0%
Public Works - Cemetery - Materials & Services	139,000	143,000	147,000	151,000	156,000	103.0%
Public Works - Cemetery - Capital Outlay	-	-	-	-	-	100.0%
Community Dev.-Planning - Personal Services	826,000	867,000	910,000	956,000	1,004,000	105.0%
Community Dev.-Planning - Materials & Services	385,000	397,000	409,000	421,000	434,000	103.0%
Community Dev.- Capital Outlay	-	-	-	-	-	100.0%
Community Dev.-Building - Personal Services	366,000	384,000	403,000	423,000	444,000	105.0%
Community Dev.-Building - Materials & Services	276,000	284,000	293,000	302,000	311,000	103.0%
Interfund Loan	-	-	-	-	-	
Operating Transfers Out	500	500	500	500	500	\$500 to Trust per Charter
Operating Contingency	500,000	500,000	500,000	500,000	500,000	Contingency policy is 3% - 4% of Operating Expenses.
Total Expenditures	16,262,500	16,938,700	17,644,900	18,383,100	19,156,300	
<i>Actual % of Final Budget</i>						
<i>Actual % of Contingency Transferred/Used</i>						
Revenues Over (Under) Expenditures	(849,900)	(939,500)	(1,038,100)	(1,143,600)	(1,260,100)	
Working Capital Carryover	2,229,188	1,879,288	1,439,788	901,688	258,088	
Prior period adjustment	-	-	-	-	-	
Ending Fund Balance	\$1,379,288	\$939,788	\$401,688	(\$241,912)	(\$1,002,012)	
Ending Fund Balance Reconciliation	1,379,288	939,788	401,688	(241,912)	(1,002,012)	
Plus Unused Contingency	500,000	500,000	500,000	500,000	500,000	
Minus restricted forfeiture funds	-	-	-	-	-	
Minus housing trust funds	-	-	-	-	-	
Minus funds earmarked - affordable housing	-	-	-	-	-	
Minus other - Tourism	-	-	-	-	-	
Minus funds earmarked - parking district purpose:	200,000	200,000	200,000	200,000	200,000	
Adjusted Ending Fund Balance	1,679,288	1,239,788	701,688	58,088	(702,012)	
Fund Balance Policy Requirement	1,850,000	1,920,000	1,993,000	2,069,000	2,148,000	Policy is 12% of revenues.
Excess (deficiency)	(170,712)	(680,212)	(1,291,312)	(2,010,912)	(2,850,012)	

CDBG Narrative

The City of Ashland is an entitlement city for Community Development Block Grant funds from the Department of Housing and Urban Development (HUD). This will be the fifteenth year the City has received these funds that must be used to assist low and moderate income neighborhoods and households.

The City of Ashland anticipates an annual allocation of approximately \$224,545 in Community Development Block Grant funds for Program Year 2011 (July 1, 2011-June 30, 2012) by the Department of Housing and Urban Development (HUD). Additionally the City will utilize \$13,522 in prior year carry over funds that were not allocated in 2010-11, \$27,623 in funding was allocated to install audible signals to existing crosswalks, which will be completed in this fiscal year. The City Council is expected to make awards of up to \$193,158 to fund eligible activities in April. The remainder of funds is to be applied to administration of the program.

In recent years CDBG funds have been applied to numerous affordable housing projects in Ashland. Most recently the City has allocated available CDBG funds in support of a 60 unit low income housing development being built by the Housing Authority of Jackson County.

Long-Term Assumptions

The Community Development Block Grant is expected to remain constant.

Fund Balance

There is a no fund balance policy

community development block grant fund resources

#	Description								2011 Year End	
		2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	Estimate	2012 Adopted	
400	Working Capital Carryover	\$ (8,492)	\$ 4,599	\$ 12,033	\$ 44,705	\$ 69,618	\$ -	\$ 37,424	\$ -	
	Intergovernmental Revenues									
	Federal	141,500	371,501	65,880	150,425	414,823	413,116	235,396	266,145	
430	Total Intergovernmental	141,500	371,501	65,880	150,425	414,823	413,116	235,396	266,145	
	Other Resources									
	Misc	-	216,670	-	-	-	-	-	-	
	Interest on Investments	-	-	4,984	-	-	-	-	-	
	Interfund Loan	-	-	-	-	-	-	-	-	
470	Total Other	-	216,670	4,984	-	-	-	-	-	
	Total CDBG Fund	\$ 133,008	\$ 592,770	\$ 82,897	\$ 195,130	\$ 484,441	\$ 413,116	\$ 272,820	\$ 266,145	

community development block grant long-term plan

CDBG FUND						2011	2011	
#250	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Intergovernmental Revenue	\$141,500	\$371,501	\$65,880	\$150,425	\$414,823	\$413,116	\$235,396	\$266,145
Miscellaneous	-	216,670	-	-	-	-	-	-
Interest on Investments	-	-	4,984	-	-	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
Total Revenues	141,500	588,171	70,864	150,425	414,823	413,116	235,396	266,145
<i>Actual % of Final Budget</i>	<i>24.73%</i>	<i>92.44%</i>	<i>33.19%</i>	<i>34.20%</i>	<i>83.98%</i>		<i>100.00%</i>	
Expenditures								
Personal Services	33,600	35,485	14,201	20,168	36,760	41,556	41,556	44,300
Materials and Services	94,809	330,375	23,991	105,344	410,257	371,560	231,264	221,845
Capital Outlay	-	-	-	-	-	-	-	-
Interfund Loan	-	214,877	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Total Expenditures	128,409	580,737	38,192	125,512	447,017	413,116	272,820	266,145
<i>Actual % of Final Budget</i>	<i>22.37%</i>	<i>91.27%</i>	<i>16.80%</i>	<i>28.65%</i>	<i>90.50%</i>		<i>68.49%</i>	
Revenues Over (Under) Expenditures	13,091	7,434	32,672	24,913	(32,194)	-	(37,424)	-
Working Capital Carryover	(8,492)	4,599	12,033	44,705	69,618	-	\$37,424	-
Ending Fund Balance	\$4,599	\$12,033	\$44,705	\$69,618	\$37,424	\$0	\$0	\$0

No Fund Balance Policy

community development block grant long-term plan

CDBG FUND		2013	2014	2015	2016	2017		Long-term
#250		Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues								
Intergovernmental Revenue		\$224,545	\$224,545	\$224,545	\$224,545	\$224,545	assumed flat	100.0%
Miscellaneous		-	-	-	-	-		
Interest on Investments		-	-	-	-	-		
Interfund Loan		-	-	-	-	-		
Total Revenues		224,545	224,545	224,545	224,545	224,545		
<i>Actual % of Final Budget</i>								
Expenditures								
Personal Services		44,300	44,300	44,300	44,300	44,300		100.0%
Materials and Services		180,245	180,245	180,245	180,245	180,245		100.0%
Capital Outlay		-	-	-	-	-		100.0%
Interfund Loan		-	-	-	-	-		
Contingency		-	-	-	-	-	None Required.	
Total Expenditures		224,545	224,545	224,545	224,545	224,545		
<i>Actual % of Final Budget</i>								
Revenues Over (Under) Expenditures		-	-	-	-	-		
Working Capital Carryover		-	-	-	-	-		
Ending Fund Balance		\$0	\$0	\$0	\$0	\$0		

No Fund Balance Policy

Reserve Fund Narrative

This reserve fund was established during the FY 2009-10 budget process. No routine or regular revenue stream has been identified. Transfers from the Street, General and Parks & Recreation Funds have been approved by City Council.

Resolution 2010-18 identifying sources and uses was adopted by Council on June 15, 2010.

Long Term Assumptions

- ⇒ No use of these funds were approved during the FY 2010-11 budget process.
- ⇒ The use of these funds may be discussed during the FY 2011-12 budget process.

Fund Balance

There is no fund balance policy.

reserve fund resources

Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
							Estimate	2012 Adopted
Working Capital Carryover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,500	\$ 148,072	\$ 510,172
Charges for Service								
Other Charges								
Total Charges for Service	-	-	-	-	-	-	-	-
Interest on Investments								
Interest on Investments	-	-	-	-	508	1,000	1,600	10,000
Total Interest on Investments	-	-	-	-	508	1,000	1,600	10,000
Transfers In								
From General Fund							360,500	
From Street Fund					147,564			
From Parks & Recreation Fund	-	-	-	-	-	-		349,000
Total Transfers In	-	-	-	-	147,564	-	360,500	349,000
Total Reserve Fund	\$ -	\$ -	\$ -	\$ -	\$ 148,072	\$ 151,500	\$ 510,172	\$ 869,172

reserve fund long - term plan

RESERVE FUND						2011	2011	
#255	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Charges for Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	-	-	-	-	-	-	-	-
Interest on Investments	-	-	-	-	508	1,000	1,600	10,000
Transfers In	-	-	-	-	147,564	-	360,500	349,000
Total Revenues	-	-	-	-	148,072	1,000	362,100	359,000
Expenditures								
Operating Transfers Out	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Revenues Over (Under) Expenditures	-	-	-	-	148,072	1,000	362,100	359,000
Working Capital Carryover	-	-	-	-	-	150,500	148,072	510,172
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 148,072	\$ 151,500	510,172	\$ 869,172

reserve fund long - term plan

RESERVE FUND							
#255	2013	2014	2015	2016	2017	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Charges for Service	\$ -	\$ -	\$ -	\$ -	\$ -		100.0%
Intergovernmental Revenue							
Interest on Investments	11,000	12,000	13,000	14,000	15,000		100.0%
Transfers In							100.0%
Total Revenues	11,000	12,000	13,000	14,000	15,000		
Expenditures							
Operating Transfers Out	-	-	-	-	-		100.0%
Total Expenditures	-	-	-	-	-		
Revenues Over (Under) Expenditures	11,000	12,000	13,000	14,000	15,000		
Working Capital Carryover	869,172	880,172	892,172	905,172	919,172		
Ending Fund Balance	\$ 880,172	\$ 892,172	\$ 905,172	\$ 919,172	\$ 934,172		

Street Fund Narrative

This special revenue fund accounts for street and storm water operations and related capital projects. Major revenue sources are gas tax, utility fees and grants.

Taxes-Cable TV Franchise. The 5 percent cable TV franchise fee is split, with 30 percent placed in the Street Fund and the balance in the General Fund. It is expected to be stable.

Taxes- Franchise. Water and Wastewater Franchise payments (2% of annual Fund Revenues) were suspended in 2011.

Intergovernmental Revenues. The primary source of Intergovernmental Revenue, the State Gasoline Tax is budgeted at approximately \$56.40 per capita, an increase of \$5.79 over the prior year.

Charges for Service-Storm Drain Utility Fee. This fee is calculated on the impervious area for commercial customers. Residential customers pay a flat fee per month. The City updated the storm drain data and adopted a rate design in 1994.

Charges for services-Transportation Utility Fee. All fees collected are for the purposes of providing adequate operations, administration and maintenance of the local transportation network including streets, pedestrian facilities, handicapped access and bicycle facilities.

Long-Term Assumptions

⇒ Includes financing in FY 2011-12 and requires debt financing on current and future large projects.

Fund Balance

The fund balance policy requires a balance of 15 percent of revenues.

street fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 1,186,028	\$ 1,464,044	\$ 2,377,220	\$ 2,170,470	\$ 2,402,258	\$ 2,853,365	\$ 2,820,517	\$ 2,545,596
	Taxes								
	Franchises	264,072	215,198	188,030	198,994	200,906	46,225	48,000	50,000
410	Total Taxes	264,072	215,198	188,030	198,994	200,906	46,225	48,000	50,000
	Intergovernmental Revenues								
	Federal:								
	Grants	-	-	-	-	-	1,334,000	1,025,000	-
	State:								
	Grants	-	-	-	-	-	775,000	775,000	1,881,875
	Gas Tax	1,006,267	989,809	941,646	832,861	887,873	1,093,690	980,000	1,125,620
	Jurisdictional Exchange	202,982	366,549	-	-	-	-	-	-
	County and Other	-	-	1,100	5,622	2,630	1,315	500	-
430	Total Intergovernmental	1,209,249	1,356,358	942,746	838,483	890,503	3,204,005	2,780,500	3,007,495
	Charges for Services								
	R/VD Services	1,450	4,881	4,621	4,462	8,022	7,878	7,500	8,200
	Public Works Services	-	5,734	2,120	-	-	-	2,500	2,000
	Sales:								
	Storm Drain Utility Fee	325,063	342,094	499,863	566,985	581,346	611,000	577,300	663,000
	Transportation Utility Fee	972,051	1,023,913	1,185,832	1,245,153	1,282,254	1,320,000	1,300,000	1,352,800
440	Total Charges for Services	1,298,564	1,376,622	1,692,436	1,816,600	1,871,622	1,938,878	1,887,300	2,026,000
	Storm Drain	56,365	-	36,653	16,930	15,279	12,980	13,000	13,000
	Transportation	332,289	-	130,833	55,713	60,822	26,725	27,000	27,000
	System Development Charges	388,654	269,337	167,486	72,643	76,101	39,705	40,000	40,000
	Assessments and Consortiums								
	UnBonded Assessments								
	UnAssessed Principal	359,810	108,864	67,195	25,587	3,292	7,495	11,700	5,000
	Developer Co-involvement	-	-	-	-	-	-	-	-
460	Total Assessments and Consortiums	359,810	108,864	67,195	25,587	3,292	7,495	11,700	5,000
	Interest on Investments								
	Interest on Pooled Investments	50,259	103,283	110,992	28,782	30,607	20,355	25,000	19,000
470	Total Interest on Investments	50,259	103,283	110,992	28,782	30,607	20,355	25,000	19,000
	Miscellaneous Revenues								
	Miscellaneous Income	14,930	159,272	400	8,919	61,399	23,870	10,000	5,000
480	Total Miscellaneous Revenues	14,930	159,272	400	8,919	61,399	23,870	10,000	5,000
	Other Financing Sources								
	Interfund Loan	-	-	-	-	-	-	-	-
	Loan Proceeds	-	-	-	-	-	1,060,190	-	1,300,000
	Operating T ransfers In	-	-	-	-	-	-	-	-
490	Total Other Financing Sources	-	-	-	-	-	1,060,190	-	1,300,000
	Total Street Fund	\$ 4,771,566	\$ 5,052,978	\$ 5,546,505	\$ 5,160,478	\$ 5,536,688	\$ 9,194,088	\$ 7,623,017	\$ 8,998,091

street fund long-term plan

STREET FUND - SUMMARY						2011	2011	
#260	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 264,072	\$ 215,198	\$ 188,030	\$ 198,994	\$ 200,906	\$ 46,225	\$ 48,000	\$ 50,000
Intergovernmental Revenue	1,209,249	1,356,358	942,746	838,483	890,503	3,204,005	2,780,500	3,007,495
Charges for Services	1,298,564	1,376,622	1,692,436	1,816,600	1,871,622	1,938,878	1,887,300	2,026,000
Systems Development Charges (SDC)	388,654	269,337	167,486	72,643	76,101	39,705	40,000	40,000
Assessment Revenues	359,810	108,864	67,195	25,587	3,292	7,495	11,700	5,000
Interest on Investments	50,259	103,283	110,992	28,782	30,607	20,355	25,000	19,000
Miscellaneous Revenues	14,930	159,272	400	8,919	61,399	23,870	10,000	5,000
Interfund Loan	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	1,060,190	-	1,300,000
Operating Transfers In	-	-	-	-	-	-	-	-
Total Revenues	3,585,538	3,588,934	3,169,285	2,990,008	3,134,430	6,340,723	\$ 4,802,500	\$ 6,452,495
<i>Actual % of Final Budget</i>	<i>77.73%</i>	<i>33.38%</i>	<i>71.87%</i>	<i>33.16%</i>	<i>57.76%</i>		<i>75.74%</i>	
Expenditures								
Street Operations - Personal Services	471,861	512,822	534,350	547,319	557,241	608,855	608,855	644,836
Street Operations - Materials & Services	1,058,171	1,063,863	1,008,130	1,027,959	1,093,227	1,167,758	925,330	1,205,990
Street Operations - Capital Outlay	467,918	206,588	590,850	258,754	145,064	2,644,750	2,100,000	2,980,750
Grounds Maintenance	177,784	183,799	183,018	188,582	183,183	204,896	204,896	208,444
Storm Water Operations - Personal Services	271,029	225,843	263,609	241,045	247,813	264,026	263,887	284,921
Storm Water Operations - Materials & Services	246,260	251,784	280,923	281,573	272,561	269,502	263,400	245,980
Storm Water Operations - Capital Outlay	36,126	103,084	134,266	50,630	10,340	122,000	112,500	182,650
SDC Projects	263,103	90,796	355,896	126,505	40,928	617,365	316,055	547,960
Local Improvement District - Projects	45,270	37,179	24,993	35,853	18,250	533,938	282,498	391,140
New Debt Service	-	-	-	-	-	394,000	-	-
Interfund Loan	270,000	-	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	147,564	74,000	-	-
Contingency	-	-	-	-	-	93,000	-	100,000
Total Expenditures	3,307,522	2,675,758	3,376,035	2,758,220	2,716,171	6,994,090	5,077,421	6,792,671
<i>Actual % of Final Budget</i>	<i>76.11%</i>	<i>47.62%</i>	<i>57.23%</i>	<i>38.87%</i>	<i>44.70%</i>		<i>72.60%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>93.10%</i>	<i>6.54%</i>	<i>100.00%</i>	<i>0.00%</i>	<i>22.73%</i>		<i>22.73%</i>	
Revenues Over (Under) Expenditures	278,016	913,176	(206,750)	231,788	418,259	(653,367)	(274,921)	(340,176)
Working Capital Carryover	1,186,028	1,464,044	2,377,220	2,170,470	2,402,258	2,853,365	2,820,517	2,545,596
Ending Fund Balance	\$ 1,464,044	\$ 2,377,220	\$ 2,170,470	\$ 2,402,258	\$ 2,820,517	\$ 2,199,998	\$ 2,545,596	\$ 2,205,420
Ending Fund Balance Reconciliation								
Storm Drain Balance	(489,236)	(713,947)	(532,383)	(326,846)	(269,951)	(883,951)	(405,493)	(571,935)
Transportation Balance	3,598,310	3,890,645	3,785,099	3,602,607	3,712,426	3,634,663	4,131,345	3,241,635
Other	(1,645,030)	(799,478)	(1,082,246)	(873,503)	(621,958)	(550,714)	(1,180,256)	(464,280)
Total Fund Balance	1,464,044	2,377,220	2,170,470	2,402,258	2,820,517	2,199,998	2,545,596	2,205,420
Fund Balance Policy Requirement	284,000	454,000	454,000	434,000	458,000	450,000	713,000	482,000
Excess (deficiency)	1,180,044	1,923,220	1,716,470	1,968,258	2,362,517	1,749,998	1,832,596	1,723,420

Operational & Capital Detail To Follow

street fund long-term plan

STREET FUND - SUMMARY

#260	2013	2014	2015	2016	2017	Comments	Long-term Percent
	Projection	Projection	Projection	Projection	Projection		
Revenues							
Taxes	\$ 51,500	\$ 53,000	\$ 54,600	\$ 56,200	\$ 57,900		
Intergovernmental Revenue	1,509,400	1,194,200	1,230,000	1,266,900	1,304,900		
Charges for Services	2,093,100	2,162,500	2,234,300	2,308,400	2,385,100		
Systems Development Charges (SDC)	42,100	44,200	46,400	48,800	51,200		
Assessment Revenues	-	-	-	-	-	Calculated for projects	
Interest on Investments	39,800	40,100	40,400	40,700	41,000		
Miscellaneous Revenues	5,100	5,200	5,300	5,400	5,500		
Interfund Loan	-	-	-	-	-		
Bond Proceeds	260,000	610,000	610,000	610,000	610,000		
Operating Transfers In	-	-	-	-	-		
Total Revenues	\$ 4,001,000	\$ 4,109,200	\$ 4,221,000	\$ 4,336,400	\$ 4,455,600		
<i>Actual % of Final Budget</i>							
Expenditures							
Street Operations - Personal Services	683,500	717,700	753,600	791,300	830,900	Calculated for projects	
Street Operations - Materials & Services	1,242,200	1,279,500	1,317,900	1,357,400	1,398,100	Includes Bus Service	
Street Operations - Capital Outlay	618,000	618,000	618,000	618,000	618,000		
Grounds Maintenance	214,700	221,100	227,700	234,500	241,500		
Storm Water Operations - Personal Services	302,000	317,100	333,000	349,700	367,200		
Storm Water Operations - Materials & Services	253,400	261,000	268,800	276,900	285,200		
Storm Water Operations - Capital Outlay	15,400	105,000	-	-	-		
SDC Projects	20,000	20,000	20,000	20,000	20,000	Calculated for projects	
Local Improvement District - Projects	-	-	-	-	-	Calculated for projects	
New Debt Service	125,000	174,000	223,000	272,000	321,000		
Interfund Loan	-	-	-	-	-		
Operating Transfers Out	-	-	-	-	-	Bancroft Debt	
Contingency	100,000	103,000	106,000	109,000	113,000		
Total Expenditures	3,574,200	3,816,400	3,868,000	4,028,800	4,194,900		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	426,800	292,800	353,000	307,600	260,700		
Working Capital Carryover	2,305,420	2,832,220	3,228,020	3,687,020	4,103,620		
Ending Fund Balance	\$ 2,732,220	\$ 3,125,020	\$ 3,581,020	\$ 3,994,620	\$ 4,364,320		
Ending Fund Balance Reconciliation							
Storm Drain Balance	(439,535)	(391,135)	(232,035)	(67,135)	103,765		
Transportation Balance	3,506,035	3,720,435	3,884,335	3,997,035	4,056,835		
Other	(334,280)	(204,280)	(71,280)	64,720	203,720		
Total Fund Balance	2,732,220	3,125,020	3,581,020	3,994,620	4,364,320		
Fund Balance Policy Requirement	498,000	514,000	530,000	547,000	565,000	Policy is 15% of operating revenues.	
Excess (deficiency)	2,234,220	2,611,020	3,051,020	3,447,620	3,799,320		

Operational & Capital Detail To Follow

street fund long-term plan-continued

STREET FUND						2011	2011	
Operational Detail	2006	2007	2008	2009	2010	Amended	Estimate for	2012
#260	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 264,072	\$ 215,198	\$ 188,030	\$ 198,994	\$ 200,906	\$ 46,225	\$ 48,000	\$ 50,000
Intergovernmental Revenue	1,006,267	989,809	941,646	838,483	890,503	1,095,005	980,500	1,125,620
Intergovernmental Grants	-	-	-	-	-	-	-	-
Jurisdictional exchange	-	-	-	-	-	-	-	-
Storm Drain Fees	326,992	342,094	499,863	566,985	581,346	611,000	577,300	663,000
Transportation Fees	970,123	1,023,913	1,185,832	1,245,153	1,282,254	1,320,000	1,300,000	1,352,800
Miscellaneous Service	1,449	10,615	6,741	4,462	8,022	7,878	10,000	10,200
Interest on Investments	50,259	103,283	110,992	28,782	30,607	-	12,500	9,500
Miscellaneous Revenues	14,930	159,272	400	8,919	61,399	23,870	10,000	5,000
Interfund Loan	-	-	-	-	-	-	-	-
Operating Transfers In	-	-	-	-	-	-	-	-
Total Revenues	2,634,092	2,844,184	2,933,504	2,891,778	3,055,037	3,103,978	2,938,300	3,216,120
<i>Actual % of Final Budget</i>	<i>77.70%</i>	<i>65.50%</i>	<i>92.10%</i>	<i>93.28%</i>	<i>101.54%</i>		<i>94.66%</i>	
Expenditures								
Street Operations - Personal Services	471,861	512,822	534,349	547,319	557,241	608,855	608,855	644,836
Street Operations - Materials & Services	1,058,171	1,063,863	1,008,130	1,027,959	1,093,227	1,167,758	925,330	1,205,990
Street Operations - Capital Outlay	2,925	3,380	2,000	-	4,999	-	-	238,000
Grounds Maintenance	177,784	183,799	183,019	188,582	183,183	204,896	204,896	208,444
Storm Water Operations - Personal Services	271,029	225,843	263,609	241,045	247,813	264,026	263,887	284,921
Storm Water Operations - Materials & Services	246,260	251,784	280,923	281,573	272,561	269,502	263,400	245,980
Storm Water Operations - Capital Outlay	36,126	103,084	134,266	50,630	10,340	122,000	112,500	182,650
New Debt Service	-	-	-	-	-	394,000	-	-
Interfund Loan	270,000	-	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	147,564	74,000	-	-
Contingency	-	-	-	-	-	93,000	-	100,000
Total Expenditures	2,534,156	2,344,575	2,406,296	2,337,108	2,516,928	3,198,037	2,378,868	3,110,821
<i>Actual % of Final Budget</i>	<i>76.10%</i>	<i>47.60%</i>	<i>78.13%</i>	<i>69.03%</i>	<i>91.30%</i>		<i>74.39%</i>	
Revenues Over (Under) Expenditures	99,936	499,609	527,208	554,670	538,109	(94,059)	559,432	105,299
Working Capital Carryover	(453,549)	(353,613)	145,996	673,204	1,227,874	1,879,364	1,765,983	2,325,415
Ending Fund Balance	\$ (353,613)	\$ 145,996	\$ 673,204	\$ 1,227,874	\$ 1,765,983	\$ 1,785,305	\$ 2,325,415	\$ 2,430,714
Operations Reconciliation								
Storm Drain Balance	(540,200)	(778,817)	(957,752)	(822,779)	(765,884)	(810,412)	(828,371)	(860,963)
Transportation Balance	2,051,632	2,193,954	2,160,491	2,013,281	2,092,388	2,042,857	2,714,307	2,198,707
Other	(1,865,045)	(1,269,141)	(529,535)	37,372	439,479	552,860	439,479	1,092,970
Total Fund Balance	(353,613)	145,996	673,204	1,227,874	1,765,983	1,785,305	2,325,415	2,430,714
Fund Balance Policy Requirement	263,000	284,000	293,000	289,000	306,000	450,000	294,000	482,000
Excess (deficiency)	(616,613)	(138,004)	380,204	938,874	1,459,983	1,335,305	2,031,415	1,948,714

street fund long-term plan-continued

STREET FUND							
Operational Detail	2013	2014	2015	2016	2017		Long-term
#260	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ 51,500	\$ 53,000	\$ 54,600	\$ 56,200	\$ 57,900		103.0%
Intergovernmental Revenue	1,159,400	1,194,200	1,230,000	1,266,900	1,304,900		103.0%
Intergovernmental Grants	-	-	-	-	-		
Jurisdictional exchange	-	-	-	-	-		
Storm Drain Fees	689,500	717,100	745,800	775,600	806,600	Needs a 15% increase for 2012	104.0%
Transportation Fees	1,393,400	1,435,200	1,478,300	1,522,600	1,568,300		103.0%
Miscellaneous Service	10,200	10,200	10,200	10,200	10,200		100.0%
Interest on Investments	9,800	10,100	10,400	10,700	11,000		103.0%
Miscellaneous Revenues	5,100	5,200	5,300	5,400	5,500		102.0%
Interfund Loan	-	-	-	-	-		
Operating Transfers In	-	-	-	-	-		
Total Revenues	3,318,900	3,425,000	3,534,600	3,647,600	3,764,400		
<i>Actual % of Final Budget</i>							
Expenditures							
Street Operations - Personal Services	683,500	717,700	753,600	791,300	830,900		105.0%
Street Operations - Materials & Services	1,242,200	1,279,500	1,317,900	1,357,400	1,398,100	Includes Bus Service	103.0%
Street Operations - Capital Outlay	8,000	8,000	8,000	8,000	8,000		100.0%
Grounds Maintenance	214,700	221,100	227,700	234,500	241,500		103.0%
Storm Water Operations - Personal Services	302,000	317,100	333,000	349,700	367,200		105.0%
Storm Water Operations - Materials & Services	253,400	261,000	268,800	276,900	285,200		103.0%
Storm Water Operations - Capital Outlay	15,400	105,000	-	-	-		100.0%
New Debt Service	125,000	174,000	223,000	272,000	321,000		
Interfund Loan	-	-	-	-	-		
Operating Transfers Out	-	-	-	-	-	Bancroft Debt	
Contingency	100,000	103,000	106,000	109,000	113,000	Contingency is 3% minimum of operating expenditures.	
Total Expenditures	2,944,200	3,186,400	3,238,000	3,398,800	3,564,900		
<i>Actual % of Final Budget</i>							
Revenues Over (Under) Expenditures	374,700	238,600	296,600	248,800	199,500		
Working Capital Carryover	2,530,714	3,005,414	3,347,014	3,749,614	4,107,414		
Ending Fund Balance	\$ 2,905,414	\$ 3,244,014	\$ 3,643,614	\$ 3,998,414	\$ 4,306,914		
Operations Reconciliation							
Storm Drain Balance	(742,263)	(708,263)	(564,263)	(415,263)	(261,063)		
Transportation Balance	2,454,707	2,659,307	2,811,907	2,911,707	2,957,007		
Other	1,192,970	1,292,970	1,395,970	1,501,970	1,610,970		
Total Fund Balance	2,905,414	3,244,014	3,643,614	3,998,414	4,306,914		
Fund Balance Policy Requirement	498,000	514,000	530,000	547,000	565,000	Policy is 15%.	
Excess (deficiency)	2,407,414	2,730,014	3,113,614	3,451,414	3,741,914		

street fund long-term plan-continued

STREET FUND						2011	2011	
Capital Detail	2006	2007	2008	2009	2010	Amended	Estimate for	2012
#260	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Intergovernmental Revenue	\$ 202,982	\$ 366,549	\$ -	\$ -	\$ -	\$ 1,334,000	\$ 1,025,000	\$ 1,881,875
Other	-	-	1,100	-	-	775,000	775,000	-
Sys. Dev. Charges-Storm Water	56,365	61,940	36,653	16,930	15,279	12,980	13,000	13,000
Sys. Dev. Charges-Transportation	332,289	207,397	130,833	55,713	60,822	26,725	27,000	27,000
Assessment Revenues	359,810	108,864	67,195	25,587	3,292	7,495	11,700	5,000
Bond Proceeds - Storm Water Rev Bonds	-	-	-	-	-	68,000	-	-
Bond Proceeds - T ransportation Rev Bonds	-	-	-	-	-	465,750	-	900,000
LID Bond	-	-	-	-	-	526,440	-	400,000
Interest on Investments	-	-	-	-	-	20,355	12,500	9,500
Total Revenues	951,446	744,750	235,781	98,230	79,393	3,236,745	1,864,200	3,236,375
<i>Actual % of Final Budget</i>	<i>n/a</i>	<i>n/a</i>	<i>19.25%</i>	<i>1.67%</i>	<i>3.28%</i>		<i>57.59%</i>	
Expenditures								
Street Operations - CIP	464,993	203,208	588,850	258,754	140,065	2,644,750	2,100,000	2,742,750
Storm Water Operations - CIP	-	-	-	-	-	-	-	-
Storm Water - SDC	153,357	33,412	152,980	35,510	10,818	95,555	86,055	146,850
T ransportation - SDC	109,746	57,384	202,916	90,995	30,110	521,810	230,000	401,110
T ransportation - LID - Materials & Services	7,100	7,498	7,498	7,498	7,498	7,498	7,498	-
	-	-	-	-	-	-	-	-
T ransportation - LID - Capital Outlay - City Fees	38,170	29,681	17,495	28,355	10,752	526,440	275,000	391,140
Total Expenditures	773,366	331,183	969,739	421,112	199,243	3,796,053	2,698,553	3,681,850
<i>Actual % of Final Budget</i>	<i>0.00%</i>	<i>0.00%</i>	<i>34.39%</i>	<i>11.35%</i>	<i>6.00%</i>		<i>71.09%</i>	
Revenues Over (Under) Expenditures	178,080	413,567	(733,958)	(322,882)	(119,850)	(559,308)	(834,353)	(445,475)
Working Capital Carryover	1,639,577	1,817,657	2,231,224	1,497,266	1,174,384	974,001	1,054,534	220,181
Ending Fund Balance	\$ 1,817,657	\$ 2,231,224	\$ 1,497,266	\$ 1,174,384	\$ 1,054,534	\$ 414,693	\$ 220,181	\$ (225,294)
Capital Reconciliation								
SDC Storm Balance	50,964	64,870	425,369	495,933	495,933	(73,539)	422,878	289,028
SDC T ransportation Balance	1,546,678	1,696,691	1,624,608	1,589,326	1,620,038	1,591,806	1,417,038	1,042,928
Storm Project Balance	-	-	-	18,089	13,883	(54,000)	-	-
T ransportation Project Balance	-	-	-	-	-	(70,000)	-	39,125
Other - LID & Misc.	220,015	469,663	(552,711)	(928,964)	(1,075,320)	(1,101,574)	(1,619,735)	(1,596,375)
Total Fund Balance	1,817,657	2,231,224	1,497,266	1,174,384	1,054,534	292,693	220,181	(225,294)

street fund long-term plan-continued

STREET FUND							
Capital Detail	2013	2014	2015	2016	2017		Long-term
#260	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Intergovernmental Revenue	\$ 350,000	\$ -	\$ -	\$ -	\$ -		
Other	-	-	-	-	-	Jefferson St Grant/Loan	
Sys. Dev. Charges-Storm Water	13,700	14,400	15,100	15,900	16,700		105.0%
Sys. Dev. Charges-Transportation	28,400	29,800	31,300	32,900	34,500		105.0%
Assessment Revenues	-	-	-	-	-	Calculated for projects	100.0%
Bond Proceeds - Storm Water Rev Bonds	-	-	-	-	-		
Bond Proceeds - Transportation Rev Bonds	260,000	610,000	610,000	610,000	610,000		
LID Bond	-	-	-	-	-	Calculated for projects	
Interest on Investments	30,000	30,000	30,000	30,000	30,000		103.0%
Total Revenues	682,100	684,200	686,400	688,800	691,200		
<i>Actual % of Final Budget</i>							
Expenditures							
Street Operations - CIP	610,000	610,000	610,000	610,000	610,000	Calculated for projects	100.0%
Storm Water Operations - CIP	-	-	-	-	-	Calculated for projects	100.0%
Storm Water - SDC	-	-	-	-	-	Calculated for projects	
Transportation - SDC	20,000	20,000	20,000	20,000	20,000	Calculated for projects	
Transportation - LID - Materials & Services	-	-	-	-	-	Calculated for projects	103.0%
Transportation - LID - Capital Outlay - City Fees	-	-	-	-	-	Calculated for projects	
Total Expenditures	630,000	630,000	630,000	630,000	630,000		
<i>Actual % of Final Budget</i>							
Revenues Over (Under) Expenditures	52,100	54,200	56,400	58,800	61,200		
Working Capital Carryover	(225,294)	(173,194)	(118,994)	(62,594)	(3,794)		
Ending Fund Balance	\$ (173,194)	\$ (118,994)	\$ (62,594)	\$ (3,794)	\$ 57,406		
Capital Reconciliation							
SDC Storm Balance	302,728	317,128	332,228	348,128	364,828		
SDC Transportation Balance	1,051,328	1,061,128	1,072,428	1,085,328	1,099,828		
Storm Project Balance	-	-	-	-	-		
Transportation Project Balance	39,125	39,125	39,125	39,125	39,125		
Other - LID & Misc.	(1,566,375)	(1,536,375)	(1,506,375)	(1,476,375)	(1,446,375)		
Total Fund Balance	(173,194)	(118,994)	(62,594)	(3,794)	57,406		

Airport Fund Narrative

This fund is used to account for Airport operations and revenues from service charges, rental, and lease fees.

Long-Term Assumptions

- ⇒ Operational expenses will increase at 3% per year.
- ⇒ Requires a minimum 4% increase on leases and services to maintain fund balances.
- ⇒ Capital improvements transferred to the CIP Fund in FY 2010 but internal charges to Airport still represent required match monies.

Fund Balance

The fund balance policy requires a balance of 10 percent of revenues.

airport fund resources

#	Description	2011 Year End							
		2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	Estimate	2012 Adopted
400	Working Capital Carryover	\$ 122,942	\$ 54,874	\$ 55,339	\$ 86,891	\$ 99,978	\$ 12,766	\$ 32,160	\$ 42,573
	Intergovernmental Revenues								
	Federal	7,216	17,377	178,186	3,991	-	-	-	-
430	Total Intergovernmental	7,216	17,377	178,186	3,991	-	-	-	-
	Charges for Services								
	Rent	98,280.0	98,779	108,513	104,907	118,223	105,225	112,000	115,000
440	Total Charges for Services	98,280.0	98,779	108,513	104,907	118,223	105,225	112,000	115,000
	Interest on Investments								
	Interest on Pooled Investments	1,317	2,805	2,361	1,005	575	100	200	300
470	Total Interest on Investments	1,317	2,805	2,361	1,005	575	100	200	300
	Miscellaneous Revenues								
	Miscellaneous Income	576	-	-	-	-	-	-	-
480	Total Miscellaneous Revenues	576	-						
	Other Financing Sources								
	Loan Proceeds	-	-	-	290,000	-	-	-	-
	Interfund Loan	-	-	-	-	-	-	-	-
490	Total Other Financing Sources	-	-	-	290,000	-	-	-	-
	Total Airport Fund	\$ 230,331	\$ 173,835	\$ 344,399	\$ 486,794	\$ 218,776	\$ 118,091	\$ 144,360	\$ 157,873

airport fund long-term plan

AIRPORT FUND						2011	2011	
#280	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Intergovernmental Revenue	\$ 7,216	\$ 17,377	\$ 178,186	\$ 3,991	\$ -	\$ -	\$ -	\$ -
Charges for Services	98,280	98,779	108,513	104,907	118,223	105,225	112,000	115,000
Interest on Investments	1,317	2,805	2,361	1,005	575	100	200	300
Other Financing Sources	-	-	-	290,000	-	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
Miscellaneous	575	-	-	-	-	-	-	-
Total Revenues	107,388	118,961	289,060	399,903	118,798	105,325	112,200	115,300
<i>Actual % of Final Budget</i>	<i>84.56%</i>	<i>114.94%</i>	<i>82.94%</i>	<i>89.36%</i>	<i>110.00%</i>		<i>106.53%</i>	
Expenditures								
Materials and Services	100,384	83,424	97,242	63,645	68,080	58,750	58,250	64,950
Capital Outlay	-	-	125,194	8,493	-	-	-	-
Capital soft match	-	-	-	-	-	-	-	-
Debt Service	35,072	35,072	35,072	314,678	38,536	43,537	43,537	43,536
Interfund Loan	40,000	-	-	-	80,000	-	-	-
Operating Contingency						5,000		5,000
Total Expenditures	175,456	118,496	257,508	386,816	186,616	107,287	101,787	113,486
<i>Actual % of Final Budget</i>	<i>50.69%</i>	<i>78.11%</i>	<i>67.80%</i>	<i>91.81%</i>	<i>92.25%</i>		<i>94.87%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	(68,068)	465	31,552	13,087	(67,818)	(1,962)	10,413	1,814
Working Capital Carryover	122,942	54,874	55,339	86,891	99,978	12,766	32,160	42,573
Ending Fund Balance	\$ 54,874	\$ 55,339	\$ 86,891	\$ 99,978	\$ 32,160	\$ 10,804	\$ 42,573	\$ 44,387
Fund Balance Policy Requirement	16,000	16,000	18,000	17,000	12,000	10,000	10,000	12,000
Excess (deficiency)	38,874	39,339	68,891	82,978	20,160	804	32,573	32,387

AIRPORT FUND							
#280	2013	2014	2015	2016	2017	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -		
Charges for Services	120,800	126,800	133,100	139,800	146,800		105.0%
Interest on Investments	300	300	300	300	300		100.0%
Other Financing Sources	-	-	-	-	-	Refinanced T-hangar Bank Loan in 2009	0.0%
Interfund Loan	-	-	-	-	-		103.0%
Miscellaneous	-	-	-	-	-		100.0%
Total Revenues	121,100	127,100	133,400	140,100	147,100		
<i>Actual % of Final Budget</i>							
Expenditures							
Materials and Services	68,000	71,000	77,000	87,000	97,000		105.0%
Capital Outlay	-	-	-	-	-		
Capital soft match	-	-	-	-	-		
Debt Service	38,537	38,537	38,537	38,537	38,537	T-hangar debt service to 2019	
Interfund Loan	-	-	-	-	-	Repayment to Water Fund	
Operating Contingency	5,000	5,000	5,000	5,000	5,000	Contingency is 3%.	100.0%
Total Expenditures	111,537	114,537	120,537	130,537	140,537		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	9,563	12,563	12,863	9,563	6,563		
Working Capital Carryover	49,387	63,950	81,513	99,376	113,939		
Ending Fund Balance	\$ 58,950	\$ 76,513	\$ 94,376	\$ 108,939	\$ 120,502		
Fund Balance Policy Requirement	12,000	13,000	13,000	14,000	15,000	Policy is 10%.	
Excess (deficiency)	46,950	63,513	81,376	94,939	105,502		

CIP Fund Narrative

This fund accounts for facility maintenance and capital projects not includable in the enterprise funds. Primary revenues are internal charges, taxes and impact fees.

Prepared Food and Beverage Tax. Initially in March 1993 and then again in November 2009, the citizens approved a prepared food and beverage tax. One percent (1/5 of the revenues) of the tax is dedicated for purposes of acquisition, planning, development and major rehabilitation of City parks per the City of Ashland's Capital Improvement Plan. Of the twenty percent (20%) allocated to the Parks Account, twenty percent (20%) of the amount collected must be used for Open Space acquisition. The other 80% of the tax revenue dedicated to the Wastewater Treatment Plant upgrade and are shown in the Wastewater Fund. The tax sunsets in December 2030.

System Development Charges. The City revised System Development Charges for water and wastewater in 2006 and transportation, storm drain, and parks during the 1996-97 fiscal year. This budget includes only the Parks SDCs. Other SDCs are shown in the appropriate operating department funds.

Assessment Payments. These are payments made on Local Improvement Projects by property owners prior to the City permanently financing the project. After the project is financed the payments are made to the Debt Fund. Property owners pay for the improvements upon completion of the project either over time or in full.

Charges for Services. Four years ago, the City revised the Facility use fee, to appropriately cover the cost of the Facilities Division of Public Works. Each department is now charged the fee for the operations, which includes payments for utilities, personnel for maintaining the facilities, as well as replacement costs such as reroofing and long term maintenance of all City buildings.

Intergovernmental Revenues. This budget shows a FAA grants for improvements to the airport. A full structural overlay of runway 12/30 and a replacement of the VASI (Visual Approach Slope Indicator) took place in FY 2010-11.

Long-Term Assumptions

- ⇒ The City will need to continue to study the revenue needed to pay for Capital Improvements.

Fund Balance

The fund balance policy for this fund is \$500,000.

capital improvements plan fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 924,554	\$ 803,171	\$ 656,315	\$ 1,003,916	\$ 1,433,904	\$ 2,254,231	\$ 2,138,176	\$ 2,050,612
	Taxes								
	Food and Beverage Tax	370,141		391,717	373,791	395,952	412,000	390,000	432,000
410	Total Taxes	370,141	394,781 394,781	391,717	373,791	395,952	412,000	390,000	432,000
	Intergovernmental Revenues								
	Federal	-	-	-	-	196,058	1,710,000	1,710,000	175,000
430	Total Intergovernmental	-	-	-	-	196,058	1,710,000	1,710,000	175,000
	Charges for Services								
	Maintenance & Parking fees	12,254	69,714	83,987	83,951	69,444	80,000	69,000	80,000
	Use of Facilities Fee	267,560	1,094,073	900,179	1,105,178	1,105,526	1,105,000	1,105,000	930,000
440	Total Charges for Services	279,814	1,163,787	984,166	1,189,129	1,174,970	1,185,000	1,174,000	1,010,000
	Parks								
	System Development Charges	105,193	65,973	48,307	18,375	16,377	10,000	22,000	22,000
	Assessments								
	Unbonded Assessments	-	-	-	-	-	-	-	-
460	Total Assessment Payments	-	-	-	-	-	-	-	-
	Interest on Investments								
	Interest on Pooled Investments	30,232	20,706	41,154	14,151	17,836	15,000	24,000	24,000
470	Total Interest on Investments	30,232	20,706	41,154	14,151	17,836	15,000	24,000	24,000
	Miscellaneous Revenues								
	Donations								
	Miscellaneous Income	3,127	17,593	22,729	10,350	356	200	1,000	1,000
	Notes Receivable Payments	7,250	7,250	7,250	7,250	7,250	-	-	-
480	Total Miscellaneous Revenues	10,377	24,843	29,979	17,600	7,606	200	1,000	1,000
	Other Financing Sources								
	Loan Proceeds	-	-	-	-	-	-	-	4,670,000
	Interfund Loan	-	125,059	-	625,000	-	-	-	-
490	Total Other Financing Sources	-	125,059	-	625,000	-	-	-	4,670,000
	Total Capital Improvements Fund	\$ 1,720,311	\$ 2,598,320	\$ 2,151,638	\$ 3,241,962	\$ 3,242,703	\$ 5,586,431	\$ 5,459,176	\$ 8,384,612

capital improvements plan fund long-term

CIP FUND - SUMMARY						2011	2011	
#410	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 370,141	\$ 394,781	\$ 391,717	\$ 373,791	\$ 395,952	\$ 412,000	\$ 390,000	\$ 432,000
Intergovernmental Revenues	-	-	-	-	196,058	1,710,000	1,710,000	175,000
Charges for Services	279,814	1,163,787	984,166	1,189,129	1,174,971	1,185,000	1,174,000	1,010,000
System Dev. Charges	105,193	65,973	48,307	18,375	16,377	10,000	22,000	22,000
Interest on Investments	30,232	20,706	41,154	14,151	17,835	15,000	24,000	24,000
Miscellaneous Revenues	10,377	24,843	29,979	17,600	7,606	200	1,000	1,000
Other Financing Sources	-	-	-	-	-	-	-	4,670,000
Interfund Loan	-	125,059	-	625,000	-	-	-	-
Operating Transfers In	-	-	-	-	-	-	-	-
Total Revenues	795,757	1,795,149	1,495,323	2,238,046	1,808,799	3,332,200	3,321,000	6,334,000
<i>Actual % of Final Budget</i>	<i>17.08%</i>	<i>29.25%</i>	<i>91.63%</i>	<i>93.89%</i>	<i>63.02%</i>		<i>99.66%</i>	
Expenditures								
Facilities - Personal Services	-	147,120	172,426	180,524	178,899	192,586	192,511	202,620
Facilities - Materials and Services	-	366,633	456,014	368,634	349,533	395,154	365,050	443,560
Facilities - Capital Outlay	81,316	79,876	96,137	740,164	261,970	2,215,012	1,850,500	3,623,000
Parks SDC - Material and Services	-	-	-	-	-	-	-	-
Parks SDC - Capital Outlay	-	-	-	-	-	-	-	121,350
Parks Open Space - Materials and Services	-	-	-	-	-	-	-	40,650
Parks Open Space - Capital Outlay	513,995	317,883	120,572	205,861	-	400,000	125,000	1,745,000
Operating Transfers Out - SDC Debt	11,427	11,427	11,427	11,427	11,427	11,488	11,488	11,488
Operating Transfers Out - Open Space Debt	131,252	143,310	114,046	122,953	122,953	110,494	110,494	110,494
Operating Transfers Out - CIP Debt	179,150	180,697	177,100	178,495	179,745	545,521	545,521	-
Operating Transfers Out - AFN Debt	-	570,000	-	-	-	-	-	-
Interfund Loan	-	125,059	-	-	-	208,000	208,000	208,000
Contingency	-	-	-	-	-	14,500	-	50,000
Total Expenditures	917,140	1,942,005	1,147,722	1,808,058	1,104,527	4,092,755	3,408,564	6,556,162
<i>Actual % of Final Budget</i>	<i>52.85%</i>	<i>38.16%</i>	<i>87.08%</i>	<i>95.10%</i>	<i>48.43%</i>		<i>83.28%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>20.00%</i>	<i>73.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	(121,383)	(146,856)	347,601	429,988	704,272	(760,555)	(87,564)	(222,162)
Working Capital Carryover	924,554	803,171	656,315	1,003,916	1,433,904	2,254,231	2,138,176	2,050,612
Ending Fund Balance	\$ 803,171	\$ 656,315	\$ 1,003,916	\$ 1,433,904	\$ 2,138,176	\$ 1,493,676	\$ 2,050,612	\$ 1,828,450
Ending Fund Balance Reconciliation								
SDC Fund Balance	65,675	168,896	96,632	348,746	353,696	345,830	364,208	253,370
Open Space Fund Balance	(116,548)	(182,960)	(25,861)	19,116	292,115	195,530	238,621	236,477
CIP Operations Fund Balance	854,044	719,054	872,676	1,066,042	1,492,365	952,316	1,447,783	1,338,603
Total Fund Balance	803,171	704,990	943,447	1,433,904	2,138,176	1,493,676	2,050,612	1,828,450

Operational & Capital Detail To Follow

capital improvements plan fund long-term

CIP FUND - SUMMARY

#410	2013	2014	2015	2016	2017	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Taxes	\$ 445,000	\$ 458,400	\$ 472,200	\$ 480,100	\$ 488,300	Food & Beverage tax ends Dec 2030	
Intergovernmental Revenues	-	-	-	-	-	Airport improvement grants	
Charges for Services	1,040,000	1,071,000	1,103,000	1,136,000	1,170,000		
System Dev. Charges	25,000	25,000	25,000	25,000	25,000		
Interest on Investments	40,800	51,800	63,500	65,100	66,800		
Miscellaneous Revenues	10,600	10,900	10,900	11,200	11,500		
Other Financing Sources	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
Operating Transfers In	-	-	-	-	-		
Total Revenues	1,561,400	1,617,100	1,674,600	1,717,400	1,761,600		
<i>Actual % of Final Budget</i>							
Expenditures							
Facilities - Personal Services	214,800	225,500	236,800	248,600	261,000		
Facilities - Materials and Services	456,900	470,600	484,700	499,200	514,200		
Facilities - Capital Outlay	400,000	400,000	400,000	400,000	400,000		
Parks SDC - Material and Services	-	-	-	-	-		
Parks SDC - Capital Outlay	-	-	-	-	-		
Parks Open Space - Materials and Services	-	-	-	-	-		
Parks Open Space - Capital Outlay	400,000	25,000	25,000	25,000	250,000	Depends on available Food & Beverage balance.	
Operating Transfers Out - SDC Debt	-	-	-	-	-		
Operating Transfers Out - Open Space Debt	245,000	245,000	245,000	245,000	245,000		
Operating Transfers Out - CIP Debt	-	-	-	-	-		
Operating Transfers Out - AFN Debt	-	-	-	-	-		
Interfund Loan	208,000	208,000	208,000	208,000	102,000		
Contingency	50,000	50,000	50,000	50,000	50,000		
Total Expenditures	1,974,700	1,624,100	1,649,500	1,675,800	1,822,200		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(413,300)	(7,000)	25,100	41,600	(60,600)		
Working Capital Carryover	1,878,450	1,515,150	1,558,150	1,633,250	1,724,850		
Ending Fund Balance	\$ 1,465,150	\$ 1,508,150	\$ 1,583,250	\$ 1,674,850	\$ 1,664,250		
Ending Fund Balance Reconciliation							
SDC Fund Balance	278,370	303,370	328,370	353,370	378,370		
Open Space Fund Balance	(171,523)	(191,123)	(196,923)	(194,823)	(303,523)		
CIP Operations Fund Balance	1,358,303	1,395,903	1,451,803	1,516,303	1,589,403		
Total Fund Balance	1,465,150	1,508,150	1,583,250	1,674,850	1,664,250	<i>Policy is \$500,000</i>	

Operational & Capital Detail To Follow

capital improvements plan fund long-term-continued

CIP FUND							2011	2011	
Operational Detail	2006	2007	2008	2009	2010	Amended	Estimate for	2012	
#410	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted	
Revenues									
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208,000	\$ 208,000	\$ 208,000	
Charges for Services	279,489	1,163,787	984,166	1,189,129	1,174,971	1,185,000	1,174,000	1,010,000	
Interest on Investments	30,232	20,706	41,154	14,151	17,835	9,000	24,000	24,000	
Miscellaneous Revenues	10,377	24,843	29,979	17,600	7,606	200	1,000	1,000	
Sale of Land	-	125,059	-	-	-	-	-	-	
Interfund Loan	-	-	-	625,000	-	-	-	-	
Operating Transfers In	-	-	-	-	-	-	-	-	
Total Revenues	320,098	1,334,395	1,055,299	1,845,880	1,200,412	1,402,200	1,407,000	1,243,000	
<i>Actual % of Final Budget</i>	<i>17.00%</i>	<i>35.60%</i>	<i>109.06%</i>	<i>97.67%</i>	<i>100.11%</i>		<i>100.34%</i>		
Expenditures									
Facilities - Personal Services	-	147,120	172,426	180,524	178,899	192,586	192,511	202,620	
Facilities - Materials and Services	-	366,633	456,015	368,634	349,533	395,154	365,050	443,560	
Facilities - Capital Outlay	81,316	79,876	96,136	740,164	261,970	415,012	175,651	448,000	
Operating Transfers Out - AFN Debt	-	570,000	-	-	-	-	-	-	
Operating Transfers Out - CIP Debt	179,150	180,697	177,100	178,495	179,745	545,521	545,521	-	
Interfund Loan	-	125,059	-	-	-	208,000	208,000	208,000	
Operating Contingency	-	-	-	-	-	14,500	-	50,000	
Total Expenditures	260,466	1,469,385	901,677	1,467,817	970,147	1,770,773	1,486,733	1,352,180	
<i>Actual % of Final Budget</i>	<i>52.80%</i>	<i>38.20%</i>	<i>90.84%</i>	<i>93.71%</i>	<i>116.56%</i>		<i>83.96%</i>		
Revenues Over (Under) Expenditures	59,632	(134,990)	153,622	378,063	230,265	(368,573)	(79,733)	(109,180)	
Working Capital Carryover	403,855	463,487	328,497	482,119	860,182	1,289,512	1,090,447	1,010,714	
Ending Fund Balance	\$ 463,487	\$ 328,497	\$ 482,119	\$ 860,182	\$ 1,090,447	\$ 920,939	\$ 1,010,714	\$ 901,534	
Operations Reconciliation									
Ending Fund Balance	463,487	328,497	482,119	860,182	1,090,447	920,939	1,010,714	901,534	
Interfund Loan Payable						-	-		
Adjusted Operations Fund Balance						920,939	1,010,714	901,534	
Target	-	-	-	-	-	500,000	500,000	500,000	
Over under	463,487	328,497	482,119	860,182	1,090,447	420,939	510,714	401,534	

capital improvements plan fund long-term-continued

CIP FUND							
Operational Detail	2013	2014	2015	2016	2017		Long-term
#410	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ 208,000	\$ 208,000	\$ 208,000	\$ 208,000	\$ 102,000	F&B Tax pays Clay internal loan 2011-2013	
Charges for Services	1,040,000	1,071,000	1,103,000	1,136,000	1,170,000		103.0%
Interest on Investments	30,800	41,800	53,500	55,100	56,800		103.0%
Miscellaneous Revenues	10,600	10,900	10,900	11,200	11,500		103.0%
Sale of Land	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
Operating Transfers In	-	-	-	-	-		
Total Revenues	1,289,400	1,331,700	1,375,400	1,410,300	1,340,300		
<i>Actual % of Final Budget</i>							
Expenditures							
Facilities - Personal Services	214,800	225,500	236,800	248,600	261,000		105.0%
Facilities - Materials and Services	456,900	470,600	484,700	499,200	514,200		103.0%
Facilities - Capital Outlay	400,000	400,000	400,000	400,000	400,000	Internal projects.	100.0%
Operating Transfers Out - AFN Debt	-	-	-	-	-		
Operating Transfers Out - CIP Debt	-	-	-	-	-	City paid off CDES/OECDD loan 2.5 years early	
Interfund Loan	208,000	208,000	208,000	208,000	102,000	Repay internal loan from Equipment Fund for Clay St.	
Operating Contingency	50,000	50,000	50,000	50,000	50,000	Policy is minimum 3% - 4% of operating expenditures.	
Total Expenditures	1,329,700	1,354,100	1,379,500	1,405,800	1,327,200		
<i>Actual % of Final Budget</i>							
Revenues Over (Under) Expenditures	(40,300)	(22,400)	(4,100)	4,500	13,100		
Working Capital Carryover	951,534	961,234	988,834	1,034,734	1,089,234		
Ending Fund Balance	\$ 911,234	\$ 938,834	\$ 984,734	\$ 1,039,234	\$ 1,102,334		
Operations Reconciliation							
Ending Fund Balance	911,234	938,834	984,734	1,039,234	1,102,334		
Interfund Loan Payable							
Adjusted Operations Fund Balance	911,234	938,834	984,734	1,039,234	1,102,334		
Target	500,000	500,000	500,000	500,000	500,000	Policy is \$500,000	
Over under	411,234	438,834	484,734	539,234	602,334		

capital improvements plan fund long-term-continued

CIP						2011	2011		
#410	Capital Detail	2006	2007	2008	2009	2010	Amended	Estimate for	2012
		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues									
	Taxes	\$ 370,141	\$ 394,781	\$ 391,717	\$ 373,791	\$ 395,952	\$ 204,000	\$ 182,000	\$ 224,000
	Intergovernmental Revenues					196,058	1,710,000	1,710,000	175,000
	Open Space Rents	325	-	-	-	-			
	System Dev. Charges	105,193	65,973	48,307	18,375	16,377	10,000	22,000	22,000
	Interest						6,000	-	-
	Other Financing Sources								4,670,000
	Total Revenues	475,659	460,754	440,024	392,166	608,387	1,930,000	1,914,000	5,091,000
	<i>Actual % of Final Budget</i>	<i>17.00%</i>	<i>35.50%</i>	<i>92.36%</i>	<i>79.45%</i>	<i>36.41%</i>		<i>99.17%</i>	
Expenditures									
	Public Works - Capital Outlay	-	-	-	-	-	1,800,000	1,674,849	3,175,000
	Parks SDC - Material and Services	-	-	-	-	-	-	-	-
	Parks SDC - Capital Outlay	-	-	-	-	-	-	-	121,350
	Parks Open Space - Materials and Services	-	-	-	-	-	-	-	40,650
	Parks Open Space - Capital Outlay	513,995	317,883	120,572	205,861	-	400,000	125,000	1,745,000
	Transfers Out - SDC Debt	11,427	11,427	11,427	11,427	11,427	11,488	11,488	11,488
	Transfers Out - Open Space Debt	131,252	143,310	114,046	122,953	122,953	110,494	110,494	110,494
	Total Expenditures	656,674	472,620	246,045	340,241	134,380	2,321,982	1,921,831	5,203,982
	<i>Actual % of Final Budget</i>	<i>52.80%</i>	<i>38.20%</i>	<i>75.60%</i>	<i>101.64%</i>	<i>9.28%</i>		<i>82.77%</i>	
	Revenues Over (Under) Expenditures	(181,015)	(11,866)	193,979	51,925	474,007	(391,982)	(7,831)	(112,982)
	Working Capital Carryover	520,699	339,684	327,818	521,797	573,722	964,719	1,047,729	1,039,898
	Ending Fund Balance	\$ 339,684	\$ 327,818	\$ 521,797	\$ 573,722	\$ 1,047,729	\$ 572,737	\$ 1,039,898	\$ 926,916
Capital Reconciliation									
	SDC Fund Balance	65,675	168,896	96,632	348,746	353,696	345,830	364,208	253,370
	Open Space Fund Balance	(116,548)	(182,960)	(25,861)	19,116	292,115	195,530	238,621	236,477
	Other	390,557	390,557	390,557	390,557	390,557	31,377	437,069	437,069
	Total Fund Balance	339,684	376,493	461,328	758,419	1,036,368	572,737	1,039,898	926,916

capital improvements plan fund long-term-continued

CIP							
Capital Detail	2013	2014	2015	2016	2017		
#410	Projection	Projection	Projection	Projection	Projection	Assumptions	Percent
Revenues							
Taxes	\$ 237,000	\$ 250,400	\$ 264,200	\$ 272,100	\$ 386,300		103.0%
Intergovernmental Revenues							
Open Space Rents							
System Dev. Charges	25,000	25,000	25,000	25,000	25,000		103.0%
Interest	10,000	10,000	10,000	10,000	10,000		
Other Financing Sources	-	-	-	-	-	2012 Park CIP will require borrowing & added debt service.	
Total Revenues	272,000	285,400	299,200	307,100	421,300		
<i>Actual % of Final Budget</i>							
Expenditures							
Public Works - Capital Outlay	-	-	-	-	-	Per CIP	
Parks SDC - Material and Services	-	-	-	-	-		
Parks SDC - Capital Outlay	-	-	-	-	-	Per CIP	
Parks Open Space - Materials and Services							
Parks Open Space - Capital Outlay	400,000	25,000	25,000	25,000	250,000		
Transfers Out - SDC Debt	-	-	-	-	-		
Transfers Out - Open Space Debt	245,000	245,000	245,000	245,000	245,000	2012 Park CIP will require borrowing & added debt service.	
Total Expenditures	645,000	270,000	270,000	270,000	495,000		
<i>Actual % of Final Budget</i>							
Revenues Over (Under) Expenditures	(373,000)	15,400	29,200	37,100	(73,700)		
Working Capital Carryover	926,916	553,916	569,316	598,516	635,616		
Ending Fund Balance	\$ 553,916	\$ 569,316	\$ 598,516	\$ 635,616	\$ 561,916		
Capital Reconciliation							
SDC Fund Balance	278,370	303,370	328,370	353,370	378,370		
Open Space Fund Balance	(171,523)	(191,123)	(196,923)	(194,823)	(303,523)		
Other	447,069	457,069	467,069	477,069	487,069		
Total Fund Balance	553,916	569,316	598,516	635,616	561,916		

Debt Service Fund Narrative

This fund accounts for most long-term indebtedness, both bonded and un-bonded. All enterprise debt is found in the appropriate fund.

Property Taxes. Shown in this budget are the property taxes that support 2005 GO Bonds. The property taxes levy is \$416,600. An estimated levy of \$260,000 is budgeted for Fire Station #2 in FY 2012. It is contingent upon approval by the voters. Also included here are proceeds from the operational tax authority (17.5 cents per \$1000) dedicated to assist in paying technology debt

Charges for Services. This category primarily includes payments from other funds to meet technology debt service requirements.

Assessment Payments. Benefited property owners are eligible to pay for their assessments over a ten-year period at an interest rate ranging from 6.95 percent to 10.5 percent.

Operating Transfers In. This budget adopted a transfer of up to \$121,982 to pay off notes on the Siskiyou Mountain, Mountain Avenue, and Strawberry Lane Parks. The prepared food and beverage tax and parks System Development Charges are the resources for these land payments.

Fund Balance. The fund balance policy requires a balance of annual revenue as required by specific debt instruments.

debt service fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Total Working Capital Carryover	\$ 423,842	\$ 459,095	\$ 559,263	\$ 1,246,509	\$ 1,072,785	\$ 743,501	\$ 762,199	\$ 894,697
	Taxes								
	Property Taxes								
	Current	260,304	621,451	370,144	375,581	374,622	380,375	388,000	972,250
	Prior	43,254	15,000	11,613	14,094	20,897	5,000	17,500	17,500
410	Total Taxes	303,558	636,451	381,757	389,675	395,519	385,375	405,500	989,750
	Charges for Services								
	Technology Payment	-	-	1,056,000	1,056,000	1,056,000	1,428,745	1,428,745	1,153,878
	Hospital			36,195	36,195	36,194	36,199	36,195	36,195
	Parking Lot Fees			38,316	38,316	38,316	38,319	38,316	38,316
	Miscellaneous	124,623	99,029	-	-	-	-	-	-
440	Total Charges for Services	124,623	99,029	1,130,511	1,130,511	1,130,510	1,503,263	1,503,256	1,228,389
	Assessments								
	Principle Assessments	1,050	-	-	-	-	126,000	-	-
	Interest Assessments	-	-	-	-	-	-	-	-
460	Total Assessment Payments	1,050	-	-	-	-	126,000	-	-
	Interest on Investments								
	Interest on Pooled Investments	18,599	17,292	23,805	13,089	11,141	5,000	5,000	5,000
470	Total Interest on Investments	18,599	17,292	23,805	13,089	11,141	5,000	5,000	5,000
	Miscellaneous Revenues								
	Miscellaneous Income	51,040	29,302	665,577	29,133	29,301	29,302	29,302	29,302
480	Total Miscellaneous Revenues	51,040	29,302	665,577	29,133	29,301	29,302	29,302	29,302
	Other Financing Sources								
	Operating Transfers In:								
	From Street Fund	-	-	-	-	-	74,000	-	-
	From Capital Improvements Fund	321,829	905,434	302,573	312,875	314,125	632,003	307,000	121,982
490	Total Other Financing Sources	321,829	905,434	302,573	312,875	314,125	706,003	307,000	121,982
	Total Debt Service Fund	\$ 1,244,541	\$ 2,146,603	\$ 3,063,486	\$ 3,121,792	\$ 2,953,381	\$ 3,498,444	\$ 3,012,257	\$ 3,269,120

debt service fund long-term plan

DEBT SERVICE FUND						2011	2011	
#530	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 303,558	\$ 636,451	\$ 381,757	\$ 389,675	\$ 395,519	\$ 385,375	\$ 405,500	\$ 989,750
Charges for Services Internal	26,550	21,325	1,056,000	1,056,000	1,056,000	1,428,745	1,428,745	1,153,878
Charges for Services - External	98,073	77,704	74,511	74,511	74,510	74,518	74,511	74,511
Assessment Payments	1,050	-	-	-	-	126,000	-	-
Interest on Investments	18,599	17,292	23,805	13,089	11,141	5,000	5,000	5,000
Miscellaneous Revenues	51,040	29,302	665,577	29,133	29,301	29,302	29,302	29,302
Operating Transfers In - Other	321,829	905,434	302,573	312,875	314,125	706,003	307,000	121,982
Total Revenues	820,699	1,687,508	2,504,223	1,875,283	1,880,596	2,754,943	2,250,058	2,374,423
<i>Actual % of Final Budget</i>	83.48%	103.51%	120.23%	87.31%	90.14%		81.67%	
Expenditures								
Debt Service:								
Bancroft	-	-	-	-	-	200,000		200,000
General Obligation	327,738	284,036	357,475	369,682	377,898	380,375	380,375	505,750
AFN G.O. Debt	-	864,454	1,055,684	1,298,669	1,431,378	1,428,745	1,428,745	1,427,668
Notes and Contracts	457,708	438,850	403,818	380,656	381,906	698,678	308,440	115,156
Operating Transfers Out	-	-	-	-	-	-	-	-
Total Expenditures	785,446	1,587,340	1,816,977	2,049,007	2,191,182	2,707,798	2,117,560	2,248,574
<i>Actual % of Final Budget</i>	76.64%	95.84%	90.09%	90.97%	91.66%		78.20%	
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	35,253	100,168	687,246	(173,724)	(310,586)	47,145	132,498	125,849
Working Capital Carryover	423,842	459,095	559,263	1,246,509	1,072,785	743,501	762,199	894,697
Ending Fund Balance	\$ 459,095	\$ 559,263	\$ 1,246,509	\$ 1,072,785	\$ 762,199	\$ 790,646	\$ 894,697	\$ 1,020,546

debt service fund long-term plan

DEBT SERVICE FUND						
#530	2013	2014	2015	2016	2017	Long-term
Revenues	Projection	Projection	Projection	Projection	Projection	Comments
Taxes	\$ 861,500	\$ 861,500	\$ 861,500	\$ 861,500	\$ 861,500	Calculated for Administrative projects
Charges for Services Internal	1,153,878	1,153,878	1,153,878	1,153,878	1,153,878	Includes Technology Debt Payment from other funds
Charges for Services - External	74,518	74,518	74,518	74,518	74,518	Includes Hargadine Revenue to pay debt service and Hospital Lease
Assessment Payments	126,000	126,000	126,000	126,000	126,000	If LIDs formed are Bancrofted.
Interest on Investments	10,000	10,000	10,000	10,000	10,000	
Miscellaneous Revenues	29,302	29,302	29,302	29,302	29,302	OSF payment on parking structure
Operating Transfers In - Other	110,220	110,220	80,595	7,400	74,000	Bancroft & Internal CIP Project debt
Total Revenues	2,365,418	2,365,418	2,335,793	2,262,598	2,329,198	
<i>Actual % of Final Budget</i>						
Expenditures						
Debt Service:						
Bancroft	200,000	200,000	200,000	200,000	200,000	If Bancroft Bonds issued on projects. 100.0%
General Obligation	514,875	517,750	514,750	514,500	514,500	CIP and debt schedules; includes \$240,000/yr - FS#2
AFN G.O. Debt	1,428,631	1,426,576	1,431,224	1,428,007	1,428,007	Debt schedules
Notes and Contracts	106,754	103,754	74,186	67,620	67,620	FY 2011 Paid off CDES/OECDD loan 2.5 years early
Operating Transfers Out	-	-	-	-	-	
Total Expenditures	2,250,260	2,248,080	2,220,160	2,210,127	2,210,127	
<i>Actual % of Final Budget</i>						
<i>Actual % of Contingency Transferred/Used</i>						
Revenues Over (Under) Expenditures	115,158	117,338	115,633	52,471	119,071	
Working Capital Carryover	1,020,546	1,135,704	1,253,042	1,368,675	1,421,146	<i>Policy is total annual debt</i>
Ending Fund Balance	\$ 1,135,704	\$ 1,253,042	\$ 1,368,675	\$ 1,421,146	\$ 1,540,217	

Water Fund Narrative

This enterprise fund is used to account for the income and expense related to the supply, treatment and delivery of water to our customers.

Water Sales. This plan reflects an increase in water rates of 5% in late FY 2011-12.

Long-Term Assumptions

- ⇒ Water sales are sensitive to weather and are expected to remain constant in FY 2012 and the increase by 1% annually based on growth.
- ⇒ This is the most challenging fund in that aging infrastructure and improvements for water quality exceed revenue sources going into the future.

Fund Balance

The fund balance policy requires a balance of 20 percent of revenues. The Long-term budget shows that this balance cannot be maintained without additional revenues or issuing bonds.

water fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 6,458,230	\$ 6,179,246	\$ 3,241,590	\$ 1,865,418	\$ 2,323,768	\$ 1,755,937	\$ 1,851,885	\$ 2,033,088
	Taxes								
	Property Taxes								
	Current	73,112	(1,950)	-	-	-	-	-	-
	Prior	13,223	2,272	1,267	329	101	-	50	50
410	Total Taxes	86,335	322	1,267	329	101	-	50	50
	Intergovernmental Revenues								
	County			-	-	-	52,000	52,000	
	State							131,000	
	Federal	43,621	135,828	48,096	55,628	99,928	351,540	119,782	1,669,965
430	Total Intergovernmental	43,621	135,828	48,096	55,628	99,928	403,540	302,782	1,669,965
	Charges for Services								
	Public Works Services			-	-	-	-	-	-
	Sales	3,728,408	3,829,222	3,780,193	4,067,377	4,146,730	4,718,710	4,320,900	4,752,900
440	Total Charges for Services	3,728,408	3,829,222	3,780,193	4,067,377	4,146,730	4,718,710	4,320,900	4,752,900
	System Development Charges	439,306	367,839	340,835	125,389	151,864	69,816	100,000	100,000
	Interest on Investments								
	Interest on Pooled Investments	208,660	203,541	123,528	19,232	22,991	24,015	13,500	13,200
470	Total Interest on Investments	208,660	203,541	123,528	19,232	22,991	24,015	13,500	13,200
	Miscellaneous Revenues								
	Miscellaneous Income	25,173	114,370	27,663	275,654	34,036	36,017	31,000	31,200
	Bad Debts Recovered					118		499	
480	Total Miscellaneous Revenues	25,173	114,370	27,663	275,654	34,154	36,017	31,499	31,200
	Other Financing Sources	40,000							
	Interfund Loans			-	-	80,000	1,000,000	800,000	
	Proceeds from Debt Issuance			-	700,000	-	2,626,256		-
490	Total Other Financing Sources	40,000	-	-	700,000	80,000	3,626,256	800,000	-
	Total Water Fund	\$11,029,733	\$10,830,368	\$ 7,563,172	\$ 7,109,027	\$ 6,859,536	\$10,634,291	\$ 7,420,616	\$ 8,600,403

water fund long-term plan

WATER FUND - SUMMARY						2011	2011	
#670	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 86,335	\$ 322	\$ 1,267	\$ 329	\$ 101	\$ -	\$ 50	\$ 50
Intergovernmental Revenue	43,621	135,828	48,096	55,628	99,928	403,540	302,782	1,669,965
Systems Development Charges (SDC)	439,306	367,839	340,835	125,389	151,864	69,816	100,000	100,000
Charges for Services	3,728,408	3,829,222	3,780,193	4,067,377	4,146,730	4,718,710	4,320,900	4,752,900
Interest on investments	208,660	203,541	123,528	19,232	22,991	24,015	13,500	13,200
Miscellaneous Revenues	25,173	114,370	27,663	275,654	34,154	36,017	31,499	31,200
Interfund Loan	40,000	-	-	-	80,000	1,000,000	800,000	-
Bond Issue	-	-	-	700,000	-	2,626,256	-	-
Total Revenues	4,571,503	4,651,122	4,321,582	5,243,609	4,535,768	8,878,354	5,568,731	6,567,315
<i>Actual % of Final Budget</i>	88.63%	42.08%	82.39%	76.49%	94.37%		62.72%	
Expenditures								
Conservation - Personal Services	95,594	101,786	104,551	110,291	107,737	104,520	105,200	108,676
Conservation - Materials & Services	47,336	60,537	57,910	57,451	67,317	69,045	66,440	62,850
Treatment - Personal Services	257,641	302,803	356,716	367,388	387,929	408,460	403,795	433,914
Treatment - Materials & Services	355,435	507,792	409,859	629,216	590,993	633,137	619,743	601,375
Treatment - Capital Outlay	206,442	158,492	713,571	40,865	79,183	32,000	23,500	21,000
Treatment - Debt Service	141,058	164,948	166,280	163,876	231,260	166,660	166,660	233,147
Forest Interface - Personal Services	48,525	76,643	86,847	89,048	99,361	206,068	183,000	187,786
Forest Interface - Materials & Services	91,567	117,412	92,571	39,923	121,655	244,110	218,840	1,655,672
Supply - Materials & Services	148,557	217,224	317,669	253,162	176,148	206,841	223,844	201,700
Supply - Capital	496,726	2,005,063	163,368	37,400	75,469	619,215	70,000	396,000
Supply - Debt Service	42,616	49,972	71,928	22,764	22,860	23,247	20,697	23,222
Distribution - Personal Services	840,071	919,967	895,038	924,626	858,990	888,459	889,854	916,520
Distribution - Materials & Services	1,180,880	1,303,705	1,040,512	1,387,586	1,449,115	1,440,774	1,404,700	1,325,999
Distribution - Capital	170,026	174,477	213,628	118,596	53,864	110,300	108,000	105,000
Distribution - Debt Service	308,906	325,850	325,901	322,299	325,990	330,290	330,290	327,151
SDC - Improvement	313,313	570,241	497,934	39,741	198,014	227,500	127,500	250,000
SDC - Reimbursement	-	408,155	58,761	58,109	38,321	231,000	184,800	110,000
SDC - Debt Service	105,794	123,711	124,710	122,918	123,445	124,995	124,995	124,860
Interfund Loan	-	-	-	-	-	-	-	200,000
New Debt Service	-	-	-	-	-	115,670	115,670	
Contingency						150,000		194,000
Total Expenditures	4,850,487	7,588,778	5,697,754	4,785,259	5,007,651	6,332,291	5,387,528	7,478,872
<i>Actual % of Final Budget</i>	50.23%	75.56%	74.85%	58.39%	86.28%		85.08%	
<i>Actual % of Contingency Transferred/Used</i>	0.00%	20.39%	52.08%	60.15%	0.00%		0.00%	
Revenues Over (Under) Expenditures	(278,984)	(2,937,656)	(1,376,172)	458,350	(471,883)	2,546,063	181,203	(911,557)
Working Capital Carryover - Operations	6,458,230	6,179,246	3,241,590	1,865,418	2,323,768	1,755,937	1,851,885	2,033,088
Ending Fund Balance	\$ 6,179,246	\$ 3,241,590	\$ 1,865,418	\$ 2,323,768	\$ 1,851,885	\$ 4,302,000	\$ 2,033,088	\$ 1,121,531
Ending Fund Balance Reconciliation	6,179,246	3,241,590	1,865,418	2,323,768	1,851,885	4,302,000	2,033,088	1,121,531
Contingency	-	-	-	-	-	150,000	-	194,000
Adjusted Ending Fund Balance	6,179,246	3,241,590	1,865,418	2,323,768	1,851,885	4,452,000	2,033,088	1,315,531
Fund Balance Policy Requirement	906,000	930,000	864,000	909,000	891,000	1,050,000	954,000	900,000
Excess (deficiency)	5,273,246	2,311,590	1,001,418	1,414,768	960,885	3,252,000	1,079,088	221,531

Operational & Capital Detail To Follow

water fund long-term plan

WATER FUND - SUMMARY

#670	2013	2014	2015	2016	2017	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -		
Intergovernmental Revenue	50,000	50,000	50,000	50,000	50,000		
Systems Development Charges (SDC)	100,000	100,000	100,000	100,000	100,000		
Charges for Services	4,990,500	5,140,200	5,294,400	5,453,200	5,616,800		
Interest on investments	23,000	26,000	37,000	43,000	52,000	Calculated	
Miscellaneous Revenues	25,000	25,000	25,000	25,000	25,000	Flat	
Interfund Loan	-	-	-	-	-		
Bond Issue	-	-	-	-	-	Additional borrowing will be required for TAP project	
Total Revenues	5,188,500	5,341,200	5,506,400	5,671,200	5,843,800		
<i>Actual % of Final Budget</i>							
Expenditures							
Conservation - Personal Services	114,000	120,000	126,000	132,000	139,000		
Conservation - Materials & Services	65,000	67,000	69,000	71,000	73,000		
Treatment - Personal Services	456,000	479,000	503,000	528,000	554,000		
Treatment - Materials & Services	619,000	638,000	657,000	677,000	697,000		
Treatment - Capital Outlay	-	-	-	-	-		
Treatment - Debt Service	164,257	163,666	164,669	73,330	73,330		
Forest Interface - Personal Services	100,000	105,000	110,000	116,000	122,000		
Forest Interface - Materials & Services	75,000	77,000	79,000	81,000	83,000		
Supply - Materials & Services	208,000	214,000	220,000	227,000	234,000		
Supply - Capital	-	280,000	55,000	100,000	125,000		
Supply - Debt Service	22,813	22,731	22,871	10,185	10,185		
Distribution - Personal Services	962,000	1,010,000	1,061,000	1,114,000	1,170,000		
Distribution - Materials & Services	1,366,000	1,407,000	1,449,000	1,492,000	1,537,000		
Distribution - Capital	35,000	80,000	406,250	408,750	371,250		
Distribution - Debt Service	158,006	153,481	150,372	65,182	65,182		
SDC - Improvement	-	-	3,750	116,250	103,750		
SDC - Reimbursement	-	-	-	-	-		
SDC - Debt Service	237,192	261,750	262,501	203,997	203,997		
Interfund Loan	200,000	200,000	200,000	-	-		
New Debt Service	-	-	-	-	-		
Contingency	182,000	201,000	211,000	204,000	210,000	Contingency is 3%.	
Total Expenditures	4,964,268	5,479,628	5,750,413	5,619,694	5,771,694		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	224,232	(138,428)	(244,013)	51,506	72,106		
Working Capital Carryover - Operations	1,315,481	1,721,713	1,784,285	1,751,272	2,006,778		
Ending Fund Balance	\$ 1,539,713	\$ 1,583,285	\$ 1,540,272	\$ 1,802,778	\$ 2,078,884		
Ending Fund Balance Reconciliation	1,539,713	1,583,285	1,540,272	1,802,778	2,078,884		
Contingency	182,000	201,000	211,000	204,000	210,000		
Adjusted Ending Fund Balance	1,721,713	1,784,285	1,751,272	2,006,778	2,288,884		
Fund Balance Policy Requirement	1,018,000	1,048,000	1,081,000	1,114,000	1,149,000	Policy is \$900,000 for 2011 and 20% of revenues for 2012 and beyond	
Excess (deficiency)	521,713	535,285	459,272	688,778	929,884		

Operational & Capital Detail To Follow

water fund long-term plan-continued

WATER FUND						2011	2011	
Operational Detail	2006	2007	2008	2009	2010	Amended	Estimate for	2012
#670	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues - Operations								
Taxes	\$ 86,335	\$ 322	\$ 1,267	\$ 329	\$ 101	\$ -	\$ 50	\$ -
Intergovernmental Revenue	43,621	135,828	48,096	55,628	99,928	301,540	302,782	1,669,965
Charges for Services	3,728,408	3,829,222	3,780,193	4,067,377	4,146,730	4,718,710	4,320,900	4,752,900
Interest on investments	208,660	203,541	123,528	19,232	22,991	14,015	4,500	4,200
Miscellaneous Revenues	25,173	114,370	27,663	275,654	34,154	36,017	31,499	31,200
Interfund Loan	40,000	-	-	-	80,000	-	800,000	-
Reimburse Ops Costs - Bond Issue	-	-	-	700,000	-	-	-	-
Total Revenues	4,132,197	4,283,283	3,980,747	5,118,220	4,383,904	5,070,282	5,459,731	6,458,265
<i>Actual % of Final Budget</i>	88.60%	96.17%	83.04%	111.13%	93.95%		107.68%	
Rate adjustments included 2012 - 2017								10.00%
Expenditures - Operations								
Conservation - Personal Services	95,594	101,786	104,551	110,291	107,737	104,520	105,200	108,676
Conservation - Materials & Services	47,336	60,537	57,910	57,451	67,317	69,045	66,440	62,850
Treatment - Personal Services	257,641	302,803	356,716	367,388	387,929	408,460	403,795	433,914
Treatment - Materials & Services	355,435	507,792	409,859	629,216	590,993	633,137	619,743	601,375
Treatment - Capital Outlay	-	-	30,651	-	7,500	32,000	23,500	21,000
Treatment - Debt Service	141,058	164,948	166,280	163,876	231,260	166,660	166,660	233,147
Forest Interface - Personal Services	48,525	76,643	86,847	89,048	99,361	206,068	183,000	187,786
Forest Interface - Materials & Services	91,567	117,412	92,571	39,923	121,655	244,110	218,840	1,655,672
Supply - Materials & Services	148,557	217,224	317,669	253,162	176,148	206,841	223,844	201,700
Supply - Capital	-	-	-	-	-	619,215	70,000	396,000
Supply - Debt Service	42,616	49,972	71,928	22,764	22,860	23,247	20,697	23,222
Distribution - Personal Services	840,071	919,967	895,038	924,626	858,990	888,459	889,854	916,520
Distribution - Materials & Services	1,180,880	1,303,705	1,040,512	1,387,586	1,449,115	1,440,774	1,404,700	1,325,999
Distribution - Capital	27,172	11,119	24,889	-	2,954	110,300	108,000	105,000
Distribution - Debt Service	308,906	325,850	325,901	322,299	325,990	330,290	330,290	327,151
Interfund Loan	-	-	-	-	-	-	-	200,000
New Debt Service	-	-	-	-	-	115,670	115,670	-
Contingency	-	-	-	-	-	150,000	-	194,000
Total Expenditures	3,585,358	4,159,758	3,981,322	4,367,630	4,449,809	5,748,796	4,950,233	6,994,012
<i>Actual % of Final Budget</i>	50.20%	87.32%	75.66%	76.25%	90.64%		86.11%	
Revenues Over (Under) Expenditures	546,839	123,525	(575)	750,590	(65,905)	(678,514)	509,498	(535,747)
Working Capital Carryover - Operations	(831,312)	(284,473)	(160,948)	(161,523)	589,067	282,594	523,162	1,032,660
Ending Fund Balance - Operations	\$ (284,473)	\$ (160,948)	\$ (161,523)	\$ 589,067	\$ 523,162	\$ (395,920)	\$ 1,032,660	\$ 496,913
Operations Reconciliation								
Ending Fund Balance - Operations	(284,473)	(160,948)	(161,523)	589,067	523,162	(395,920)	1,032,660	496,913
Contingency	-	-	-	-	-	150,000	1,032,660	194,000
Adjusted Operations Fund Balance	(284,473)	(160,948)	(161,523)	589,067	523,162	(245,920)	2,065,320	690,913
Fund Balance Policy Requirement	818,000	857,000	796,000	884,000	861,000	900,000	900,000	958,000
Excess (deficiency)	(1,102,473)	(1,017,948)	(957,523)	(294,933)	(337,838)	(1,145,920)	1,165,320	(267,087)

water fund long-term plan-continued

WATER FUND							
Operational Detail	2013	2014	2015	2016	2017		Long-term
#670	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues - Operations							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -		
Intergovernmental Revenue	50,000	50,000	50,000	50,000	50,000		
Charges for Services	4,990,500	5,140,200	5,294,400	5,453,200	5,616,800		103.0%
Interest on investments	23,000	26,000	37,000	43,000	52,000		
Miscellaneous Revenues	25,000	25,000	25,000	25,000	25,000		
Interfund Loan	-	-	-	-	-		
Reimburse Ops Costs - Bond Issue	-	-	-	-	-		
Total Revenues	5,088,500	5,241,200	5,406,400	5,571,200	5,743,800		
<i>Actual % of Final Budget</i>							
Rate adjustments included 2012 - 2017	5.00%	3.00%	3.00%	3.00%	3.00%	<i>Calculated including percentage for debt service.</i>	
Expenditures - Operations							
Conservation - Personal Services	114,000	120,000	126,000	132,000	139,000		105.0%
Conservation - Materials & Services	65,000	67,000	69,000	71,000	73,000		103.0%
Treatment - Personal Services	456,000	479,000	503,000	528,000	554,000		105.0%
Treatment - Materials & Services	619,000	638,000	657,000	677,000	697,000		103.0%
Treatment - Capital Outlay	-	-	-	-	-		100.0%
Treatment - Debt Service	164,257	163,666	164,669	73,330	73,330		100.0%
Forest Interface - Personal Services	100,000	105,000	110,000	116,000	122,000		105.0%
Forest Interface - Materials & Services	75,000	77,000	79,000	81,000	83,000		103.0%
Supply - Materials & Services	208,000	214,000	220,000	227,000	234,000		103.0%
Supply - Capital	-	280,000	55,000	100,000	125,000		100.0%
Supply - Debt Service	22,813	22,731	22,871	10,185	10,185		100.0%
Distribution - Personal Services	962,000	1,010,000	1,061,000	1,114,000	1,170,000		105.0%
Distribution - Materials & Services	1,366,000	1,407,000	1,449,000	1,492,000	1,537,000	Removed 2% franchise payment in 2011	103.0%
Distribution - Capital	35,000	80,000	406,250	408,750	371,250		100.0%
Distribution - Debt Service	158,006	153,481	150,372	65,182	65,182		100.0%
Interfund Loan	200,000	200,000	200,000	-	-		
New Debt Service	-	-	-	-	-	2009 - FF&C for 15 years; 2010-> 20yr Rev Bonds	
Contingency	182,000	201,000	211,000	204,000	210,000	Contingency is 4% of operating expenditures.	
Total Expenditures	4,727,076	5,217,878	5,484,162	5,299,447	5,463,947		
<i>Actual % of Final Budget</i>							
	0.00%	0.00%	0.00%	0.00%	0.00%	<i>Rate increase needed for new debt service only</i>	
Revenues Over (Under) Expenditures	361,424	23,322	(77,762)	271,753	279,853		
Working Capital Carryover - Operations	690,913	1,234,337	1,458,659	1,591,897	2,067,650		
Ending Fund Balance - Operations	\$ 1,052,337	\$ 1,257,659	\$ 1,380,897	\$ 1,863,650	\$ 2,347,503		
Operations Reconciliation							
Ending Fund Balance - Operations	1,052,337	1,257,659	1,380,897	1,863,650	2,347,503		
Contingency	182,000	201,000	211,000	204,000	210,000		
Adjusted Operations Fund Balance	1,234,337	1,458,659	1,591,897	2,067,650	2,557,503		
Fund Balance Policy Requirement	1,008,000	1,038,000	1,071,000	1,104,000	1,139,000	Policy is \$900,000 for 2011 and 20% of revenues for 2012 and beyond	
Excess (deficiency)	226,337	420,659	520,897	963,650	1,418,503		

water fund long-term plan-continued

WATER FUND						2011	2011	
Capital Detail	2006	2007	2008	2009	2010	Amended	Estimate for	2012
#670	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Capital Resources								
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102,000	-	\$ -
System Development Charges (SDC):	-	-	-	-	-	-	-	-
Reimbursement	150,000	160,846	95,366	125,389	151,864	69,816	100,000	100,000
Improvement	289,306	206,993	245,469	-	-	-	-	-
Interest	-	-	-	-	-	10,000	9,000	9,000
Interfund Loan	-	-	-	-	-	-	-	-
Bond Issue	-	-	-	-	-	2,626,256	-	-
Total Resources	439,306	367,839	340,835	125,389	151,864	2,808,072	109,000	109,000
		5.57%	75.74%	5.57%	108.41%		3.88%	
Capital Expenditures								
Treatment - Capital Projects	206,442	158,492	682,920	40,865	71,683	-	-	-
Supply - Capital Projects	496,726	2,005,063	163,368	37,400	75,469	-	-	-
Distribution - Capital Projects	142,854	163,358	188,739	118,596	50,910	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
SDC - M&S	8,828	-	2,330	-	-	-	-	-
SDC Projects - Reimbursement	-	408,155	58,761	58,109	38,321	231,000	184,800	110,000
SDC Projects - Improvement	304,485	570,241	495,604	39,741	198,014	227,500	127,500	250,000
SDC Debt Service - Reimbursement	105,794	123,711	124,710	122,918	123,445	124,995	124,995	124,860
Total Expenditures	1,265,129	3,429,020	1,716,432	417,629	557,842	583,495	437,295	484,860
Excess (Deficiency) of Resources	(825,823)	(3,061,181)	(1,375,597)	(292,240)	(405,978)	2,224,577	(328,295)	(375,860)
Working Capital Carryover - CIP	7,289,542	6,463,719	3,402,538	2,026,941	1,734,701	1,473,343	1,328,723	1,000,428
Ending Fund Balance - Capital	\$ 6,463,719	\$ 3,402,538	\$ 2,026,941	\$ 1,734,701	1,328,723	\$ 3,697,920	1,000,428	\$ 624,568
Capital Reconciliation								
SDC Reimbursement Fund Balance	1,426,585	893,479	805,374	749,736	739,834	405,445	530,039	145,179
SDC Improvement Fund Balance	1,037,651	1,425,578	1,173,113	1,133,372	935,358	1,093,964	807,858	557,858
Water Bond Proceeds Balance	1,000,000	-	-	-	-	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
Other	2,999,483	1,083,481	48,454	(148,407)	(346,469)	2,198,511	(337,469)	(78,469)
Reconciliation	6,463,719	3,402,538	2,026,941	1,734,701	1,328,723	3,697,920	1,000,428	624,568

water fund long-term plan-continued

WATER FUND							
Capital Detail	2013	2014	2015	2016	2017		Long-term
#670	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Capital Resources							
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -		
System Development Charges (SDC):							
Reimbursement	100,000	100,000	100,000	100,000	100,000		100.0%
Improvement	-	-	-	-	-		105.0%
Interest	-	-	-	-	-		103.0%
Interfund Loan	-	-	-	-	-		
Bond Issue	-	-	-	-	-	May include SDC Borrowing.	
Total Resources	100,000	100,000	100,000	100,000	100,000		
Capital Expenditures							
Treatment - Capital Projects	-	-	-	-	-		
Supply - Capital Projects	-	-	-	-	-		
Distribution - Capital Projects	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
SDC - M&S	-	-	-	-	-		102.0%
SDC Projects - Reimbursement						per CIP	
SDC Projects - Improvement	-	-	3,750	116,250	103,750	per CIP	
SDC Debt Service - Reimbursement	237,192	261,750	262,501	203,997	203,997	2012 includes SDC debt svc; 2013 & 2015 also.	
Total Expenditures	237,192	261,750	266,251	320,247	307,747		
Excess (Deficiency) of Resources	(137,192)	(161,750)	(166,251)	(220,247)	(207,747)		
Working Capital Carryover - CIP	624,568	487,376	325,626	159,375	(60,872)		
Ending Fund Balance - Capital	\$ 487,376	\$ 325,626	\$ 159,375	\$ (60,872)	\$ (268,619)		
Capital Reconciliation							
SDC Reimbursement Fund Balance	7,987	(153,763)	(316,264)	(536,511)	(744,258)		
SDC Improvement Fund Balance	557,858	557,858	554,108	437,858	334,108		
Water Bond Proceeds Balance	-	-	-	-	-	Additional borrowing will be required for supply.	
Interfund Loan	-	-	-	-	-		
Other	(78,469)	(78,469)	(78,469)	37,781	141,531		
Reconciliation	487,376	325,626	159,375	(60,872)	(268,619)		

Wastewater Fund Narrative

This enterprise fund is used to account for wastewater charges, food and beverage taxes and related expenditures for personnel, materials and services, capital outlay, debt service and other expenditures.

Wastewater Sales. This plan reflects a 6% increase in rates in wastewater FY 2011-12.

The residential wastewater rates are based on winter consumption, while commercial rates are based on year-round water consumption.

Long-Term Budget Assumptions

⇒ This fund, like the Water fund, struggles with aging infrastructure costs that exceeds revenue sources.

Fund Balance

The fund balance policy requires a balance of 15 % percent of revenues, but no less than required by the Wastewater Treatment Plant Upgrade loan.

wastewater fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 5,664,182	\$ 5,301,598	\$ 4,862,001	\$ 3,764,972	\$ 3,710,771	\$ 3,326,484	\$ 3,496,009	\$ 3,116,654
	Taxes								
	Food and Beverage Tax	1,480,566	1,594,280	1,566,868	1,495,164	1,583,807	1,648,000	1,648,000	1,728,000
410	Total Taxes	1,480,566	1,594,280	1,566,868	1,495,164	1,583,807	1,648,000	1,648,000	1,728,000
	Charges for Services								
	Public Works Services	12,499				12,000	12,000	12,000	12,000
	Sales	2,413,827	2,432,868	2,607,275	2,734,001	3,136,850	3,336,200	3,345,000	3,558,000
440	Total Charges for Services	2,426,326	2,432,868	2,607,275	2,734,001	3,148,850	3,348,200	3,357,000	3,570,000
	System Development Charges	410,910	208,554	127,224	75,843	55,945	39,055	40,000	40,000
	Interest on Investments								
	Interest on Pooled Investments	121,919	239,195	178,212	44,062	42,498	23,326	30,000	30,000
470	Total Interest on Investments	121,919	239,195	178,212	44,062	42,498	23,326	30,000	30,000
	Miscellaneous Revenues								
	Miscellaneous Income	2,449	74,088	3,167	110	5	1,000	-	-
480	Total Miscellaneous Revenues	2,449	74,088	3,167	110	5	1,000	-	-
	Other Financing Sources								
	Bond Proceeds	-	-	-	300,000		361,250	324,400	467,200
	Interfund Loans	270,000	-	-	-	-	-	-	-
490	Total Other Financing Sources	270,000	-	-	300,000	-	361,250	324,400	467,200
	Total Wastewater Fund	\$ 10,376,352	\$ 9,850,583	\$ 9,344,747	\$ 8,414,152	\$ 8,541,876	\$ 8,747,315	\$ 8,895,409	\$ 8,951,854

wastewater fund long-term plan

WASTEWATER FUND - SUMMARY						2011	2011	
#675	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 1,480,566	\$ 1,594,280	\$ 1,566,868	\$ 1,495,164	\$ 1,583,807	\$ 1,648,000	\$ 1,648,000	\$ 1,728,000
Intergovernmental	-	-	-	-	-	-	-	-
System Development Charges (SDC)	410,910	208,554	127,224	75,843	55,945	39,055	40,000	40,000
Charges for Services	2,426,326	2,432,868	2,607,275	2,734,001	3,148,850	3,348,200	3,357,000	3,570,000
Interest on Investments	121,919	239,195	178,212	44,062	42,498	23,326	30,000	30,000
Miscellaneous	2,449	74,088	3,167	110	5	1,000	-	-
Interfund Loan	270,000	-	-	-	-	-	-	-
Bond Issue	-	-	-	300,000	-	361,250	324,400	467,200
Interfund Transfers in	-	-	-	-	-	-	-	-
Total Revenues	4,712,170	4,548,985	4,482,746	4,649,180	4,831,105	5,420,831	5,399,400	5,835,200
<i>Actual % of Final Budget</i>	85.52%	89.32%	56.70%	60.18%	88.16%		87.05%	
Expenditures								
Collection - Personal Services	377,726	337,548	353,121	461,034	404,318	433,130	432,822	456,162
Collection - Materials & Services	916,069	929,083	987,003	901,848	1,125,106	1,106,928	1,098,800	1,177,570
Collection - Capital Outlay	286,592	184,105	726,638	60,690	38,605	307,750	64,000	303,750
Treatment - Personal Services	405,545	423,830	405,950	440,059	441,307	486,080	469,282	491,085
Treatment - Materials & Services	1,016,785	1,017,386	1,054,594	1,030,492	1,184,244	1,473,165	1,502,870	1,472,640
Treatment - Capital Outlay	-	283,451	1,534	7,902	44,355	59,000	59,500	514,708
Treatment - Debt Service	1,797,965	1,793,096	1,788,060	1,782,849	1,777,457	1,771,979	1,771,979	1,642,000
SDC Projects	274,072	20,083	262,875	18,507	1,904	574,750	353,500	373,162
New Debt Service	-	-	-	-	28,571	203,575	26,002	28,573
Interfund Loans	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	2,000	-	160,000
Total Expenditures	5,074,754	4,988,582	5,579,775	4,703,381	5,045,867	6,418,357	5,778,755	6,619,650
<i>Actual % of Final Budget</i>	71.11%	76.68%	83.34%	65.70%	77.40%		79.07%	
<i>Actual % of Contingency Transferred/Used</i>	0.00%	0.00%	0.00%	0.00%	0.00%		0.00%	
Revenues Over (Under) Expenditures	(362,584)	(439,597)	(1,097,029)	(54,201)	(214,762)	(997,526)	(379,355)	(784,450)
Working Capital Carryover	5,664,182	5,301,598	4,862,001	3,764,972	3,710,771	3,326,484	3,496,009	3,116,654
Ending Fund Balance	\$ 5,301,598	\$ 4,862,001	\$ 3,764,972	\$ 3,710,771	\$ 3,496,009	\$ 2,328,958	\$ 3,116,654	\$ 2,332,204
Ending Fund Balance Reconciliation								
Fund Balance Policy Requirement	645,000	651,000	653,000	686,000	716,000	750,000	750,000	799,000
Debt & F&B Restricted	1,780,000	1,780,000	1,780,000	1,780,000	875,490	875,490	800,000	886,000
SDC Restricted	1,787,477	1,996,031	1,860,380	1,917,715	1,971,756	1,204,277	1,658,256	1,325,094
Excess (deficiency) after Interfund Loan	1,089,121	434,970	(528,408)	(672,944)	(67,237)	(500,809)	(91,602)	(677,890)

Operational & Capital Detail To Follow

wastewater fund long-term plan

WASTEWATER FUND - SUMMARY							
#675	2013	2014	2015	2016	2017	Comments	Long-term Percent
Revenues	Projection	Projection	Projection	Projection	Projection		
Taxes	\$ 1,780,000	\$ 1,833,000	\$ 1,888,000	\$ 1,945,000	\$ 2,003,000		
Intergovernmental	-	-	-	-	-		
System Development Charges (SDC)	41,200	42,400	43,700	45,000	46,400		
Charges for Services	3,712,800	3,898,400	4,093,300	4,257,000	4,427,300		
Interest on Investments	31,000	32,000	33,000	34,000	35,000		
Miscellaneous	1,000	1,000	1,000	1,000	1,000		
Interfund Loan	-	-	-	-	-		
Bond Issue	385,000	-	610,000	-	-		
Interfund Transfers in	-	-	-	-	-		
Total Revenues	5,951,000	5,806,800	6,669,000	6,282,000	6,512,700		
<i>Actual % of Final Budget</i>							
Expenditures							
Collection - Personal Services	479,000	503,000	528,000	554,000	582,000		
Collection - Materials & Services	1,213,000	1,249,000	1,286,000	1,325,000	1,365,000		
Collection - Capital Outlay	42,500	167,500	392,500	42,500	42,500		
Treatment - Personal Services	516,000	542,000	569,000	597,000	627,000		
Treatment - Materials & Services	1,517,000	1,563,000	1,610,000	1,658,000	1,708,000		
Treatment - Capital Outlay	87,500	87,500	87,500	87,500	87,500		100.0%
Treatment - Debt Service	1,640,000	1,630,000	1,624,000	1,623,000	1,615,000		
SDC Projects	73,500	20,000	20,000	20,000	20,000	per CIP	
New Debt Service	38,573	58,573	96,573	106,573	116,573		
Interfund Loans	-	-	-	-	-		
Contingency	162,000	166,000	171,000	176,000	180,000	Contingency is 3%.	
Total Expenditures	5,769,073	5,986,573	6,384,573	6,189,573	6,343,573		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	181,927	(179,773)	284,427	92,427	169,127		
Working Capital Carryover	2,492,204	2,836,131	2,822,358	3,277,785	3,546,212		
Ending Fund Balance	\$ 2,674,131	\$ 2,656,358	\$ 3,106,785	\$ 3,370,212	\$ 3,715,339		
Ending Fund Balance Reconciliation							
Fund Balance Policy Requirement	829,000	865,000	902,000	936,000	970,000	Policy is \$750,000 for 2011 and	
Debt & F&B Restricted	1,026,000	1,229,000	1,493,000	1,815,000	2,203,000	15% of revenues for 2012 and beyond	
SDC Restricted	1,292,794	1,315,194	1,338,894	1,363,894	1,390,294		
Excess (deficiency) after Interfund Loan	(473,663)	(752,836)	(627,109)	(744,682)	(847,955)		

Operational & Capital Detail To Follow

wastewater fund long-term plan-continued

WASTEWATER FUND						2011	2011		
#675	Operational Detail	2006	2007	2008	2009	2010	2011	2012	
		Actual	Actual	Actual	Actual	Actual	Amended	Estimate for	
							Budget	the Year	
								Adopted	
Revenues									
	Taxes	\$ 1,480,566	\$ 1,594,280	\$ 1,566,868	\$ 1,495,164	\$ 1,583,807	\$ 1,648,000	\$ 1,648,000	\$ 1,728,000
	Charges for Services	2,426,326	2,432,868	2,607,275	2,734,001	3,148,850	3,348,200	3,357,000	3,570,000
	Interest on Investments	121,919	239,195	178,212	44,062	42,498	23,326	30,000	30,000
	Miscellaneous	2,449	74,088	3,167	110	5	1,000	-	-
	Interfund Loan	270,000	-	-	-	-	-	-	-
	Reimburse Ops Costs - Bond Issue	-	-	-	300,000	-	-	-	-
	Total Revenues	4,301,260	4,340,431	4,355,522	4,573,337	4,775,160	5,020,526	5,035,000	5,328,000
	<i>Actual % of Final Budget</i>	<i>85.50%</i>	<i>71.60%</i>	<i>92.86%</i>	<i>94.73%</i>	<i>95.23%</i>		<i>100.29%</i>	
									6.34%
Expenditures									
	Collection - Personal Services	377,726	337,548	353,121	461,034	404,318	433,130	432,822	456,162
	Collection - Materials & Services	916,069	929,083	987,003	901,848	1,125,106	1,106,928	1,098,800	1,177,570
	Collection - Capital Outlay	286,592	184,105	68,206	34,966	-	4,000	4,000	-
	Treatment - Personal Services	405,545	423,830	405,950	440,059	441,307	486,080	469,282	491,085
	Treatment - Materials & Services	1,016,785	1,017,386	1,054,594	1,030,492	1,184,244	1,473,165	1,502,870	1,472,640
	Treatment - Capital Outlay	-	283,451	-	-	6,808	-	-	-
	Treatment - Debt Service	1,797,965	1,793,096	1,788,060	1,782,849	1,777,457	1,771,979	1,771,979	1,642,000
	Debt Service	-	-	-	-	28,571	203,575	26,002	28,573
	Interfund Loans	-	-	-	-	-	-	-	-
	Contingency	-	-	-	-	-	2,000	-	160,000
	Total Expenditures	4,800,682	4,968,499	4,656,934	4,651,248	4,967,811	5,480,857	5,305,755	5,428,030
	<i>Actual % of Final Budget</i>	<i>71.10%</i>	<i>76.70%</i>	<i>91.72%</i>	<i>88.59%</i>	<i>94.15%</i>		<i>96.81%</i>	
									0.00%
	Revenues Over (Under) Expenditures	(499,422)	(628,068)	(301,412)	(77,911)	(192,651)	(460,331)	(270,755)	(100,030)
	Working Capital Carryover	4,013,543	3,514,121	2,886,053	2,584,641	2,506,730	2,157,724	2,314,079	2,043,324
	Ending Fund Balance	\$ 3,514,121	\$ 2,886,053	\$ 2,584,641	\$ 2,506,730	\$ 2,314,079	\$ 1,697,393	\$ 2,043,324	\$ 1,943,294
Operations Reconciliation									
	Ending Fund Balance	3,514,121	2,886,053	2,584,641	2,506,730	2,314,079	1,697,393	2,043,324	1,943,294
	DEQ Loan Reserve/Internal restriction - Debt & F&B	1,780,000	1,780,000	1,780,000	1,780,000	875,490	875,490	800,000	886,000
	Adjusted Operations Fund Balance	1,734,121	1,106,053	804,641	726,730	1,438,589	821,903	1,243,324	1,057,294
	Fund Balance Policy Requirement	645,000	651,000	653,000	686,000	716,000	750,000	750,000	799,000
	Excess (deficiency)	1,089,121	455,053	151,641	40,730	722,589	71,903	493,324	258,294

wastewater fund long-term plan-continued

WASTEWATER FUND								
#675	Operational Detail	2013	2014	2015	2016	2017	Comments	Long-term Percent
		Projection	Projection	Projection	Projection	Projection		
Revenues								
	Taxes	\$ 1,780,000	\$ 1,833,000	\$ 1,888,000	\$ 1,945,000	\$ 2,003,000		103.0%
	Charges for Services	3,712,800	3,898,400	4,093,300	4,257,000	4,427,300		104.0%
	Interest on Investments	31,000	32,000	33,000	34,000	35,000		102.0%
	Miscellaneous	1,000	1,000	1,000	1,000	1,000		102.0%
	Interfund Loan	-	-	-	-	-		102.0%
	Reimburse Ops Costs - Bond Issue	-	-	-	-	-		
	Total Revenues	5,524,800	5,764,400	6,015,300	6,237,000	6,466,300		
	<i>Actual % of Final Budget</i>							
		4.00%	5.00%	5.00%	4.00%	4.00%	<i>Calculated including percentage for debt service.</i>	
Expenditures								
	Collection - Personal Services	479,000	503,000	528,000	554,000	582,000		105.0%
	Collection - Materials & Services	1,213,000	1,249,000	1,286,000	1,325,000	1,365,000	Removed 2% franchise payment in 2011	103.0%
	Collection - Capital Outlay	-	-	-	-	-		100.0%
	Treatment - Personal Services	516,000	542,000	569,000	597,000	627,000		105.0%
	Treatment - Materials & Services	1,517,000	1,563,000	1,610,000	1,658,000	1,708,000	Moved filters from CIP to Eq sinking fund	103.0%
	Treatment - Capital Outlay	-	-	-	-	-		100.0%
	Treatment - Debt Service	1,640,000	1,630,000	1,624,000	1,623,000	1,615,000	DEQ Loan Refinanced in 2011	
	Debt Service	38,573	58,573	96,573	106,573	116,573		
	Interfund Loans	-	-	-	-	-		
	Contingency	162,000	166,000	171,000	176,000	180,000	Contingency is 3% of operating expenditures.	
	Total Expenditures	5,565,573	5,711,573	5,884,573	6,039,573	6,193,573		
	<i>Actual % of Final Budget</i>							
		0.00%	1.00%	1.00%	0.00%	0.00%	<i>Rate increase needed for new debt service only</i>	
	Revenues Over (Under) Expenditures	(40,773)	52,827	130,727	197,427	272,727		
	Working Capital Carryover	2,103,294	2,224,521	2,443,348	2,745,075	3,118,502		
	Ending Fund Balance	\$ 2,062,521	\$ 2,277,348	\$ 2,574,075	\$ 2,942,502	\$ 3,391,229		
Operations Reconciliation								
	Ending Fund Balance	2,062,521	2,277,348	2,574,075	2,942,502	3,391,229		
	DEQ Loan Reserve/Internal restricton - Debt & F&B	1,026,000	1,229,000	1,493,000	1,815,000	2,203,000	Debt Need of \$800,000 Plus F&B surplus restricted	
	Adjusted Operations Fund Balance	1,036,521	1,048,348	1,081,075	1,127,502	1,188,229		
	Fund Balance Policy Requirement	829,000	865,000	902,000	936,000	970,000	Policy is 15% of Operating Revenues.	
	Excess (deficiency)	207,521	183,348	179,075	191,502	218,229		

wastewater fund long-term plan-continued

WASTEWATER FUND						2011	2011	
Capital Detail						Amended	Estimate for	2012
#675	2006	2007	2008	2009	2010	Budget	the Year	Adopted
	Actual	Actual	Actual	Actual	Actual			
Revenues								
System Development Charges (SDC) - Reimbursement	\$ 262,982	\$ 117,486	\$ 62,276	\$ 75,543	\$ 55,569	\$ 39,055	\$ 40,000	\$ 40,000
System Development Charges - Improvement	147,928	91,068	64,948	300	376	-	-	-
F&B Taxes Above Debt Requirements - Restricted	-	-	-	-	-	-	-	-
Bond Issue	-	-	-	-	-	361,250	324,400	467,200
Total Revenues	410,910	208,554	127,224	75,843	55,945	400,305	364,400	507,200
<i>Actual % of Final Budget</i>	<i>85.50%</i>	<i>71.60%</i>	<i>59.17%</i>	<i>11.69%</i>	<i>12.01%</i>		<i>91.03%</i>	
Expenditures								
Collection - CIP	-	-	658,432	25,724	38,605	303,750	60,000	303,750
Treatment - CIP	-	-	1,534	7,902	37,547	59,000	59,500	514,708
WWTP Construction	-	-	-	-	-	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
SDC Reimbursements	-	-	129,125	14,120	1,289	21,250	10,000	21,250
SDC Reimbursements - Debt Service	-	-	-	-	-	-	-	-
SDC Improvements	274,072	20,083	133,750	4,387	615	553,500	343,500	351,912
Total Expenditures	274,072	20,083	922,841	52,133	78,056	937,500	473,000	1,191,620
<i>Actual % of Final Budget</i>	<i>71.10%</i>	<i>76.70%</i>	<i>63.46%</i>	<i>2.73%</i>	<i>6.28%</i>		<i>50.45%</i>	
Revenues Over (Under) Expenditures	136,838	188,471	(795,617)	23,710	(22,111)	(537,195)	(108,600)	(684,420)
Working Capital Carryover	1,650,639	1,787,477	1,975,948	1,180,331	1,204,041	1,168,760	1,181,930	1,073,330
Ending Fund Balance	\$ 1,787,477	\$ 1,975,948	\$ 1,180,331	\$ 1,204,041	\$ 1,181,930	\$ 631,565	\$ 1,073,330	\$ 388,910
Capital Reconciliation								
SDC Reimbursement	1,317,751	1,435,237	1,368,388	1,429,811	1,484,091	1,287,368	1,514,091	1,532,841
SDC Improvements	469,726	560,794	491,992	487,904	487,665	(83,091)	144,165	(207,747)
Waste Water Bond Proceeds Balance	-	-	-	-	-	-	-	-
Interfund Loan Receivable	-	-	-	-	-	-	-	-
Other	-	(20,083)	(680,049)	(713,674)	(789,826)	(572,712)	(584,926)	(936,184)
Total Fund Balance	1,787,477	1,975,948	1,180,331	1,204,041	1,181,930	631,565	1,073,330	388,910

wastewater fund long-term plan-continued

WASTEWATER FUND								
#675	Capital Detail	2013	2014	2015	2016	2017	Comments	Long-term
		Projection	Projection	Projection	Projection	Projection		Percent
Revenues								
	System Development Charges (SDC) - Reimbursement	\$ 41,200	\$ 42,400	\$ 43,700	\$ 45,000	\$ 46,400		103.0%
	System Development Charges - Improvement	-	-	-	-	-		103.0%
	F&B Taxes Above Debt Requirements - Restricted							103.0%
	Bond Issue	385,000		610,000	-	-		
	Total Revenues	426,200	42,400	653,700	45,000	46,400		
	<i>Actual % of Final Budget</i>							
Expenditures								
	Collection - CIP	42,500	167,500	392,500	42,500	42,500		
	Treatment - CIP	87,500	87,500	87,500	87,500	87,500		
	WWTP Construction	-	-	-	-	-		
	Interfund Loan	-	-	-	-	-		
	SDC Reimbursements	-	-	-	-	-	per CIP	
	SDC Reimbursements - Debt Service	-	-	-	-	-		
	SDC Improvements	73,500	20,000	20,000	20,000	20,000	per CIP	
	Total Expenditures	203,500	275,000	500,000	150,000	150,000		
	<i>Actual % of Final Budget</i>							
	Revenues Over (Under) Expenditures	222,700	(232,600)	153,700	(105,000)	(103,600)		
	Working Capital Carryover	388,910	611,610	379,010	532,710	427,710		
	Ending Fund Balance	\$ 611,610	\$ 379,010	\$ 532,710	\$ 427,710	\$ 324,110		
Capital Reconciliation								
	SDC Reimbursement	1,574,041	1,616,441	1,660,141	1,705,141	1,751,541		
		-	-	-	-	-		
	SDC Improvements	(281,247)	(301,247)	(321,247)	(341,247)	(361,247)		
	Waste Water Bond Proceeds Balance	-	-	-	-	-		
	Interfund Loan Receivable	-	-	-	-	-		
	Other	(681,184)	(936,184)	(806,184)	(936,184)	(1,066,184)		
	Total Fund Balance	611,610	379,010	532,710	427,710	324,110		

Electric Fund Narrative

This enterprise fund is used to account for the electric operations and electric conservation programs. Resources are primarily from charges for services. A late addition to the budget is an estimated \$1 million in borrowing and purchase of the North Mountain Substation.

Long-Term Assumptions

- ⇒ BPA power will be reviewed and adjusted annually based upon contractual requirements. A 13.49% increase is expected on 10/1/2011

Fund Balance

The fund balance policy requires a balance of 12% of revenues.

electric fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 2,527,430	\$ 2,116,269	\$ 2,178,995	\$ 1,469,744	\$ 1,642,543	\$ 1,779,779	\$ 2,054,733	\$ 2,290,459
	Intergovernmental								
	Federal	36,042	32,233	67,620	47,121	267,350	208,000	134,000	145,000
	Grants					500			
430	Total Intergovernmental	36,042	32,233	67,620	47,121	267,850	208,000	134,000	145,000
	Charges for Services								
	Sales	10,781,669	10,941,631	11,081,322	11,532,716	11,935,603	12,246,700	12,094,855	12,548,455
	Surcharge	1,135,060	1,111,676	1,009,060	292	-	-	-	-
	Miscellaneous Services	69,117	232,160	169,848	155,959	208,676	120,000	115,000	115,000
440	Total Charges for Services	11,985,846	12,285,467	12,260,230	11,688,967	12,144,279	12,366,700	12,209,855	12,663,455
	Interest on Investments								
	Interest on Pooled Investments	54,293	90,007	55,827	9,052	11,320	10,000	19,500	19,500
470	Total Interest on Investments	54,293	90,007	55,827	9,052	11,320	10,000	19,500	19,500
	Miscellaneous Revenues								
	Donations	5,431	3,389	9,919	4,422	5,706	4,000	7,500	7,500
	Loan Proceeds	50,006	57,750	73,176	90,558	114,464	75,000	115,000	115,000
	Miscellaneous Income	8,363	36,207	72,235	234,446	147,758	15,000	15,000	15,000
	Bad Debt Recovered					8,060		8,000	8,000
480	Total Miscellaneous Revenues	63,800	97,346	155,330	329,426	275,988	94,000	145,500	145,500
	Other Financing Sources								
	Other Financing Sources	-	-	304,000	148,961	-	-	-	1,000,000
	Interfund Loans	-	-	-	-	-	-	-	-
490	Total Other Financing Sources	-	-	304,000	148,961	-	-	-	1,000,000
	Total Electric Fund	\$14,667,411	\$14,621,322	\$15,022,002	\$13,693,271	\$14,341,980	\$14,458,479	\$14,563,588	\$16,263,914

electric fund long-term plan

ELECTRIC FUND						2011	2011	
#690	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Intergovernmental Revenue	\$ 36,042	\$ 32,233	\$ 67,620	\$ 47,121	\$ 267,850	\$ 208,000	\$ 134,000	\$ 145,000
Charges for Services	10,781,669	10,941,631	11,081,322	11,464,585	11,867,837	12,246,700	12,094,855	12,548,455
Fees	69,117	232,160	169,848	224,382	276,442	120,000	115,000	115,000
Surcharge	1,135,060	1,111,676	1,009,060	-	-	-	-	-
Interest on Investments	54,293	90,007	55,827	9,052	11,320	10,000	19,500	19,500
Miscellaneous Revenues	63,800	97,346	155,330	329,426	275,988	94,000	145,500	145,500
Other Financing Proceeds	-	-	304,000	148,961	-	-	-	1,000,000
Interfund Loan Proceeds	-	-	-	-	-	-	-	-
Total Revenues	12,139,981	12,505,053	12,843,007	12,223,527	12,699,437	12,678,700	12,508,855	13,973,455
<i>Actual % of Final Budget</i>	<i>94.29%</i>	<i>94.66%</i>	<i>93.90%</i>	<i>92.40%</i>	<i>100.41%</i>		<i>98.66%</i>	
Operational Expenditures								
Conservation - Personal Services	136,640	141,242	142,840	146,652	137,865	139,921	137,600	145,951
Conservation - Materials & Services	265,957	318,011	259,016	445,419	577,026	434,500	490,555	363,890
Conservation - Project	-	-	676,610	-	-	-	-	-
BPA Supply power costs	5,730,855	5,769,848	5,458,025	4,657,861	4,873,111	5,200,000	5,104,000	5,710,000
Supply - Materials & Services	296,050	312,915	399,107	396,307	377,107	385,204	378,204	385,300
Supply - Capital Outlay	-	-	152,031	163,071	-	-	-	1,000,000
Distribution - Personal Services	1,727,177	1,789,161	1,916,307	1,906,064	1,872,383	2,024,505	1,865,000	2,060,817
Distribution - Materials & Services	2,386,680	2,573,892	2,583,913	2,638,629	2,766,363	2,702,176	2,724,635	2,902,500
Distribution - Capital Outlay	535,884	647,970	825,471	557,994	539,852	630,000	425,000	660,000
Distribution M&S - Payment for Technology debt.	-	-	252,300	252,300	252,300	252,300	252,300	541,300
BPA Transmission power costs	971,899	886,288	886,638	861,105	866,133	900,000	871,000	953,000
Transmission - Materials & Services	-	3,000	-	-	-	-	-	-
Operating Transfers Out	500,000	-	-	-	-	-	-	-
CREB Debt Service to 2022; Substation to 2032	-	-	-	25,326	25,107	24,837	24,835	24,565
Operating Contingency	-	-	-	-	-	378,000	-	425,000
Total Expenditures	12,551,142	12,442,327	13,552,258	12,050,728	12,287,247	13,071,443	12,273,129	15,172,323
<i>Actual % of Final Budget</i>	<i>89.67%</i>	<i>87.91%</i>	<i>96.56%</i>	<i>90.68%</i>	<i>91.76%</i>		<i>93.89%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>60.00%</i>	<i>2.52%</i>	<i>43.01%</i>			
Revenues Over (Under) Expenditures	(411,161)	62,726	(709,251)	172,799	412,190	(392,743)	235,726	(1,198,868)
Working Capital Carryover	2,527,430	2,116,269	2,178,995	1,469,744	1,642,543	1,779,779	2,054,733	2,290,459
Operating Ending Fund Balance	\$ 2,116,269	\$ 2,178,995	\$ 1,469,744	\$ 1,642,543	\$ 2,054,733	\$ 1,387,036	\$ 2,290,459	\$ 1,091,591
Fund Balance Policy Requirement	1,456,800	1,500,610	1,504,680	1,448,950	1,523,930	1,488,950	1,488,950	1,556,810
Fund Balance and Contingency	2,116,269	2,178,995	1,469,744	1,642,543	2,054,733	1,765,036	2,290,459	1,516,591
Excess (Deficiency)	659,469	678,385	(34,936)	193,593	530,803	276,086	801,509	(40,219)

electric fund long-term plan

ELECTRIC FUND							
#690	2013	2014	2015	2016	2017		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Intergovernmental Revenue	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000		100.0%
Charges for Services	13,301,400	14,099,500	14,522,500	14,958,200	15,406,900	Needs 6% increase in 2012, 2013 & 2014	103.0%
Fees	118,500	122,100	125,800	129,600	133,500		103.0%
Surcharge		-	-	-	-	7/1/08 BPA surcharge absorbed into regular rates	
Interest on Investments	33,800	22,300	20,200	23,500	28,900		102.0%
Miscellaneous Revenues	148,400	151,400	154,400	157,500	160,700		102.0%
Other Financing Proceeds	-	-	-	-	-	CREB & BETC proceeds	
Interfund Loan Proceeds	-	-	-	-	-		
Total Revenues	13,747,100	14,540,300	14,967,900	15,413,800	15,875,000		
<i>Actual % of Final Budget</i>							
Operational Expenditures							
Conservation - Personal Services	153,200	160,900	168,900	177,300	186,200		105.0%
Conservation - Materials & Services	374,800	386,000	397,600	409,500	421,800		103.0%
Conservation - Project	-	-	-	-	-		100.0%
BPA Supply power costs	6,000,000	6,000,000	6,200,000	6,200,000	6,400,000	Estimated for 2012 wholesale contract renewal.	100.0%
Supply - Materials & Services	396,900	408,800	421,100	433,700	446,700		103.0%
Supply - Capital Outlay	-	-	-	-	-		100.0%
Distribution - Personal Services	2,163,900	2,272,100	2,385,700	2,505,000	2,630,300		105.0%
Distribution - Materials & Services	2,989,600	3,079,300	3,171,700	3,266,900	3,364,900		103.0%
Distribution - Capital Outlay	550,000	550,000	550,000	550,000	550,000		100.0%
Distribution M&S - Payment for Technology debt.	594,300	594,300	594,300	594,300	594,300	Additional AFN Debt unless other source identified	
BPA Transmission power costs	800,000	800,000	800,000	800,000	800,000	2013 depends on substation purchase	100.0%
T transmission - Materials & Services	4,000	4,100	4,200	4,200	4,200		103.0%
Operating T Transfers Out	-	-	-	-	-		
CREB Debt Service to 2022; Substation to 2032	104,293	104,022	104,000	104,000	104,000		100.0%
Operating Contingency	424,000	431,000	444,000	451,000	465,000	Contingency is 3% of operating expenditures.	
Total Expenditures	14,554,993	14,790,522	15,241,500	15,495,900	15,967,400		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(807,893)	(250,222)	(273,600)	(82,100)	(92,400)		
Working Capital Carryover	1,516,591	1,132,698	1,313,476	1,483,876	1,852,776		
Operating Ending Fund Balance	\$ 708,698	\$ 882,476	\$ 1,039,876	\$ 1,401,776	\$ 1,760,376		
Fund Balance Policy Requirement	1,649,650	1,744,840	1,796,150	1,849,660	1,905,000	Policy is 12% of revenues.	
Fund Balance and Contingency	1,132,698	1,313,476	1,483,876	1,852,776	2,225,376		
Excess (Deficiency)	(516,952)	(431,364)	(312,274)	3,116	320,376		

Telecommunication Fund Narrative

The enterprise fund represents the telecommunication services provided by the City. In FY 2007, the City Council decided to transition out of the Cable TV industry.

Long-Term Assumptions

- ⇒ Includes revenue and expense projections as adopted within the business plan.

Fund Balance

The fund balance policy requires a balance of 20% of revenues which was established in FY 2007.

telecommunication fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 898,750	\$ 518,687	\$ 963,896	\$ 869,719	\$ 929,945	\$ 911,037	\$ 953,315	\$ 453,183
	Taxes								
	Franchises	92,685	25,569	250	-	-	-	-	-
410	Total Taxes	92,685	25,569	250	-	-	-	-	-
	Charges for Services								
	Sales:								
	CATV	1,225,884	516,711	132,124	126,862	109,596	110,000	149,000	200,000
	HighSpeed	220,034	189,708	191,229	192,114	195,506	193,000	177,557	180,000
	Internet	1,248,262	1,309,300	1,386,344	1,486,766	1,512,646	1,579,400	1,580,000	1,662,000
	Misc Services	9,801	13,748	8	4	1,041	-	-	14,000
440	Total Charges for Services	2,703,981	2,029,467	1,709,705	1,805,746	1,818,789	1,882,400	1,906,557	2,056,000
	Interest on Investments								
	Interest on Pooled Investments	6,423	25,598	29,251	7,945	8,203	4,000	4,000	5,000
470	Total Interest on Investments	6,423	25,598	29,251	7,945	8,203	4,000	4,000	5,000
	Miscellaneous Revenues								
	Miscellaneous Income	34,654	53,951	69,788	609	163	500	9,750	2,500
480	Total Miscellaneous Revenues	34,654	53,951	69,788	609	163	500	9,750	2,500
	Other Financing Sources								
	Transfer in	500,000	-	-	-	-	-	-	-
	Interfund Loans	-	-	-	-	-	-	-	-
	Proceeds from Debt Issuance	-	-	-	-	-	-	-	-
490	Total Other Financing Sources	500,000	-						
	Total Telecommunications Fund	\$ 4,236,493	\$ 2,653,272	\$ 2,772,890	\$ 2,684,019	\$ 2,757,100	\$ 2,797,937	\$ 2,873,622	\$ 2,516,683

telecommunication fund long-term plan

TELECOMMUNICATION FUND						2011	2011	
#691	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 92,685	\$ 25,569	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	2,703,981	2,029,467	1,709,705	1,805,746	1,818,789	1,882,400	1,906,557	2,056,000
Interest on Investments	6,423	25,598	29,251	7,945	8,203	4,000	4,000	5,000
Miscellaneous Revenues	34,654	53,951	69,788	609	163	500	9,750	2,500
Other Financing Sources	-	-	-	-	-	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
Operating Transfers In	500,000	-	-	-	-	-	-	-
Total Revenues	3,337,743	2,134,585	1,808,994	1,814,300	1,827,155	1,886,900	1,920,307	2,063,500
<i>Actual % of Final Budget</i>	<i>77.20%</i>	<i>120.33%</i>	<i>103.83%</i>	<i>104.37%</i>	<i>98.15%</i>		<i>101.77%</i>	
Expenditures								
Promotions - Personal Services	5,732	375	-	-	-	-	-	-
Promotions - Materials & Services	86,918	58,998	-	-	-	-	-	-
Cable Television - Personal Services	293,261	168,899	-	-	-	-	-	-
Cable Television - Materials & Services	1,201,093	397,790	-	-	-	-	-	-
CATV Capital Outlay	82,773	5,548	-	-	-	-	-	-
Internet - Personal Services	348,289	574,646	627,737	572,458	567,474	674,548	636,164	670,620
Internet - Materials & Services	462,263	449,475	756,017	822,119	812,435	858,157	870,765	856,959
Internet - Capital Outlay	3,911	33,645	163,417	3,497	67,876	233,500	213,510	140,640
Debt service/Payment for Technology debt.	1,233,566	-	356,000	356,000	356,000	700,000	700,000	409,000
Contingency						50,000		100,000
Total Expenditures	3,717,806	1,689,376	1,903,171	1,754,074	1,803,785	2,516,205	2,420,439	2,177,219
<i>Actual % of Final Budget</i>	<i>71.27%</i>	<i>89.87%</i>	<i>88.40%</i>	<i>81.91%</i>	<i>81.69%</i>		<i>96.19%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	(380,063)	445,209	(94,177)	60,226	23,370	(629,305)	(500,132)	(113,719)
Working Capital Carryover	898,750	518,687	963,896	869,719	929,945	911,037	953,315	453,183
Ending Fund Balance	\$ 518,687	\$ 963,896	\$ 869,719	\$ 929,945	\$ 953,315	\$ 281,732	\$ 453,183	\$ 339,464
Fund Balance Policy Requirement	-	-	-	350,000	350,000	372,000	384,000	413,000
Fund Balance and Contingency	518,687	963,896	869,719	929,945	953,315	331,732	453,183	439,464
Excess (Deficiency)	518,687	963,896	869,719	579,945	603,315	(40,268)	69,183	26,464

telecommunication fund long-term plan

TELECOMMUNICATION FUND							
#691	2013	2014	2015	2016	2017		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -		
Charges for Services	2,132,500	2,165,000	2,205,000	2,249,000	2,294,000	Revenue projections based upon adopted business plan.	
Interest on Investments	15,000	15,000	15,000	15,000	15,000		
Miscellaneous Revenues	500	500	500	500	500		
Other Financing Sources	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
Operating Transfers In	-	-	-	-	-		
Total Revenues	2,148,000	2,180,500	2,220,500	2,264,500	2,309,500		
<i>Actual % of Final Budget</i>							
Expenditures							
Promotions - Personal Services	-	-	-	-	-		
Promotions - Materials & Services	-	-	-	-	-		
Cable Television - Personal Services	-	-	-	-	-		
Cable Television - Materials & Services	-	-	-	-	-		
CATV Capital Outlay	-	-	-	-	-		
Internet - Personal Services	698,100	635,600	648,700	681,100	715,200	Expense projections based upon adopted business plan.	
Internet - Materials & Services	902,100	951,700	971,600	991,000	1,010,800		
Internet - Capital Outlay	133,500	176,000	163,500	170,000	170,000		
Debt service/Payment for Technology debt.	409,000	409,000	409,000	409,000	409,000		
Contingency	100,000	100,000	100,000	100,000	100,000	Contingency raised to \$100,000 due to industry fluctuations.	
Total Expenditures	2,242,700	2,272,300	2,292,800	2,351,100	2,405,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(94,700)	(91,800)	(72,300)	(86,600)	(95,500)		
Working Capital Carryover	439,464	444,764	452,964	480,664	494,064		
Ending Fund Balance	\$ 344,764	\$ 352,964	\$ 380,664	\$ 394,064	\$ 398,564		
Fund Balance Policy Requirement	430,000	436,000	444,000	453,000	462,000	Policy is 20% of operating revenues.	
Fund Balance and Contingency	444,764	452,964	480,664	494,064	498,564		
Excess (Deficiency)	14,764	16,964	36,664	41,064	36,564		

Central Services Fund Narrative

The Central Services Fund is an internal service fund. Under governmental fund accounting, an internal service fund is one that provides support for other departments, which in turn provide services to the public. The City of Ashland has three internal service funds: (1) the Central Services fund, (2) the Equipment Fund, and (3) the Insurance Fund. The Central Services Fund includes five departments: Administration, Administrative Services, City Recorder, Information Technology and Public Works. This is the fifth year that the Facilities Division of Public Works is shown residing in the Capital Improvement Fund, where it was previously shown in this fund. The figures for 2006 do not reflect this change, only 2007 and after.

Revenues supporting Central Services are charged out monthly to departments based on benefits received. The department allocations are made during the budget process based on a matrix called the Central Services Allocation.

Long-Term Assumptions

- ⇒ Charges for services are expected remain flat for FY 2011-12 and to increase 5% there after.
- ⇒ Expenditures are expected to increase between 3 to 5 % each year in the future.

Fund Balance

The fund balance policy calls for the fund balance to consist of a 3% contingency.

central services fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 185,137	\$ 439,010	\$ 788,106	\$ 368,086	\$ 161,163	\$ 244,363	\$ 266,820	\$ 301,659
	Taxes								
	Food and Beverage Tax							20,000	22,000
	Late and Penalty	16,987	20,721	12,366	16,460	15,926	55,000	18,600	20,000
410	Total Taxes	16,987	20,721	12,366	16,460	15,926	55,000	38,600	42,000
	Intergovernmental								
	Grant	-	-	2,835	2,895	2,850	2,820	2,820	2,820
430	Total Intergovernmental	-	-	2,835	2,895	2,850	2,820	2,820	2,820
	Charges for Services								
	Finance Department Services	191,535	12,796	1,627	1,987	1,772	2,000	1,940	2,000
	Recorder Services	-	57	17	183	-	-	-	-
	Lien Search	12,179	11,240	7,880	6,840	8,850	6,000	9,000	9,000
	Passport Fees	8,566	21,636	18,927	-	80	-	-	-
	Public Works Services	386,947	257,204	194,331	270,597	112,975	48,000	10,000	10,000
	Engineering Fees							70,000	60,000
	Interdepartmental	4,996,166	4,944,910	4,798,407	5,051,289	5,464,714	5,632,700	5,465,000	5,613,200
440	Total Charges for Services	5,595,393	5,247,843	5,021,189	5,330,896	5,588,391	5,688,700	5,555,940	5,694,200
	Interest on Investments								
	Interest on Pooled Investments	24,040	46,469	44,756	9,315	7,325	5,000	5,000	5,000
470	Total Interest on Investments	24,040	46,469	44,756	9,315	7,325	5,000	5,000	5,000
	Miscellaneous Revenues								
	Miscellaneous Income	34,410	277,778	100,281	96,043	96,380	100,000	98,000	100,000
480	Total Miscellaneous Revenues	34,410	277,778	100,281	96,043	96,380	100,000	98,000	100,000
	Total Central Services Fund	\$ 5,855,967	\$ 6,031,821	\$ 5,969,533	\$ 5,823,695	\$ 5,872,035	\$ 6,095,883	\$ 5,967,180	\$ 6,145,679

central services fund long-term plan

CENTRAL SERVICES FUND						2011	2011	
#710	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 16,987	\$ 20,721	\$ 12,366	\$ 16,460	\$ 15,926	\$ 55,000	\$ 38,600	\$ 42,000
Intergovernmental	-	-	2,835	2,895	2,850	2,820	2,820	2,820
Charges for Services	5,595,393	5,247,843	5,021,189	5,330,896	5,588,391	5,688,700	5,555,940	5,694,200
Interest on Investments	24,040	46,469	44,756	9,315	7,325	5,000	5,000	5,000
Miscellaneous Revenues	34,410	277,778	100,281	96,043	96,380	100,000	98,000	100,000
Operating Transfers In	-	-	-	-	-	-	-	-
Total Revenues	5,670,830	5,592,811	5,181,427	5,455,609	5,710,872	5,851,520	5,700,360	5,844,020
<i>Actual % of Final Budget</i>	96.86%	98.11%	97.76%	93.60%	98.26%		97.42%	
Expenditures								
Administration - Personal Services *	676,378	727,413	881,997	947,547	930,353	991,830	920,491	1,046,420
Administration - Materials & Services *	201,561	249,141	420,424	308,348	287,937	320,479	333,760	318,381
IT - Computer Services - Personal Services	615,653	645,631	802,967	861,784	847,220	857,416	809,970	900,896
IT - Computer Services - Materials & Services	201,286	243,454	340,415	302,704	274,844	266,993	271,708	262,146
IT - Computer Services - Capital Outlay	27,484	1,327	10,172	-	-	25,000	57,000	25,000
Administrative Services - Personal Services **	1,331,933	1,305,792	1,096,316	1,205,657	1,260,409	1,266,735	1,223,000	1,269,965
Administrative Services - Materials & Services **	497,786	525,286	398,403	392,554	395,043	425,628	432,516	466,636
Administrative Services - Capital Outlay **	11,949	14,834	14,426	10,789	-	-	-	-
City Recorder - Personal Services	149,656	155,673	165,725	154,978	157,431	162,346	162,346	167,106
City Recorder - Materials & Services	27,593	114,923	115,532	111,366	136,353	143,379	141,650	143,650
City Recorder - Capital Outlay	-	-	-	6,006	-	-	-	-
Public Works - Personal Services ***	1,092,073	1,006,708	1,115,948	1,164,212	1,086,241	1,123,024	1,075,000	1,165,603
Public Works - Materials & Services ***	577,595	253,533	239,122	196,587	229,384	266,960	238,080	224,850
Public Works - Capital Outlay ***	6,010	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	125,500	-	145,000
Total Expenditures	5,416,957	5,243,715	5,601,447	5,662,532	5,605,215	5,975,290	5,665,521	6,135,653
<i>Actual % of Final Budget</i>	88.52%	89.94%	92.14%	89.85%	93.90%		94.82%	
<i>Actual % of Contingency Transferred/Used</i>	0.00%	75.85%	100.00%	0.00%	31.36%		50.00%	
Revenues Over (Under) Expenditures	253,873	349,096	(420,020)	(206,923)	105,657	(123,770)	34,839	(291,633)
Working Capital Carryover	185,137	439,010	788,106	368,086	161,163	244,363	266,820	301,659
Ending Fund Balance	\$ 439,010	\$ 788,106	\$ 368,086	\$ 161,163	\$ 266,820	\$ 120,593	\$ 301,659	\$ 10,026
Fund Balance Policy Requirement	170,000	168,000	155,000	164,000	171,000	174,000	174,000	175,000
Fund Balance and Contingency	439,010	788,106	368,086	161,163	266,820	246,093	301,659	155,026
Excess (deficiency)	269,010	620,106	213,086	(2,837)	95,820	72,093	127,659	(19,974)

*Includes Human Resources in 2005, 2008 and 2009

**Includes Human Resources in 2006 and 2007

***Includes Facilities Division that was transferred to CIP in 2007

central services fund long-term plan

CENTRAL SERVICES FUND							
#710	2013	2014	2015	2016	2017	Comments	Long-term Percent
Revenues	Projection	Projection	Projection	Projection	Projection		
Taxes	\$ 42,800	\$ 43,700	\$ 44,600	\$ 45,500	\$ 46,400		102.0%
Intergovernmental	-	-	-	-	-		102.0%
Charges for Services	6,150,000	6,396,000	6,652,000	6,918,000	7,195,000	2013 (8%) increase may be needed.	104.0%
Interest on Investments	5,000	5,000	5,000	5,000	5,000		102.0%
Miscellaneous Revenues	102,000	104,000	106,000	108,000	110,000		102.0%
Operating Transfers In	-	-	-	-	-		
Total Revenues	6,299,800	6,548,700	6,807,600	7,076,500	7,356,400		
<i>Actual % of Final Budget</i>							
Expenditures							
Administration - Personal Services *	1,099,000	1,154,000	1,212,000	1,273,000	1,337,000		105.0%
Administration - Materials & Services *	328,000	338,000	348,000	358,000	369,000		103.0%
IT - Computer Services - Personal Services	946,000	993,000	1,043,000	1,095,000	1,150,000		105.0%
IT - Computer Services - Materials & Services	270,000	278,000	286,000	295,000	304,000		103.0%
IT - Computer Services - Capital Outlay	25,000	25,000	25,000	25,000	25,000		100.0%
Administrative Services - Personal Services **	1,333,000	1,400,000	1,470,000	1,544,000	1,621,000		105.0%
Administrative Services - Materials & Services **	481,000	495,000	510,000	525,000	541,000		103.0%
Administrative Services - Capital Outlay **	-	-	-	-	-		100.0%
City Recorder - Personal Services	175,000	184,000	193,000	203,000	213,000		105.0%
City Recorder - Materials & Services	148,000	152,000	157,000	162,000	167,000		103.0%
City Recorder - Capital Outlay	-	-	-	-	-		100.0%
Public Works - Personal Services ***	1,224,000	1,285,000	1,349,000	1,416,000	1,487,000		105.0%
Public Works - Materials & Services ***	232,000	239,000	246,000	253,000	261,000		103.0%
Public Works - Capital Outlay ***	-	-	-	-	-		100.0%
Transfers	-	-	-	-	-		
Contingency	187,800	196,300	205,200	214,500	224,300	Contingency is 3%.	
Total Expenditures	6,448,800	6,739,300	7,044,200	7,363,500	7,699,300		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(149,000)	(190,600)	(236,600)	(287,000)	(342,900)		
Working Capital Carryover	155,026	193,826	199,526	168,126	95,626		
Ending Fund Balance	\$ 6,026	\$ 3,226	\$ (37,074)	\$ (118,874)	\$ (247,274)		
Fund Balance Policy Requirement	189,000	196,000	204,000	212,000	221,000	Policy is 3% of Operating Revenues.	
Fund Balance and Contingency	193,826	199,526	168,126	95,626	(22,974)		
Excess (deficiency)	4,826	3,526	(35,874)	(116,374)	(243,974)		

*Includes Human Resources in 2005, 2008 and 2009

**Includes Human Resources in 2006 and 2007

***Includes Facilities Division that was transferred to CIP in 2007

Insurance Services Fund Narrative

The Insurance Services Fund is an internal service fund that accounts for insurance and risk management activities.

Long-Term Assumptions

Charges for services. Charges are estimated to increase at 10 % in the future years to pay for increased claims activity and higher premiums. These charges are scheduled to be evaluated in this fiscal year.

Personal Services. A full time Analyst/Claims Manager is charged to this fund.

Fund Balance

The fund balance is based on activity.

insurance service fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 1,036,331	\$ 1,060,790	\$ 1,125,430	\$ 1,138,699	\$ 696,071	\$ 634,559	\$ 640,110	\$ 783,477
	Charges for Services								
	Interdepartmental	569,112	629,027	648,360	639,189	330,335	650,000	330,330	404,705
	Workers Compensation					304,158		325,000	325,000
440	Total Charges for Services	569,112	629,027	648,360	639,189	634,493	650,000	655,330	729,705
	Interest on Investments								
	Interest on Pooled Investments	44,491	65,867	57,152	15,240	12,961	6,000	9,200	9,200
470	Total Interest on Investments	44,491	65,867	57,152	15,240	12,961	6,000	9,200	9,200
	Miscellaneous Revenues								
	Miscellaneous Income	8,389	38,644	9,683	107,543	36,482	12,000	30,000	30,000
480	Total Miscellaneous Revenues	8,389	38,644	9,683	107,543	36,482	12,000	30,000	30,000
	Total Insurance Services Fund	\$ 1,658,323	\$ 1,794,328	\$ 1,840,625	\$ 1,900,671	\$ 1,380,007	\$ 1,302,559	\$ 1,334,640	\$ 1,552,382

insurance services fund long-term plan

INSURANCE SERVICES FUND						2011	2011	
#720	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Charges for Services	\$ 569,112	\$ 629,027	\$ 648,360	\$ 639,189	\$ 634,493	\$ 650,000	\$ 655,330	\$ 729,705
Interest on Investments	44,491	65,867	57,152	15,240	12,961	6,000	9,200	9,200
Miscellaneous Revenues	8,389	38,644	9,683	107,543	36,482	12,000	30,000	30,000
Interfund Loan	-	-	-	-	-	-	-	-
Total Revenues	621,992	733,538	715,195	761,972	683,936	668,000	694,530	768,905
<i>Actual % of Final Budget</i>	<i>106.23%</i>	<i>69.56%</i>	<i>106.35%</i>	<i>109.64%</i>	<i>100.58%</i>		<i>103.97%</i>	
Expenditures								
Personal Services	-	145,561	81,133	80,885	77,909	76,500	77,110	79,580
Materials and Services	597,533	523,337	620,793	1,123,715	661,988	680,803	474,053	676,500
Operating Contingency						150,000		150,000
Total Expenditures	597,533	668,898	701,926	1,204,600	739,897	907,303	551,163	906,080
<i>Actual % of Final Budget</i>	<i>53.49%</i>	<i>61.18%</i>	<i>79.31%</i>	<i>89.87%</i>	<i>81.22%</i>		<i>60.75%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	24,459	64,640	13,269	(442,628)	(55,961)	(239,303)	143,367	(137,175)
Working Capital Carryover	1,036,331	1,060,790	1,125,430	1,138,699	696,071	634,559	640,110	783,477
Ending Fund Balance	\$ 1,060,790	\$ 1,125,430	\$ 1,138,699	\$ 696,071	\$ 640,110	\$ 395,256	\$ 783,477	\$ 646,302
Fund Balance Policy Requirement	486,000	501,000	516,000	531,000	547,000	1,000,000	547,000	1,000,000
Fund Balance and Contingency	1,060,790	1,125,430	1,138,699	696,071	640,110	545,256	783,477	796,302
Interfund Loan Receivable	-	-	-	-	-	-	-	-
Excess (deficiency)	574,790	624,430	622,699	165,071	93,110	(454,744)	236,477	(203,698)

insurance services fund long-term plan

INSURANCE SERVICES FUND							
#720	2013	2014	2015	2016	2017		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Charges for Services	\$ 730,000	\$ 803,000	\$ 883,000	\$ 971,000	\$ 1,068,000	An average of 10% increases in 2012 and after based upon claims & exposures	110.0%
Interest on Investments	9,000	9,000	9,000	9,000	9,000		103.0%
Miscellaneous Revenues	30,000	30,000	30,000	30,000	30,000		
Interfund Loan	-	-	-	-	-		
Total Revenues	769,000	842,000	922,000	1,010,000	1,107,000		
<i>Actual % of Final Budget</i>							
Expenditures							
Personal Services	84,000	88,000	92,000	97,000	102,000		105.0%
Materials and Services	697,000	718,000	740,000	762,000	785,000	Estimated on premiums and projected claims	103.0%
Operating Contingency	150,000	150,000	150,000	150,000	150,000	Industry changes encourage this dollar level.	
Total Expenditures	931,000	956,000	982,000	1,009,000	1,037,000	Contingency of 3% not used.	
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(162,000)	(114,000)	(60,000)	1,000	70,000		
Working Capital Carryover	796,302	784,302	820,302	910,302	1,061,302		
Ending Fund Balance	\$ 634,302	\$ 670,302	\$ 760,302	\$ 911,302	\$ 1,131,302		
Fund Balance Policy Requirement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Policy is \$1,000,000	103.0%
Fund Balance and Contingency	784,302	820,302	910,302	1,061,302	1,281,302		
Interfund Loan Receivable	-	-	-	-	-		
Excess (deficiency)	(215,698)	(179,698)	(89,698)	61,302	281,302		

Equipment Fund Narrative

This fund is an internal service fund that provides for the maintenance and replacement of most motorized equipment within the City.

Charges for Services. Represents the charges to departments for operating, maintaining, and replacement of vehicles. In FY 2008-09, the fleet maintenance charge was evaluated and a revised method has been incorporated into the FY 2010-11 budget and after.

Long-Term Assumptions

⇒ Charges for services are expected to increase 3% per year.

Fund Balance

The fund balance policy requires sufficient savings of to pay for further replacements.

equipment fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 1,489,055	\$ 1,510,170	\$ 1,750,852	\$ 1,329,672	\$ 844,150	\$ 1,460,876	\$ 1,760,305	\$ 650,551
	Intergovernmental Revenues								
	Grants	-	-	-	-	-	91,000	-	-
430	Total Intergovernmental	-	-	-	-	-	91,000	-	-
	Charges for Services								
	Technology Fee	65,473	66,653	54,848	63,000	63,000	63,000	63,000	63,000
	Maintenance Services	561,637	697,891	660,407	558,015	805,200	805,200	805,200	926,150
	Equipment Replacement	587,657	567,485	493,629	533,109	777,537	770,000	770,000	772,413
	Fuel Sales	41,587	51,421	45,130	60,195	46,345	40,000	50,000	50,000
440	Total Charges for Services	1,256,354	1,383,450	1,254,014	1,214,319	1,692,082	1,678,200	1,688,200	1,811,563
	Interest on Investments								
	Interest on Pooled Investments	51,076	80,566	72,125	16,603	24,883	15,000	30,000	35,000
470	Total Interest on Investments	51,076	80,566	72,125	16,603	24,883	15,000	30,000	35,000
	Miscellaneous Revenues								
	Miscellaneous Income	14,936	18,051	574	9,304	12	5,000	1,000	5,000
	Sale of Equipment	42,390	63,504	148,723	30,694	14,745	50,000	30,000	50,000
480	Total Miscellaneous Revenues	57,326	81,555	149,297	39,998	14,757	55,000	31,000	55,000
	Other Financing Sources								
	Interfund Loans	-	-	-	-	-	208,000	208,000	408,000
490	Total Other Financing Sources	-	-	-	-	-	208,000	208,000	408,000
	Total Equipment Fund	\$ 2,853,811	\$ 3,055,741	\$ 3,226,288	\$ 2,600,592	\$ 2,575,872	\$ 3,508,076	\$ 3,717,505	\$ 2,960,114

equipment fund long-term plan

EQUIPMENT FUND						2011	2011	
#730	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Charges for Services	\$ 1,256,354	\$ 1,383,450	\$ 1,254,014	\$ 1,214,319	\$ 1,692,082	\$ 1,678,200	\$ 1,688,200	\$ 1,811,563
Interest on Investments	51,076	80,566	72,125	16,603	24,883	15,000	30,000	35,000
Miscellaneous Revenues	57,326	81,555	149,297	39,998	14,757	55,000	31,000	55,000
Grant	-	-	-	-	-	91,000	-	-
Interfund Loan	-	-	-	-	-	208,000	208,000	408,000
Total Revenues	1,364,756	1,545,571	1,475,436	1,270,920	1,731,722	2,047,200	1,957,200	2,309,563
<i>Actual % of Final Budget</i>	<i>100.03%</i>	<i>109.45%</i>	<i>104.12%</i>	<i>80.23%</i>	<i>111.71%</i>		<i>95.60%</i>	
Expenditures								
PW Maintenance Division - Personal Services	215,284	243,499	266,336	279,542	274,889	412,507	410,604	430,069
PW Maintenance Division - Materials & Services	452,181	479,423	487,001	435,487	459,847	578,867	545,850	558,545
Purchasing and Acquisition Division - Capital	676,176	581,967	1,143,279	416,413	80,831	1,374,500	1,310,500	800,000
Interfund Loan	-	-	-	625,000	-	1,000,000	800,000	-
Operating Contingency						54,000		47,000
Total Expenditures	1,343,641	1,304,889	1,896,616	1,756,442	815,567	3,419,874	3,066,954	1,835,614
<i>Actual % of Final Budget</i>	<i>69.12%</i>	<i>58.16%</i>	<i>84.18%</i>	<i>75.20%</i>	<i>68.87%</i>		<i>89.68%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>11.63%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	21,115	240,682	(421,180)	(485,522)	916,155	(1,372,674)	(1,109,754)	473,949
Working Capital Carryover	1,489,055	1,510,170	1,750,852	1,329,672	844,150	1,460,876	1,760,305	650,551
Ending Fund Balance	\$ 1,510,170	\$ 1,750,852	\$ 1,329,672	\$ 844,150	\$ 1,760,305	\$ 88,202	\$ 650,551	\$ 1,124,500

equipment fund long-term plan

EQUIPMENT FUND							
#730	2013	2014	2015	2016	2017	Comments	Long-term Percent
Revenues	Projection	Projection	Projection	Projection	Projection		
Charges for Services	\$ 1,811,563	\$ 1,902,000	\$ 1,997,000	\$ 2,097,000	\$ 2,202,000		105.0%
Interest on Investments	36,000	37,000	38,000	39,000	40,000		103.0%
Miscellaneous Revenues	56,000	57,000	58,000	59,000	60,000		102.0%
Grant	-	-	-	-	-		
Interfund Loan	408,000	408,000	408,000	208,000	102,000	Repayments from CIP and Water funds.	
Total Revenues	2,311,563	2,404,000	2,501,000	2,403,000	2,404,000		
<i>Actual % of Final Budget</i>							
Expenditures							
PW Maintenance Division - Personal Services	452,000	475,000	499,000	524,000	550,000		105.0%
PW Maintenance Division - Materials & Services	575,000	592,000	610,000	628,000	647,000		103.0%
Purchasing and Acquisition Division - Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		100.0%
Interfund Loan	-	-	-	-	-		
Operating Contingency	61,000	62,000	63,000	65,000	66,000	Contingency is 3% of operating expenditures.	
Total Expenditures	2,088,000	2,129,000	2,172,000	2,217,000	2,263,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	223,563	275,000	329,000	186,000	141,000		
Working Capital Carryover	1,171,500	1,456,063	1,793,063	2,185,063	2,436,063		
Ending Fund Balance	\$ 1,395,063	\$ 1,731,063	\$ 2,122,063	\$ 2,371,063	\$ 2,577,063	Policy is \$1,600,000	

Cemetery Trust Fund Narrative

This fund accounts for trust monies derived from bequests and perpetual care given to the city for the maintenance and preservation of the cemeteries and mausoleums. By City Charter, only the interest earned on the trust may be used for the operation and maintenance of the cemeteries, and is transferred on a monthly basis to fund operations, while the principal continues to grow by an amount equal to the perpetual care revenues received.

Sales. The perpetual care portion of each cemetery sale of graves, niches, or crypts is accounted for here. This revenue is expected to remain stable for the near future.

Interest on Investments. Interest earnings are estimated to remain stable for the near future.

Operating Transfers In. By City Charter, the Cemetery operations is required to pay an amount not less than \$500 per year to assure the perpetual continuity of the trust.

Long-Term Assumptions

⇒ This revenue is expected to remain stable.

Fund Balance

No minimum fund balance is required.

cemetery trust fund resources

#	Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
								Estimate	2012 Adopted
400	Working Capital Carryover	\$ 702,629	\$ 719,429	\$ 749,918	\$ 771,948	\$ 788,753	\$ 806,253	\$ 807,797	\$ 830,297
	Charges for Services								
	Sales	17,936	25,568	21,530	21,028	15,690	20,000	22,000	22,000
440	Total Charges for Services	17,936	25,568	21,530	21,028	15,690	20,000	22,000	22,000
	Interest on Investments								
	Interest on Pooled Investments	22,532	35,421	33,180	10,075	10,025	20,000	10,000	20,000
470	Total Interest on Investments	22,532	35,421	33,180	10,075	10,025	20,000	10,000	20,000
	Miscellaneous Revenues								
	Miscellaneous Income	1,283	-	-	-	-	-	-	-
480	Total Miscellaneous Revenues	1,283	-						
	Other Financing Sources								
	Operating Transfers In:								
	From General Fund	500	500	500	500	500	500	500	500
490	Total Other Financing Sources	500							
	Total Cemetery Trust Fund	\$ 744,880	\$ 780,918	\$ 805,128	\$ 803,551	\$ 814,968	\$ 846,753	\$ 840,297	\$ 872,797

cemetery trust fund long-term plan

CEMETERY TRUST FUND						2011	2011	
#810	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Charges for Services	\$ 17,936	\$ 25,568	\$ 21,530	\$ 21,028	\$ 15,690	\$ 20,000	\$ 22,000	\$ 22,000
Interest on Investments	22,532	35,421	33,180	10,075	10,025	20,000	10,000	20,000
Miscellaneous	1,283	-	-	-	-	-	-	-
Operating Transfers In	500	500	500	500	500	500	500	500
Total Revenues	42,251	61,489	55,210	31,603	26,215	40,500	32,500	42,500
<i>Actual % of Final Budget</i>	<i>189.47%</i>	<i>164.85%</i>	<i>121.34%</i>	<i>39.26%</i>	<i>64.73%</i>		<i>80.25%</i>	
Expenditures								
Operating Transfers Out	25,451	31,000	33,180	14,798	7,171	20,000	10,000	20,000
Total Expenditures	25,451	31,000	33,180	14,798	7,171	20,000	10,000	20,000
<i>Actual % of Final Budget</i>	<i>176.74%</i>	<i>163.16%</i>	<i>132.72%</i>	<i>24.66%</i>	<i>35.86%</i>		<i>50.00%</i>	
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	16,800	30,489	22,030	16,805	19,044	20,500	22,500	22,500
Working Capital Carryover	702,629	719,429	749,918	771,948	788,753	806,253	807,797	830,297
Ending Fund Balance	\$ 719,429	\$ 749,918	\$ 771,948	\$ 788,753	\$ 807,797	\$ 826,753	\$ 830,297	\$ 852,797

cemetery trust fund long-term plan

CEMETERY TRUST FUND							
#810	2013	2014	2015	2016	2017	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Charges for Services	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000		100.0%
Interest on Investments	20,600	21,200	21,800	22,500	23,200		103.0%
Miscellaneous	-	-	-	-	-		
Operating Transfers In	500	500	500	500	500	Transfer from General Fund per charter	
Total Revenues	43,100	43,700	44,300	45,000	45,700		
<i>Actual % of Final Budget</i>							
Expenditures							
Operating Transfers Out	20,600	21,200	21,800	22,500	23,200	Interest earnings transfer to General Fund	
Total Expenditures	20,600	21,200	21,800	22,500	23,200		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	22,500	22,500	22,500	22,500	22,500		
Working Capital Carryover	852,797	875,297	897,797	920,297	942,797		
Ending Fund Balance	\$ 875,297	\$ 897,797	\$ 920,297	\$ 942,797	\$ 965,297		

Parks and Recreation Fund Narrative

The Parks and Recreation fund includes the general activities of the Parks program. Revenues include taxes, grants, charges for services and donations.

Taxes. The tax rate remains the same as the prior year at \$2.09.

Intergovernmental Revenues. Federal and state grants are shown here.

Charges for Services. Contracted Services, rents and program fees are expected to increase 3% in future years.

Long-Term Assumptions

- ⇒ This revenue is expected to remain stable.
- ⇒ Rates are expected to increase slightly in the future.

Fund Balance

A minimum of 20% of operational revenues.

parcs and recreation fund resources

Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
							Estimate	2012 Adopted
Working Capital Carryover	\$ 1,679,875	\$ 1,507,367	\$ 1,180,912	\$ 1,201,442	\$ 1,379,751	\$ 1,439,186	\$ 1,787,781	\$ 1,991,310
Taxes								
Property Taxes								
Current	3,075,651	3,415,109	3,688,554	3,779,193	3,879,036	3,954,100	3,950,000	4,138,200
Prior	334,033	122,560	183,647	128,367	164,872	120,000	125,000	125,000
Total Taxes	3,409,684	3,537,669	3,872,201	3,907,560	4,043,908	4,074,100	4,075,000	4,263,200
Intergovernmental Revenues								
Sports Field Maint - Schools Contribution	-	-	-	-	-	31,000	-	-
Grants/other	33,536	19,796	-	-	9,983	-	15,000	15,000
Total Intergovernmental	33,536	19,796	-	-	9,983	31,000	15,000	15,000
Charges for Service								
Facility Rentals	38,804	27,573	34,514	62,220	68,942	65,100	50,000	62,000
Contracted Services	207,800	228,345	242,192	370,670	282,590	215,000	235,000	215,000
Golf Course Fees	319,055	309,286	301,859	304,677	325,758	305,000	320,000	320,000
Park Fees	49,333	66,965	51,076	-	-	-	-	-
Recreation Programs	199,558	115,764	182,238	235,127	253,389	215,000	230,000	230,000
Total Charges for Services	814,550	747,933	811,879	972,694	930,679	800,100	835,000	827,000
Interest on Investments								
Interest on Pooled Investments	61,999	100,496	92,172	18,623	21,748	10,000	20,000	20,000
Total Interest on Investments	61,999	100,496	92,172	18,623	21,748	10,000	20,000	20,000
Miscellaneous								
Donations	36,767	3,825	17,691	6,259	8,681	7,500	7,500	7,500
Miscellaneous Income	11,553	38,798	119,649	238,108	7,414	5,000	45,000	15,000
Bad Debt Recovered	-	-	-	-	1,024	-	-	-
Total Miscellaneous Income	48,320	42,623	137,340	244,367	17,119	12,500	52,500	22,500
Other Financing Sources								
Operating Transfers In:								
From General Fund	-	-	-	-	-	-	-	-
Total Other Financing Sources	-							
Total Parks & Recreation	\$ 6,047,964	\$ 5,955,884	\$ 6,094,504	\$ 6,344,686	\$ 6,403,188	\$ 6,366,886	\$ 6,785,281	\$ 7,139,010

parks and recreation fund long-term plan

PARKS AND RECREATION FUND						2011	2011	
	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 3,409,684	3,537,669	\$ 3,872,201	\$ 3,907,560	\$ 4,043,908	\$ 4,074,100	\$ 4,075,000	\$ 4,263,200
Intergovernmental Revenues	33,536	19,796	-	-	9,983	31,000	15,000	15,000
Charges for Service	814,550	747,933	811,879	972,694	930,679	800,100	835,000	827,000
Interest on Investments	61,999	100,496	92,172	18,623	21,748	10,000	20,000	20,000
Miscellaneous	48,320	42,623	137,340	244,367	17,119	12,500	52,500	22,500
Transfers In	-	-	-	-	-	-	-	-
Total Revenues	4,368,089	4,448,517	4,913,592	5,143,244	5,023,437	4,927,700	4,997,500	5,147,700
<i>Actual % of Final Budget</i>	<i>98.79%</i>	<i>95.53%</i>	<i>99.34%</i>	<i>98.74%</i>	<i>102.08%</i>		<i>101.42%</i>	
Expenditures								
Parks Division - Personal Services	1,955,912	2,074,763	2,136,233	2,081,920	1,944,128	1,873,232	1,847,000	1,875,640
Parks Division - Materials & Services	1,196,484	1,325,579	1,314,375	1,168,705	1,177,461	1,529,250	1,441,000	1,589,600
Parks Division - Capital Outlay	49,744	46,011	9,717	236,849	18,571	15,000	58,000	35,000
Parks Division - Debt Service	10,065	8,139	-	-	-	-	-	-
Recreation Division - Personal Services	565,748	668,927	735,981	707,088	728,866	783,772	782,772	813,140
Recreation Division - Materials & Services	287,320	213,903	224,931	400,174	309,096	290,900	288,000	289,900
Golf Division - Personal Services	161,893	144,583	162,551	170,596	281,265	263,407	200,000	278,790
Golf Division - Materials & Services	185,171	208,590	194,533	199,603	156,020	152,100	147,200	154,100
Golf Division - Capital Outlay	1,040	4,477	4,741	-	-	-	30,000	-
Debt Service	2,220	-	-	-	-	-	-	-
Transfers Out	125,000	80,000	110,000	-	-	-	-	349,000
Contingency						50,000		50,000
Total Expenditures	4,540,597	4,774,972	4,893,062	4,964,935	4,615,407	4,957,661	4,793,972	5,435,170
<i>Actual % of Final Budget</i>	<i>89.54%</i>	<i>88.57%</i>	<i>87.78%</i>	<i>95.45%</i>	<i>94.51%</i>		<i>96.70%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	(172,508)	(326,455)	20,530	178,309	408,030	(29,961)	203,528	(287,470)
Working Capital Carryover	1,679,875	1,507,367	1,180,912	1,201,442	1,379,751	1,439,186	1,787,782	1,991,310
Ending Fund Balance	\$ 1,507,367	\$ 1,180,912	\$ 1,201,442	\$ 1,379,751	\$ 1,787,781	\$ 1,409,225	\$ 1,991,310	\$ 1,703,840
Fund Balance Requirement	883,000	939,000	957,000	993,000	923,000	1,230,000	959,000	1,287,000
Fund Balance and Contingency	1,507,367	1,180,912	1,201,442	1,379,751	1,787,781	1,459,225	1,991,310	1,753,840
Excess (deficiency)	624,367	241,912	244,442	386,751	864,781	229,225	1,032,310	466,840

parcs and recreation fund long-term plan

PARKS AND RECREATION FUND							
	2013	2014	2015	2016	2017		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ 4,391,000	\$ 4,523,000	\$ 4,659,000	\$ 4,799,000	\$ 4,943,000	Rate of \$2.09/\$1000	103.0%
Intergovernmental Revenues							103.0%
Charges for Service	852,000	878,000	904,000	931,000	959,000		103.0%
Interest on Investments	21,000	22,000	23,000	24,000	25,000		103.0%
Miscellaneous	23,000	24,000	25,000	26,000	27,000		103.0%
Transfers In	-	-	-	-	-		
Total Revenues	5,287,000	5,447,000	5,611,000	5,780,000	5,954,000		
<i>Actual % of Final Budget</i>							
Expenditures							
Parks Division - Personal Services	1,969,000	2,067,000	2,170,000	2,279,000	2,393,000		105.0%
Parks Division - Materials & Services	1,637,000	1,686,000	1,737,000	1,789,000	1,843,000		103.0%
Parks Division - Capital Outlay	35,000	35,000	35,000	35,000	35,000		100.0%
Parks Division - Debt Service	-	-	-	-	-		100.0%
Recreation Division - Personal Services	854,000	897,000	942,000	989,000	1,038,000		105.0%
Recreation Division - Materials & Services	299,000	308,000	317,000	327,000	337,000		103.0%
Golf Division - Personal Services	293,000	308,000	323,000	339,000	356,000		105.0%
Golf Division - Materials & Services	159,000	164,000	169,000	174,000	179,000		103.0%
Golf Division - Capital Outlay	-	-	-	-	-		100.0%
Debt Service	-	-	-	-	-		
Transfers Out	-	-	-	-	-		
Contingency	50,000	50,000	50,000	50,000	50,000		
Total Expenditures	5,296,000	5,515,000	5,743,000	5,982,000	6,231,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(9,000)	(68,000)	(132,000)	(202,000)	(277,000)		
Working Capital Carryover	1,753,840	1,794,840	1,776,840	1,694,840	1,542,840		
Ending Fund Balance	\$ 1,744,840	\$ 1,726,840	\$ 1,644,840	\$ 1,492,840	\$ 1,265,840		
Fund Balance Requirement	1,312,000	1,366,000	1,423,000	1,483,000	1,545,000	Policy is 25% of Operating Revenues.	
Fund Balance and Contingency	1,794,840	1,776,840	1,694,840	1,542,840	1,315,840		
Excess (deficiency)	482,840	410,840	271,840	59,840	(229,160)		

Parks Capital Improvement Fund Narrative

This fund accounts for revenues from Interfund transfers and depreciation charges that are used for construction of parks and recreation facilities, for equipment acquisition and replacement, and other related purposes.

Transfers. There are no transfers budgeted in for this fiscal year.

Interest. Interest is budgeted to decrease in future years.

Long-Term Assumptions

- ⇒ Stable funding in the Long-term.
- ⇒ Consistent expenditures in the Long-term.
- ⇒ A reserve has been established for equipment replacement in future years.

Fund Balance

No minimum fund balance policy established.

parks capital improvement fund resources

Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End	
							Estimate	2012 Adopted
Working Capital Carryover	\$ 207,375	\$ 165,326	\$ 195,390	\$ 263,343	\$ 166,991	\$ 231,491	\$ 252,864	\$ 228,504
Charges for Service								
Other Charges	-	-	-	7,087	9,440	13,000	13,000	13,000
Depreciation/Vehicle Replacement	95,000	98,301	79,026	40,000	70,000	20,000	20,000	20,000
Total Charges for Service	95,000	98,301	79,026	47,087	79,440	33,000	33,000	33,000
Interest on Investments								
Interest on Investments	11,411	6,644	11,978	3,832	1,767	1,500	2,640	2,000
Total Interest on Investments	11,411	6,644	11,978	3,832	1,767	1,500	2,640	2,000
Miscellaneous								
Miscellaneous Income	-	-	-	11,755	4,666	-	-	-
Total Miscellaneous Income	-	-	-	11,755	4,666	-	-	-
Other Financing Sources								
Operating Transfers In:								
From Parks & City	125,000	80,000	110,000	-	-	-	-	-
Total Other Financing Sources	125,000	80,000	110,000	-	-	-	-	-
Total Parks Capital Improvement	\$ 438,786	\$ 350,271	\$ 396,394	\$ 326,017	\$ 252,864	\$ 265,991	\$ 288,504	\$ 263,504

parks capital improvement fund long-term plan

PARKS CIP FUND	2006	2007	2008	2009	2010	2011	2011	2012
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
Revenues								
Charges for Service	\$ 95,000	\$ 98,301	\$ 79,026	\$ 47,087	\$ 79,440	\$ 13,000	\$ 13,000	\$ 13,000
Charges for Service -Vehicle Replacement						20,000	20,000	20,000
Intergovernmental Revenue								
Interest on Investments	11,411	6,644	11,978	3,832	1,767	1,500	2,640	2,000
Sale of Assets	-	-	-	11,755	4,666	-	-	-
Transfers In	125,000	80,000	110,000	-	-	-	-	-
Total Revenues	231,411	184,945	201,004	62,674	85,873	34,500	35,640	35,000
<i>Actual % of Final Budget</i>	<i>101.94%</i>	<i>87.24%</i>	<i>94.81%</i>	<i>20.74%</i>	<i>102.23%</i>		<i>76.79%</i>	
Expenditures								
Capital Equipment Replacement	-	-	-	-	-	50,000	50,000	50,000
Capital Projects	273,460	154,881	133,051	159,026	-	20,000	10,000	20,000
Total Expenditures	273,460	154,881	133,051	159,026	-	70,000	60,000	70,000
<i>Actual % of Final Budget</i>	<i>85.06%</i>	<i>46.79%</i>	<i>40.20%</i>	<i>39.76%</i>	<i>0.00%</i>		<i>85.71%</i>	
<i>Actual % of Contingency Transferred/Used</i>			<i>40.20%</i>					
Revenues Over (Under) Expenditures	(42,049)	30,064	67,953	(96,352)	85,873	(35,500)	(24,360)	(35,000)
Working Capital Carryover	207,375	165,326	195,390	263,343	166,991	231,491	252,864	228,504
Ending Fund Balance	\$ 165,326	\$ 195,390	\$ 263,343	\$ 166,991	\$ 252,864	\$ 195,991	\$ 228,504	\$ 193,504
EFB						195,991	228,504	193,504
Reserve for equipment replacement						83,000	50,000	20,000
Unreserved balance						112,991	178,504	173,504

parcs capital improvement fund long-term plan

PARKS CIP FUND							
	2013	2014	2015	2016	2017		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Charges for Service	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000		100.0%
Charges for Service -Vehicle Replacement	21,000	22,000	23,000	24,000	25,000		103.0%
Intergovernmental Revenue							
Interest on Investments	2,100	2,200	2,300	2,400	2,500		103.0%
Sale of Assets	-	-	-	-	-		
Transfers In	-	-	-	-	-		100.0%
Total Revenues	36,100	37,200	38,300	39,400	40,500		
<i>Actual % of Final Budget</i>							
Expenditures							
Capital Equipment Replacement	35,000	35,000	35,000	35,000	35,000		
Capital Projects	-	-	-	-	-		100.0%
Total Expenditures	35,000	35,000	35,000	35,000	35,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	1,100	2,200	3,300	4,400	5,500		
Working Capital Carryover	193,504	194,604	196,804	200,104	204,504		
Ending Fund Balance	\$ 194,604	\$ 196,804	\$ 200,104	\$ 204,504	\$ 210,004		
EFB	194,604	196,804	200,104	204,504	210,004		
Reserve for equipment replacement	6,000	(7,000)	(19,000)	(30,000)	(40,000)	Sinking Fund	
Unreserved balance	188,604	203,804	219,104	234,504	250,004		

Youth Activities Levy Fund Narrative

This fund accounts for the contractual agreement with the Ashland School District, providing monies for a wide variety of extra-curricular activities for students in the District's elementary, middle, and high schools.

Resources include property taxes authorized by the levy.

Taxes. The levy passed in 2003 and expired in 2008. The amounts budgeted in FY 2011-12 are for prior year delinquent tax receipts that the City expects to receive.

Fund Balance

No fund balance requirement.

youth activities levy fund resources

Description	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Amended	2011 Year End Estimate	2012 Adopted
Working Capital Carryover	\$ 103,733	\$ 35,374	\$ 72,671	\$ 160,591	\$ 27,356	\$ 17,356	\$ 22,534	\$ -
Taxes								
Property Taxes								
Current	2,038,344	2,230,697	2,432,276	(9,466)	(2,910)	-	-	-
Prior	235,424	80,520	120,857	84,604	41,524	25,000	13,000	20,000
Total Taxes	2,273,768	2,311,217	2,553,133	75,138	38,614	25,000	13,000	20,000
Total Youth Activities Levy	\$ 2,377,501	\$ 2,346,591	\$ 2,625,804	\$ 235,729	\$ 65,970	\$ 42,356	\$ 35,534	\$ 20,000

youth activities levy fund long-term plan

YOUTH ACTIVITIES LEVY FUND						2011	2011	2012
	2006	2007	2008	2009	2010	Amended	Estimate for	2012
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 2,273,768	\$ 2,311,217	\$ 2,553,133	\$ 75,138	\$ 38,614	\$ 25,000	13,000	\$ 20,000
Charges for Service	-	-	-	-	-	-	-	-
Interest on Investments	-	-	-	-	-	-	-	-
Total Revenues	2,273,768	2,311,217	2,553,133	75,138	38,614	25,000	13,000	20,000
<i>Actual % of Final Budget</i>	98.93%	95.94%	96.05%	37.57%	38.61%		52.00%	
Expenditures								
Personal Services	93,000	92,469	164,454	-	-	-	-	-
Materials and Services	2,249,127	2,181,451	2,300,759	208,373	43,436	42,356	35,534	20,000
Total Expenditures	2,342,127	2,273,920	2,465,213	208,373	43,436	42,356	35,534	20,000
<i>Actual % of Final Budget</i>	98.16%	93.52%	95.66%	45.53%	43.44%		83.89%	
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	(68,359)	37,297	87,920	(133,235)	(4,822)	(17,356)	-22,534	-
Working Capital Carryover	103,733	35,374	72,671	160,591	27,356	17,356	22,534	-
Ending Fund Balance	\$ 35,374	\$ 72,671	\$ 160,591	\$ 27,356	\$ 22,534	\$ -	\$ -	\$ -

youth activities levy fund long-term plan

YOUTH ACTIVITIES LEVY FUND								Long-term
	2013	2014	2015	2016	2017			
	Projection	Projection	Projection	Projection	Projection	Comments		Percent
Revenues								
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	YAL expired in 2008		
Charges for Service	-	-	-	-	-	Estimated revenue and payments represent prior year delinquent tax receipts.		
Interest on Investments	-	-	-	-	-			
Total Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>			
<i>Actual % of Final Budget</i>								
Expenditures								
Personal Services	-	-	-	-	-			
Materials and Services	-	-	-	-	-			
Total Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>			
<i>Actual % of Final Budget</i>								
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	-	-	-	-	-			
Working Capital Carryover	-	-	-	-	-			
Ending Fund Balance	<u>\$ -</u>							



Appendix

History of Combined Property Tax Rates	A-2
History of Property Tax Levies.....	A-3
History of Property Tax Rates.....	A-4
Future Debt Requirements	A-5
Economic and Cultural Development Grant History	A-6
Social Service Grant History.....	A-7
Financial Management Policies	A-8
Accounting Methods	A-14
Salary Schedule.....	A-16
History of Positions and Summary of Union Affiliation	A-20
Chart of Accounts Descriptions	A-22
Summary of Internal Charges	A-24
Internal Franchise Fees	A-25
Glossary.....	A-26
Acronyms	A-30
Index.....	A-32

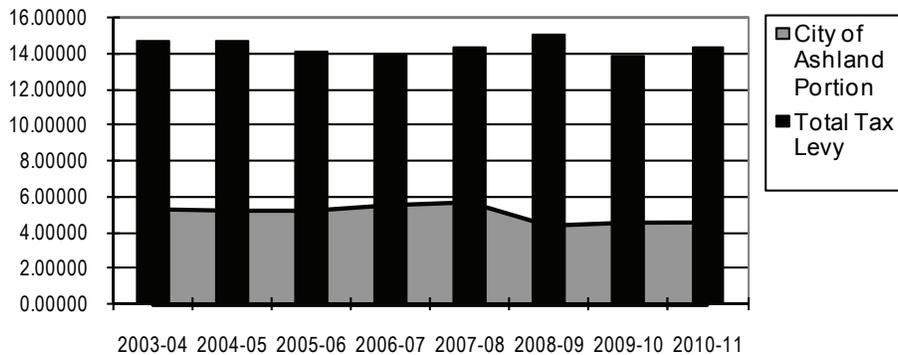
history of combined property tax rates

HISTORY OF COMBINED PROPERTY TAX RATES

	2003-04 Tax Rate	2004-05 Tax Rate	2005-06 Tax Rate	2006-07 Tax Rate	2007-08 Tax Rate	2008-09 Tax Rate	2009-10 Tax Rate	2010-11 Tax Rate
City of Ashland	5.33990	5.25330	5.25530	5.56330	5.72500	4.41790	4.58710	4.60360
County	2.79100	2.39900	2.20280	2.17780	2.18120	2.26670	2.36740	2.32760
Vector	0.04170	0.04170	0.04170	0.04170	0.04160	0.04150	0.04290	0.04290
RVTD	0.17090	0.17110	0.17120	0.17100	0.17070	0.17090	0.17720	0.17720
Schools-ESD-Rogue	4.99920	5.00000	5.00040	5.00050	4.99760	4.99710	5.02530	5.02530
School Debt	1.32980	1.28240	1.27750	1.36950	1.89890	1.99970	2.11760	2.11980
Total Tax Rate	14.67250	14.14750	13.94890	14.32380	15.01500	13.89380	14.31750	14.29640

Assessed Valuation	1,511,835,569	1,593,607,600	1,677,271,999	1,761,135,599	1,853,307,500	1,950,322,442	1,991,746,917	2,056,407,188
--------------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------

Combined Property Tax Rates

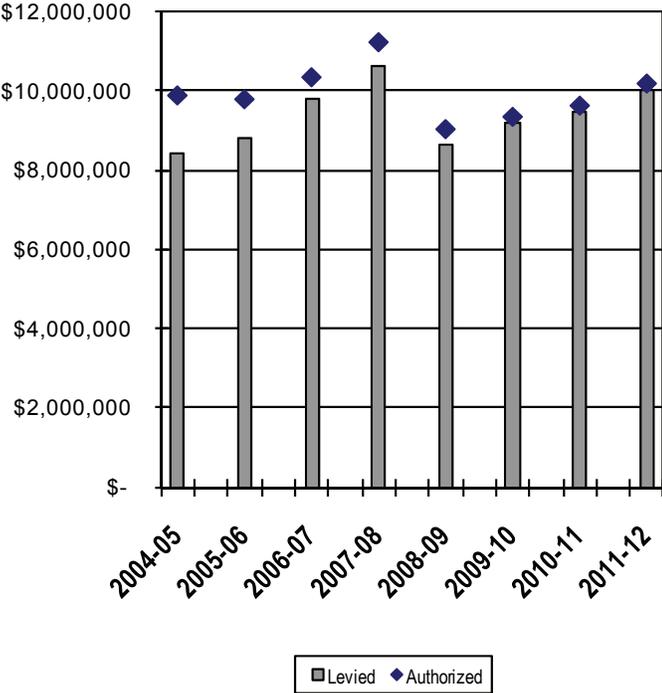


history of property tax levies

HISTORY OF PROPERTY TAX RATES

	2004-05 Tax Rate	2005-06 Tax Rate	2006-07 Tax Rate	2007-08 Tax Rate	2008-09 Tax Rate	2009-10 Tax Rate	2010-11 Tax Rate	Adopted 2011-12 Tax Rate
General Fund	1.47190	1.62190	1.70690	1.67690	1.81190	1.92950	1.94550	1.92950
General Fund- Technology Fee	-	-	-	0.17500	0.17500	0.17500	0.17500	0.17500
Debt Service Fund	-	-	0.17500	-	-	-	-	-
Parks	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280
Ashland Youth Activities Levy	1.38000	1.38000	1.38000	1.38000	-	-	-	-
Ashland Library Levy	-	-	-	0.20000	0.13000	0.19000	0.19210	0.19210
1982 Water Bond Levy	0.05190	-	-	-	-	-	-	-
1992 Water Bond Levy	-	-	-	-	-	-	-	-
1997 Flood Restoration Bonds	0.06570	0.14340	0.04740	0.04590	-	-	-	-
2000 Flood and Fire Station Bonds	0.19400	0.01720	0.09450	0.09110	0.09100	0.08370	-	-
2005 GO Bonds - Refinanced	-	-	0.06670	0.06330	0.11720	0.11610	0.19980	0.19620
2012 Fire Station GO Bonds	-	-	-	-	-	-	-	0.12200
	5.25630	5.25530	5.56330	5.72500	4.41790	4.58710	4.60520	4.70760
Assessed Valuation	1,593,607,600	1,677,271,999	1,761,135,599	1,853,307,500	1,950,322,442	1,991,746,917	2,056,407,188	2,123,809,232

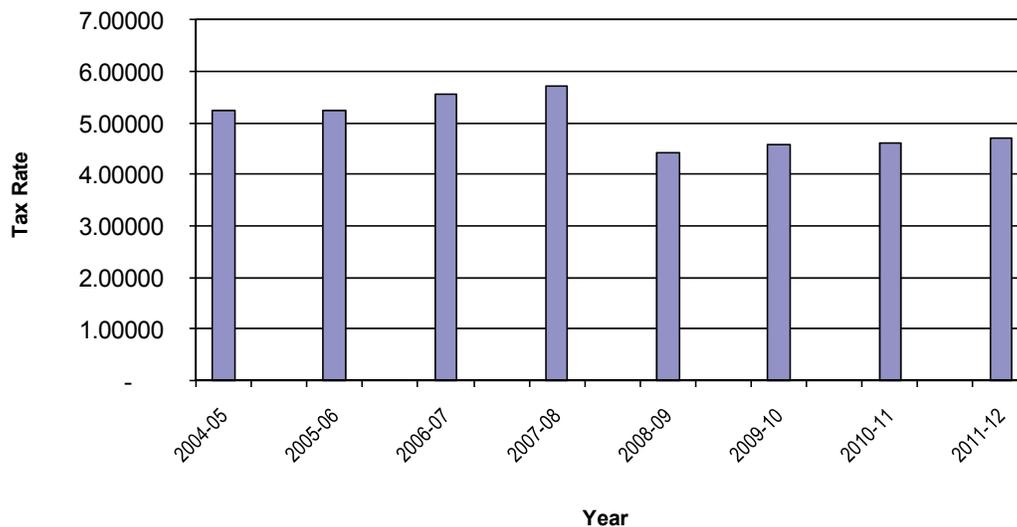
The graph to the right that while the City levies Ad-Valorum Taxes sufficient to meet it's economic requirements, during the period reflected in this chart and at no time previously has the authorized constitutional limit been reached.



history of property tax rates

HISTORY OF PROPERTY TAX RATES

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	Adopted 2011-12
	Tax Rate							
General Fund	1.47190	1.62190	1.70690	1.67690	1.81190	1.92950	1.94550	1.92950
General Fund- Technology Fee	-	-	-	0.17500	0.17500	0.17500	0.17500	0.17500
Debt Service Fund	-	-	0.17500	-	-	-	-	-
Parks	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280
Ashland Youth Activities Levy	1.38000	1.38000	1.38000	1.38000	-	-	-	-
Ashland Library Levy	-	-	-	0.20000	0.13000	0.19000	0.19210	0.19210
1982 Water Bond Levy	0.05190	-	-	-	-	-	-	-
1992 Water Bond Levy	-	-	-	-	-	-	-	-
1997 Flood Restoration Bonds	0.06570	0.14340	0.04740	0.04590	-	-	-	-
2000 Flood and Fire Station Bonds	0.19400	0.01720	0.09450	0.09110	0.09100	0.08370	-	-
2005 GO Bonds - Refinanced	-	-	0.06670	0.06330	0.11720	0.11610	0.19980	0.19620
2012 Fire Station GO Bonds	-	-	-	-	-	-	-	0.12200
	5.25630	5.25530	5.56330	5.72500	4.41790	4.58710	4.60520	4.70760
Assessed Valuation	1,593,607,600	1,677,271,999	1,761,135,599	1,853,307,500	1,950,322,442	1,991,746,917	2,056,407,188	2,123,809,232



future debt requirements

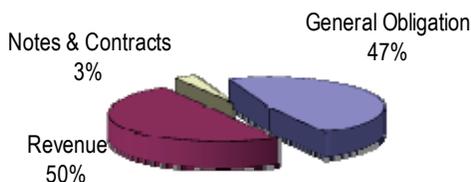
	Tax Supported		Revenue Supported		Joint Revenue & Tax Supported	
	*General Obligation		Revenue		Notes and Contracts Payable	
	Principal	Interest	Principal	Interest	Principal	Interest
2011-12	1,176,060	911,662	1,531,714	597,194	93,412	60,279
2012-13	938,619	860,124	1,556,714	562,947	87,552	54,738
2013-14	986,306	813,257	1,591,714	516,235	93,356	48,934
2014-15	1,039,127	762,083	1,636,714	468,198	69,289	43,433
2015-16	1,092,090	705,653	1,426,714	422,758	66,404	39,752
2016-17	1,155,202	644,375	1,461,714	379,768	70,188	35,968
2017-18	1,223,469	578,193	1,511,714	322,750	74,187	31,968
2018-19	1,291,901	508,049	1,566,714	263,526	78,415	27,740
2019-20	1,360,504	434,041	1,616,714	202,064	43,794	23,825
2020-21	1,169,287	354,687	1,671,714	138,438	46,238	21,381
2021-22	1,243,261	282,966	1,726,714	72,417	48,818	18,801
2022-23	1,317,433	206,831	200,000	4,000	51,542	16,077
2023-24	1,396,815	126,121			54,418	13,201
2024-25	1,385,000	41,702	-	-	57,455	10,165
2025-26	-	-	-	-	60,661	6,959
2026-27	-	-	-	-	64,046	3,574
2027-28	-	-	-	-	-	-
Totals	\$ 16,775,074	\$ 7,229,745	\$ 17,498,857	\$ 3,950,296	\$ 1,059,773	\$ 456,792

*The AFN Revenue Bonds are also backed by the Full Faith and Credit of the City of Ashland

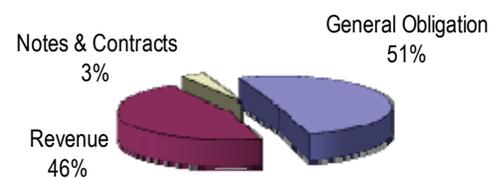
**Amount shown above does not include future debt on assessments that have not been issued.

*** The Wastewater Treatment Plant refinancing is now under Revenue Supported.

**2011-12
Debt Requirements, Principal Only**



**2011-12
All Debt Service Requirements**



economic and cultural grant history

City of Ashland Economic and Cultural Development Grant History

GENERAL FUND	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
#110	Actual	Amended	Adopted							
Economic and Cultural Development Grants	\$ 387,000	\$ 406,800	\$ 445,600	\$ 458,970	\$ 504,650	\$ 527,519	\$ 508,333	\$ 542,079	\$ 542,079	\$ 591,918
Supported by Resolution No.	# 2000-25	# 2000-25	# 2004-32	# 2004-32	# 2004-32	#2007-08	#2007-08	#2008-35	#2010-06	#2011-07
Agency and Program Name	Awarded	Adopted								
ArtAttack	\$ 1,000	\$ 2,500	\$ -	\$5,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
ArtNow	-	-	-	1,000	1,205	-	-	-	-	-
ArtWork Enterprises	-	-	-	-	-	2,500	2,500	-	-	-
Arts Council of Southern Oregon	3,000	3,500	1,500	3,000	2,381	-	-	-	-	-
Ashland Artisan Gallery & Art Center	-	-	-	-	-	-	-	20,000	9,496	10,000
Ashland Bed and Breakfast Network	-	-	-	-	-	-	5,000	7,000	-	5,850
Ashland Car Share	-	-	-	-	-	-	-	-	-	4,000
Ashland Community Theatre	4,000	4,000	-	-	-	-	-	2,500	2,500	2,500
Ashland Gallery Association	2,000	2,500	5,000	10,500	16,000	16,000	11,000	15,000	15,000	11,000
Ashland Historic Railroad Museum	-	-	-	-	-	-	-	-	2,500	7,500
Ashland New Plays Festival	-	-	-	-	-	-	-	-	2,500	2,500
Ballet Rogue	-	4,500	4,500	5,000	6,000	6,500	4,500	5,000	4,500	-
Chamber Music Concerts	-	-	-	-	-	-	-	-	-	3,170
Chautauqua Poets and Writers Board	-	-	-	-	5,000	4,000	2,500	-	-	-
Community Works	8,000	-	7,000	5,000	2,500	2,500	-	-	-	-
Dancing People Company	-	-	-	-	-	2,500	2,500	4,000	4,000	6,000
Disabled United in Direct Empowerment	-	-	-	-	-	-	-	-	2,500	-
The Green Room	-	-	3,000	-	-	-	-	-	-	-
Horizon Institute	1,600	-	-	-	-	-	-	-	-	-
The Imagine Project	-	-	-	-	-	-	-	-	2,750	-
The Jefferson Center	-	-	-	-	-	2,500	2,500	-	-	-
John Muir School Garden Project	-	-	-	-	-	-	-	-	3,500	-
Klamath Bird Observatory	-	-	-	-	-	-	-	-	5,000	-
Klamath -Siskiyou Wildlands Center	-	-	-	-	-	-	-	-	-	3,428
Konaway Nika Tillicum	-	-	-	-	5,000	-	-	-	-	-
Lithia Arts Guild of Oregon	-	-	4,000	5,000	9,000	10,500	5,000	6,079	5,000	5,000
Lomakatsi	1,000	-	-	-	-	-	-	-	-	5,000
Mulji Cultural Association	-	-	-	-	10,000	-	2,500	-	-	3,000
National Center for Conservation Science and Policy (Geos Institute)	-	-	-	-	-	-	-	-	5,000	-
Nuwandart Gallery	-	-	-	-	1,500	2,500	-	-	-	-
Oregon Stage Works	-	-	-	6,000	5,000	7,500	4,500	5,500	-	-
Planned Parenthood - Teen Theater Program	-	1,500	-	-	-	-	-	-	-	-
Rogue Farm Corps	-	-	-	-	-	-	-	-	-	3,000
Rogue Opera	2,500	3,000	6,000	6,500	7,000	10,500	7,000	6,000	5,000	5,000
Rogue Valley Community Development Corporation	-	-	-	-	-	2,500	-	-	-	-
Rogue Valley Farm to School	-	-	-	-	-	-	-	-	4,000	7,360
Rogue Valley Symphony	3,500	4,000	6,000	7,000	8,000	12,500	6,710	5,500	5,500	5,000
ScienceWorks	4,500	7,500	12,000	15,000	16,000	18,500	16,567	25,000	26,556	26,000
Siskiyou Singers	1,750	2,000	4,100	5,000	5,000	3,375	2,500	-	2,500	2,500
Southern Oregon Concert Band	-	-	-	-	-	-	2,500	-	-	-
So. OR Econ. Develop. Coalition - (Emigrant Lake Powwow)	2,000	-	-	-	-	-	-	-	-	-
SOU, Native American Studies Program	-	-	2,500	3,000	-	-	2,500	-	-	-
Southern Oregon Film Society (Ashland Independent Film Festival)	3,000	3,000	8,500	14,000	16,000	21,999	19,566	26,000	26,000	26,850
Southern Oregon Historical Society	-	-	2,143	7,500	-	-	-	-	-	-
Southern Oregon Land Conservancy	-	-	-	-	-	-	-	-	-	2,500
Southern Oregon Repertory Singers	-	-	-	-	2,500	3,375	2,500	2,500	2,500	2,500
SOWAC	4,710	5,714	8,500	9,000	8,000	-	-	-	-	-
St. Clair Productions	1,000	2,000	4,000	3,500	4,000	5,000	4,000	5,000	5,000	3,350
Sustainable Valley Technology Group	-	-	-	-	-	-	-	-	-	8,600
THRIVE	-	3,714	6,500	6,745	11,000	15,000	15,567	18,000	21,556	23,000
Theater Ikcewicasa	1,000	-	-	-	-	-	-	-	-	-
Youth Symphony of Oregon	2,000	3,000	4,000	5,000	5,000	6,000	3,500	4,000	4,222	4,150
Subtotal	46,560	52,428	89,243	122,745	146,086	155,749	125,410	157,079	167,080	188,758
Ashland Chamber of Commerce	232,800	262,140	240,432	245,241	247,645	255,070	262,722	275,000	280,000	293,160
Oregon Shakespeare Festival	108,640	122,332	110,000	112,200	113,300	116,700	120,201	110,000	110,000	110,000
Subtotal	341,440	384,472	350,432	357,441	360,945	371,770	382,923	385,000	390,000	403,160
Total	\$ 388,000	\$ 436,900	\$ 439,675	\$ 480,186	\$ 507,031	\$ 527,519	\$ 508,333	\$ 542,079	\$ 557,080	\$ 591,918

social service grant history

**City of Ashland
Social Service Grant History**

GENERAL FUND #110	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Social Service Grants	Actual	Amended	Adopted							
	\$101,521	\$118,669	\$107,622	\$112,000	\$115,360	\$119,000	\$124,570	\$118,342	\$118,342	\$120,710

Supported by Resolution No. 1986-35

Agency and Program Name	Awarded	Adopted								
ACCESS, Inc.	\$ 3,870	\$ 5,000	\$ 5,100	\$ 5,000	\$ 5,150	\$ 5,500	\$ 5,665	\$ 5,700	\$ 5,700	\$ 6,000
CASA of Jackson County, Inc.	2,360	3,000	2,550	2,500	2,575	2,500	2,575	2,000	2,000	2,120
Center For NonProfit Legal Services, Inc.	4,660	5,000	5,100	5,500	5,665	6,000	6,180	6,039	6,039	7,000
Childrens Dental Clinic of JC	1,550	1,750	1,785	3,000	3,090	3,104	3,197	3,285	3,285	4,000
Community Health Center	29,780	30,000	30,600	30,200	31,106	32,000	32,960	35,000	35,000	37,000
Community Works - Dunn House	18,740	19,000	19,380	15,000	15,450	15,000	15,450	15,270	15,270	16,000
Community Works - Help Line	9,000	8,000	8,160	7,000	7,210	7,210	7,426	10,250	10,250	10,625
Community Works - Inc.										8,250
Community Works - Parent Education	2,160	2,000	2,040	1,400	1,442	1,442	1,485	-	-	-
Community Works - Sexual Assault Victim Servic	2,670	2,700	2,754	2,500	2,575	2,575	2,652	2,600	2,600	2,730
Community Works - Street Outreach	-	-	-	-	-	5,979	6,158	8,000	8,000	-
Community Works - The Grove	1,240	10,000	-	-	-	-	-	-	-	-
Community Works- Personal Safety	2,160	1,300	1,326	-	-	-	-	-	-	-
Help Now! Advocacy Center	-	-	-	1,000	1,030	1,100	1,133	1,133	1,133	-
ICCA/CERVS	10,260	25,000	15,300	14,000	14,420	13,600	14,008	-	-	-
JC Children's Advocacy Center	2,700	3,500	3,060	2,700	2,781	2,700	2,781	4,000	4,000	2,605
Jackson County SART	-	-	-	2,500	2,575	2,350	2,421	2,480	2,480	5,000
Mediation Works	4,700	2,900	2,448	2,000	2,060	2,200	2,266	2,100	2,100	1,000
Ontrack, Inc	1,240	2,000	2,040	2,000	2,060	3,000	3,090	3,000	3,000	3,500
Options for Southern Oregon, Inc.	-	-	-	2,000	2,060	-	-	-	-	-
Pathway Enterprises, Inc.	-	-	-	-	-	-	-	3,120	3,120	-
Planned Parenthood of SW	-	2,750	1,785	2,000	2,060	2,060	2,122	4,000	4,000	4,000
RV Manor - Senior Volunteer	2,220	2,000	1,530	1,300	1,339	1,500	1,545	2,000	2,000	1,500
RV Manor -Foster Grandparent	1,100	1,000	1,020	1,000	1,030	1,200	1,236	1,500	1,500	1,500
Salvation Army, Medford Citadel	-	-	-	1,900	1,957	-	-	-	-	-
SDS RVCOG Food & Friends	-	1,500	1,530	-	-	-	-	-	-	-
SOASTC	-	-	-	1,000	1,030	1,350	1,391	1,200	1,200	-
So. Ore Child Study and Treatment Center	-	-	-	2,500	2,575	2,900	2,987	2,815	2,815	2,880
Southern Oregon Drug Awareness	890	-	-	1,000	1,030	1,030	1,061	1,500	1,500	-
Southern Oregon Permaculture Institute (SOP)	-	-	-	-	-	-	-	-	-	-
St. Vincent De Paul										5,000
Trinity Respite Center	-	-	-	1,000	1,030	1,700	1,751	-	-	-
WinterSpring Center for Living with Grief and Los	-	-	-	-	-	1,000	1,030	1,350	1,350	-
Women's Transition Committee	-	2,000	-	-	-	-	-	-	-	-
Subtotal	101,300	130,400	107,508	110,000	113,300	119,000	122,570	118,342	118,342	120,710
Travelers' Aid Fund - based on donations	2,000	2,000	2,000	2,000	2,060	-	2,000	2,000	2,000	2,000
Total	\$103,300	\$132,400	\$109,508	\$112,000	\$115,360	\$119,000	\$124,570	\$120,342	\$120,342	120,710
Variance In Amount : Positive or (Negative)	\$ 1,779	\$ 13,731	\$ 1,886	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000

financial management policies

Scope

The Financial Management Policies apply to fiscal activities of the City of Ashland.

Objectives

The objectives of Ashland's financial policies are as follows:

- ⇒ To enhance the City Council's decision-making ability by providing accurate information on program and operating costs.
- ⇒ To employ revenue policies that prevent undue or unbalanced reliance on any one source, distribute the cost of municipal services fairly, and provide adequate funds to operate desired programs.
- ⇒ To provide and maintain essential public programs, services, facilities, utilities, infrastructure, and capital equipment.
- ⇒ To protect and enhance the City's credit rating.
- ⇒ To ensure the legal use of all City funds through efficient systems of financial security and internal control.

Investments

All City funds shall be invested to provide—in order of importance—safety of principal, a sufficient level of liquidity to meet cash flow needs, and the maximum yield possible. One hundred percent of all idle cash will be continuously invested.

Accounting

- ⇒ The City will maintain an accounting and financial reporting system that conforms to Generally Accepted Accounting Principles (GAAP) and Oregon Local Budget Law. The City will issue a Comprehensive Annual Financial Report (Audit report) each fiscal year. The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP and budget basis for comparison purposes.
- ⇒ An independent annual audit will be performed by a certified public accounting firm that will issue an official opinion on the annual financial statements and a management letter detailing areas that need improvement.
- ⇒ Full disclosure will be provided in financial statements and bond representations.
- ⇒ The accounting systems will be maintained to monitor expenditures and revenues on a monthly basis with thorough analysis and adjustment of the annual budget as appropriate.

- ⇒ The accounting system will provide monthly information about cash position and investment performance.
- ⇒ Annually, the City will submit documentation to obtain the Certificate of Achievement for Excellence in financial reporting from the Government Finance Officers Association (GFOA).

Operating Budgetary Policies

- ⇒ The budget committee will be appointed in conformance with state statutes. The budget committee's chief purpose is to review the city administrator's proposed budget and approve a budget and maximum tax levy for city council consideration. The budget committee may consider and develop recommendations on other financial issues as delegated by the city council.
- ⇒ The City will finance all current expenditures with current revenues. The City will avoid budgetary practices that balance current expenditures through the obligation of future resources.
- ⇒ The City budget will support city council goals and priorities and the long-range needs of the community.
- ⇒ In contrast to the line-item budget that focuses exclusively on items to be purchased (such as supplies and equipment), the City will use a *program/objectives* format that is designed to:
 - 1) Structure budget choices and information in terms of programs and their related work activities,
 - 2) Provide information on what each program is committed to accomplish in long-term goals and in short-term objectives, and
 - 3) Measure the degree of achievement of program objectives (performance measures).
- ⇒ The City will include multi-year projections in the annual budget.
- ⇒ To maintain fund integrity, the City will manage each fund as an independent entity in accordance with applicable statutes and with generally accepted accounting principles.

⇒ The City will allocate direct and administrative costs to each fund based upon the cost of providing these services. The City will recalculate the cost of administrative services each year to identify the impact of inflation and other cost increases.

⇒ The City will submit documentation annually to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association.

Fund Balance Policy

General Fund

The General Fund accounts for all financial resources not accounted for in other funds. Resources include working capital carryover, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, miscellaneous revenues, and inter-fund transfers. Expenditures are for Social Services, Economic and Cultural Development, Police Department, Municipal Court Department, Fire and Rescue Department, City Band, Cemeteries, and the Department of Community Development. This fund uses the modified accrual method of accounting.

⇒ The General Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 12 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

⇒ The General fund was pledged in the issuance of the 1996 Limited Tax Improvement Bonds. Bond and interest payments may be paid from this fund or an additional tax levy imposed, provided assessment payments were inadequate.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Special Revenue Funds

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

Reserve Fund. This fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events. As established by Resolution 2010-18.

Community Development Block Grant Fund. This fund was established in 1994-95. The fund accounts for the Block Grant and related expenditures.

⇒ A fund balance policy is not needed since this fund works on a reimbursement basis.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Street Fund. Revenues are from the state road tax, grants, franchise fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and surfacing of streets, as well as the maintenance, repair and construction of storm drains.

⇒ The Street Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 15 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

⇒ The System Development Charges for Transportation and Storm Drains are included in the StreetFund balance. This portion of the Street Fund balance is restricted and shall not be used in determining the minimum fund balance.

⇒ The City will budget a contingency appropriation to provide for unanticipated expenditures of a nonrecurring nature or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Airport Fund. Revenues are from airport leases, and fuel sales. Expenditures are for airport operations.

⇒ The Airport Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 10 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

⇒ No portion of the Airport fund balance is restricted for specific uses.

⇒ Many of the Airport assets have restrictions placed on them by the Federal Aviation Administration. None of the current revenues are pledged to outside lenders. Over the next 20 years, the Airport Fund is obligated to repay the Equipment Fund for the installation of fuel tanks through an equipment rental fee.

financial management policies

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

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.

Capital Improvements Fund. This fund accounts for revenues from grants, unbonded assessment payments, and other sources, and will account for the construction of special local improvements, usually streets, with revenues from short term borrowing and unbonded assessments. Expenditures are for construction, property and equipment acquisition and replacement, improvements and related purposes, and the repayment of short-term debt principal and interest incurred in financing improvements. The purpose is to accumulate funds prior to a large construction project; therefore, there is no minimum fund balance.

⇒ The System Development Charges (SDCs) for Parks are included in the Capital Improvement fund balance. This portion of the Capital Improvements fund balance is legally restricted and shall not be used in determining the minimum fund balance. The city council has established other restrictions on this fund, such as affordable housing and office space needs.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual revenues.

Debt Service Funds

Debt Service Funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Expenditures and revenues are accounted for using the modified accrual method of accounting. All bond issues and notes are separated in the accounting system.

⇒ All of the monies within the Debt Service fund are restricted for Debt service until the specific debt is repaid in full. ORS prohibits cities from borrowing this money for any other purpose.

⇒ The Debt Service Fund will maintain an unrestricted and undesignated balance of annual revenue as required by the specific debt instrument. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

Enterprise Funds

Enterprise funds account for the following operations: (a) those 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) those 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, other charges for services, and miscellaneous sources. Expenditures are for operations, conservation programs, capital construction, and retirement of debt.

⇒ The Water Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 20 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

⇒ The Water System Development Charges and reserved debt service fund balances are included in the Water Fund balance. These portions of the Water Fund balance are restricted and shall not be used in determining the minimum fund balance.

⇒ The net revenues of the Water Fund were pledged in the issuance of the 1994 Water Revenue Bonds used to finance the upgrade to the water treatment plant.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual revenues.

Wastewater Fund. This fund accounts for wastewater treatment and collection. Revenues are from charges for services. Expenditures are for operations, capital construction, and retirement of debt.

⇒ The Wastewater Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 15 percent, but no less than required by the Wastewater Treatment Plant loan. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

⇒ The Wastewater System Development Charges are included in the Wastewater Fund balance. This portion of the Wastewater Fund balance is restricted and shall not be used in determining the minimum fund balance.

⇒ The net revenues of the Wastewater Fund that were pledged in the issuance of the 1998 Clean Water State Revolving Fund (CWSRF) Loan used to finance the upgrade to the treatment plant are included in this fund.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual revenues.

Electric Fund. The Electric Fund accounts for the distribution of purchased electricity according to standards set forth by the Federal Energy Regulatory Commission. Revenues are from sale of electricity and other charges for services and intergovernmental grants. Expenditures are for related operations. Utility operations include wholesale power purchases, operating expenses, energy conservation incentives, capital outlay, retirement of debt, franchise tax, and related purposes.

⇒ The Electric Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 12 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

⇒ No portion of the Electric Fund balance is restricted for specific uses.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Telecommunications Fund. The Telecommunications Fund accounts for the revenues and expenditures of the Ashland Fiber Network.

⇒ The Telecommunications Fund will maintain a minimum balance of 20 percent of annual revenue as was established in FY 2006-07.

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. However, the internal service funds 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.

Central Services Fund. This fund is divided into Administration, Computer Services, Finance, City Recorder, and Public Works Administration/Engineering. Expenditures are for personnel, materials and services and capital outlay for these departments. These functions are supported by charges for services by all direct service departments and divisions.

⇒ The Central Services Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 3 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

⇒ No portion of the Central Services Fund balance is restricted for specific purposes.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

financial management policies

Insurance Services Fund. Revenues in this fund are from service charges from other departments, investment income, and insurance retrospective rating adjustments. Expenditures are for insurance premiums, self-insurance direct claims, and administration.

⇒ The Insurance Services Fund will maintain an unrestricted and undesignated balance of \$350,000 as recommended in the June 1993 Risk Financing Study. This balance will be increased annually by the Consumer Price Index (CPI) to account for inflation. This is the minimum needed to maintain the City's insurance programs and provide for uninsured exposures.

⇒ No portion of the Insurance Services Fund balance is legally restricted for specific uses.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Equipment Fund. This fund is used to account for the maintenance and replacement of the City fleet of vehicles. Revenues are from equipment rental charges. Expenditures are for personnel, materials and services, and capital outlay. This fund is divided into two functions: equipment maintenance and equipment replacement. The purpose of the equipment replacement function is to accumulate adequate funds to replace equipment. This replacement schedule is updated annually.

⇒ No minimum fund balance is recommended.

⇒ No portion of the Equipment fund balance is legally restricted for specific uses. The City has a policy of renting equipment at rates that include the replacement cost of the specific piece of equipment.

⇒ The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures or shortfalls in projected revenues. The minimum contingency will be maintained at not less than 3 percent of annual revenues.

Trust and Agency Funds

Trust and agency 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.

Cemetery Trust Fund. The Cemetery Trust Fund is a non-expendable trust fund that uses the accrual basis of

accounting. Revenues are from interest income and perpetual care service charges on cemetery operations. Expenditures are for the repurchase of plots and transfers of earnings to the cemetery fund for operations.

⇒ No minimum fund balance policy is recommended.

Discrete Components Unit

Parks

Parks and Recreation Fund. (Special Revenue Fund) Revenues are from property taxes, charges for services, and miscellaneous sources. Expenditures are for parks, recreational, and golf course operations.

Parks Capital Improvements Fund. (Capital Projects Fund) This fund is used to account for resources from grants and inter-fund transfers that are to be expended for equipment purchases and major park renovations.

Revenues

⇒ The City will estimate its annual revenues by an objective, analytical process. Because most revenues are sensitive to conditions outside the City's control, estimates will be conservative.

⇒ The City will make every effort to maintain a diversified and stable revenue base to protect its operation from short-term fluctuations in any one revenue source.

⇒ With the exception of grants, charges for services, and earmarked donations, the City will not earmark revenue for specific purposes in the General Fund.

⇒ The City will establish charges for enterprise funds that fully support the total cost of the enterprise. Utility rates will be reviewed annually. Rates will be adjusted as needed to account for major changes in consumption and cost increases.

⇒ The City will charge user fees to the direct beneficiaries of City services to recover some or all of the full cost of providing that service. All user fees will be reviewed biannually to insure that direct and overhead costs are recovered in the percentage approved by City Council.

⇒ To the extent practicable, new development shall pay necessary fees to meet all identified costs associated with that development.

⇒ The City will work aggressively to collect all delinquent accounts receivable. When necessary, collection procedures will include termination of service, submission to collection agencies, foreclosure, and other available legal remedies.

Expenditures

⇒ The City will provide employee compensation that is competitive with comparable public jurisdictions within the relative recruitment area.

⇒ Estimated wage increases and changes in employee benefits will be included in the proposed budget under Personal Services.

⇒ The City is committed to maintaining and improving the productivity of its staff by providing a proper working environment, adequate equipment and supplies, and appropriate training and supervision.

⇒ A Social Service appropriation will be included in the proposed General Fund Budget. This appropriation will increase or decrease relative to the overall General Fund revenues.

⇒ An Economic and Cultural Development appropriation will be included in the proposed General Fund Budget. This appropriation will increase or decrease relative to the overall Transient Occupancy Tax Revenues.

Purchasing

⇒ The City will purchase materials, supplies, and equipment through a competitive process that provides the best product for the least cost.

Capital

⇒ The City will provide for adequate maintenance of equipment and capital assets. The City will make regular contributions to the Equipment Replacement Fund and the City Future General Capital Improvements Account to ensure that monies will be available as needed to replace City vehicles and facilities.

⇒ The City will update its five-year Capital Improvements Program biannually, identifying capital needs and potential capital funding sources. The Capital Improvements Program will reflect the priorities of the City Council and the long-range needs of the community.

⇒ Future operating costs associated with new capital improvements will be projected and included in the long-term budget forecast.

⇒ The City will determine and use the most appropriate method for financing all new capital projects.

⇒ Special accounts dedicated for capital improvements will be segregated in the accounting system and used only for the intended capital purposes.

⇒ The Capital Improvement Plan will encourage a level capital replacement schedule.

Debts

⇒ The City will not use long-term borrowing to finance current operations.

⇒ Capital projects, financed through bond proceeds, will be financed for a period not to exceed the useful life of the project.

⇒ Whenever possible, enterprise debt will be self supporting. Regardless of the type of debt issued, the City will establish a one-year reserve for all self-supporting debt.

⇒ The City will seek to maintain and improve its bond rating to minimize borrowing costs and to ensure its access to credit markets.

⇒ The City will keep the final maturity of general obligation bonds at or below 20 years, with the exception of water supply and land acquisition that will be limited to 30 years.

⇒ The City will maintain good communications with bond rating agencies about its financial condition.

⇒ The City will not issue general obligation debt, which combined with all other overlapping jurisdictions, will exceed the medium affordability index.

Risk Management

⇒ The City will provide an active risk management program that reduces human suffering and protects City assets through loss prevention, insurance, and self-insurance.

Accounting Methods

General Fund

This fund accounts for all financial resources except those accounted for in another fund. Resources include working capital carryover, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, miscellaneous revenues, and inter-fund transfers. Expenditures are for Social Services, Economic and Cultural Development, Police Department, Municipal Court Division, Communications, Fire and Rescue Department, Community Development, Planning Division, and the Building Division. 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 on the modified accrual method of accounting.

Reserve Fund. This fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events. As established by Resolution 2010-18.

Community Development Block Grant Fund. This fund was created in 1994-95. The fund accounts for the Block Grant and related expenditures.

Street Fund. Revenues are from the state road tax, franchise fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and surfacing of streets, as well as maintenance and construction of the storm water runoff infrastructure.

Airport Fund. Revenues are from airport leases. Expenditures are for maintenance of airport facilities.

Capital Projects Fund

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.

Capital Improvements Fund. This fund accounts for revenues from grants, nonbonded

assessment payments, bond proceeds, and other sources, and will account for the construction of special local improvements, usually streets, with revenues from short-term borrowing and non bonded assessments. Expenditures are for construction, property and equipment acquisition, improvements and related purposes, and the repayment of short-term debt principal and interest incurred in financing improvements.

Debt Service Fund

The Debt Service Fund accounts for the accumulation of resources to be used for payment of the debt incurred for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, and trust funds). Expenditures and revenues are accounted for on the modified accrual method of accounting.

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

General Bonds revenues are from property taxes that are expended for the retirement of general obligation debt principal and interest.

Notes, Contracts, and Liens revenues derived from operating transfers from other funds are used to repay long-term contracts that are not bonded.

Enterprise Funds

Enterprise funds account for the following operations: (1) those 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 (2) those 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, other charges for services, as well as property taxes dedicated to the retirement of general obligation bonds. Expenditures are for operations, conservation programs, capital construction, and retirement of debt.

Wastewater Fund. This fund accounts for wastewater treatment and collection. Revenues are from charges for services. Expenditures are for operations, capital construction, and retirement of debt.

Electric Fund. This fund accounts for the distribution of purchased electricity according to standards set forth by the Federal Energy Regulatory Commission. Revenues are from sale of electricity and other charges for services and intergovernmental grants. Expenditures are for related operations. Utility operations include wholesale power purchases, operating expenses, energy conservation incentives, capital outlay, retirement of debt, and franchise tax.

Telecommunications Fund. This fund accounts for telecommunications operations. Revenues are from cable TV, Internet connections, and high-speed data. Expenses are for operations maintenance, capital construction, and debt service.

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. However, the internal service funds 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.

Central Services. This fund is divided into the following Divisions: Elected Officials, Administration, Administrative Services, Legal, Customer Services, Accounting, Purchasing, Public Works Administration, Engineering, Maintenance, Computer Services, and the City Recorder. These Divisions fall under the umbrellas of the Administration, Finance, Public Works, and the Electric Departments. These functions are supported by charges for services by all direct service divisions and departments.

Insurance Services Fund. Revenues in this fund are from service charges from other departments, investment income, and insurance retrospective rating adjustments. Expenditures are for insurance premiums, self-insurance direct claims, and administration.

Equipment Fund. This fund is used to account for the replacement and maintenance of the city's fleet of vehicles. Revenues are from equipment rental charges. Expenditures are for personal services, materials and services, and capital outlay.

Trust and Agency Funds

Trust and agency 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.

Cemetery Trust Fund. The Cemetery Trust Fund is a non-expendable trust fund that uses the accrual basis of accounting. Revenues are from interest income and perpetual care service charges on cemetery operations. Expenditures are for the repurchase of plots and transfers of earnings to the general fund for operations.

Discrete Component Unit

Parks

Parks and Recreation Fund. (Special Revenue Fund) Revenues are from the parks and recreation portion of the property tax levy, charges for services, and miscellaneous sources. Expenditures are for parks and recreational purposes as well as department operations.

Ashland Youth Activities Serial Levy Fund. (Special Revenue Fund) Revenues are from a three-year Ashland Youth Activities local option property tax levy. Expenditures are for community and youth activities and recreation.

Parks Capital Improvements Fund. (Capital Projects Fund) This fund is used to account for resources from grants and inter-fund transfers that are to be expended for equipment purchases and major park renovations.

salary schedule

Salary Schedule

Effective July 1, 2011

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Elected and Appointed:</u>		
Mayor	500	500
Council	350	350
City Recorder/Treasurer	74,984	74,984
Municipal Judge	25,481	25,481
<u>Management and Confidential:</u>		
City Administrator	116,837	137,979
City Attorney	97,936	110,167
Administrative Services / Finance Director	90,591	101,824
Electric Director	90,591	101,824
Fire Chief	90,591	101,824
Police Chief	90,591	101,824
Public Works Director	90,591	101,824
Community Development Director	90,591	101,824
Information Technology Director	90,591	101,824
Electric Operations Superintendent	80,350	90,529
Deputy Police Chief	79,905	90,023
Police Lieutenant	79,905	90,023
Fire Division Chief	74,709	83,979
Human Resources Director	74,709	83,979
Planning Manager	72,200	81,634
Public Works Superintendent	72,200	81,634
Telecommunications Engineer	72,200	81,634
Building Official	71,917	87,416
Engineering Services Manager	66,638	77,735
Wastewater & Water Reuse Supervisor	66,638	77,735
Water Plant Supervisor	66,638	77,735
Police Sergeant	66,341	74,728
Operations Manager	65,902	77,017
Database Administrator	65,902	77,017
Network Administrator	65,902	77,017
Management Analyst	65,902	74,054
Senior Planner	63,960	72,052
Assistant City Attorney	63,960	72,052
Project Manager	63,960	72,052
Accounting Division Manager	61,498	69,271
Customer Service Division Manager	61,498	69,271
Fire Inspector	57,767	70,197
Associate Engineer	57,204	64,293
User Support Administrator	57,204	64,293
Permit Center Manager	54,839	63,966
Maintenance Safety Supervisor	53,877	60,585
Municipal Court Supervisor	53,877	60,585
Street Supervisor	53,877	60,585
Water Quality Supervisor (Distribution)	53,877	60,585
Telecomm/Computer Technician	53,877	60,585

salary schedule

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Management and Confidential:</u>		
GIS Analyst	50,607	61,508
Forest Resource Specialist	50,360	61,208
Claims Management	45,764	51,474
Paralegal	45,764	51,474
CERT Coordinator	42,387	47,648
Executive Secretary	41,553	46,711
Human Resources Assistant	41,553	46,711
Administrative Assistant	33,668	40,878
Legal Secretary	33,668	40,877
Administrative Secretary	31,334	38,018
<u>General City Services Staff:</u>		
Engineering Tech III	51,417	62,493
GIS Coordinator	51,347	62,409
Housing Program Specialist	48,984	61,182
Building Inspector	48,933	61,853
Staff Accountant	47,148	59,473
Associate Planner	44,881	55,393
Engineering Assistant	44,881	55,393
Account Representative	44,881	55,393
Engineering Tech II	42,105	53,324
GIS Specialist	42,105	53,324
Account Clerk II	38,818	47,659
Computer Technician	38,754	47,150
Assistant Planner	35,276	44,682
Conservation Analyst	35,226	54,343
Code Compliance Specialist	35,226	42,331
Engineering Tech I	33,859	42,898
Account Clerk I	31,167	39,271
Secretary (IBEW)	29,694	37,571
Clerk II	27,654	34,907
Clerk I	23,914	30,062
<u>Fire and Rescue Personnel:</u>		
Battolion Chief - EMT "P"	78,643	82,322
Battolion Chief - EMT "B"	74,197	77,877
Captain-EMT "P"	73,124	76,804
Captain-EMT "B"	68,679	72,358
Engineer-EMT "P"	67,606	71,285
Firefighter-EMT "P"	52,980	65,766

Note: Fire and Rescue Personnel salary is based on 2,754 yearly hours

salary schedule

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Police Personnel:</u>		
Police Officer	46,697	59,324
Community Outreach Officer	43,708	55,195
Evidence & Property Technician	35,426	43,781
Community Services Officer	34,770	42,664
<u>General Labor:</u>		
Chief Mechanic	45,028	57,566
Cemetery Sexton	44,907	54,272
Utility Worker IV	44,219	54,272
Water Treatment Plant Operator III	44,074	54,099
Utility Worker III	41,966	52,105
Treatment Plant Operator WW	41,949	53,100
Water Treatment Plant Operator	41,949	53,100
Mechanic	40,714	52,616
Utility Worker II	36,217	47,281
Meter Reader/Repair	35,321	45,894
Utility Worker I	32,866	42,341
<u>Electric Staff:</u>		
Lead Working Line Installer	86,048	86,048
Meter Relay Technician	83,531	83,531
Electrician	79,553	79,554
Line Installer/Service Person	79,553	79,553
Tree Trimmer	64,720	64,720
Line Truck Driver	62,928	62,928
Connect-Disconnect	57,024	57,024
Head-Technician	54,321	61,076
Electrical Warehouse Worker	52,303	52,303
Meter Reader	54,133	54,133
Lead Telecommunications Technician	56,223	63,214
Telecommunications Technician	23,880	51,042
<u>Regular Part-time Employees:</u>		
Community Services Volunteer Coordinator	24,099	24,099
Band Director	-	-
Bailiff	3,914	3,914

**Parks and Recreation
Salary Schedule
Effective July 1, 2011**

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
Senior Management		
Parks and Recreation Director	103,514	103,514
Parks Superintendent	82,121	82,121
Recreation Superintendent	57,167	66,828
Mid Management		
Greens Superintendent	56,588	63,377
Senior Program Director	42,608	47,884
Recreation Coordinator	40,582	47,327
Promotions Coordinator	40,582	47,327
CC/Recreation Facilities Manager	33,503	42,385
Golf Manager	33,503	42,385
Environmental Education Coordinator	33,325	49,954
Clerical		
Executive Secretary	41,606	46,761
Senior Center Specialist	31,366	36,597
Customer Service Specialist	31,366	36,597
Environmental Ed Assistant	23,263	32,457
Maintenance		
Park Technician III	43,543	53,582
Park Technician II	38,423	46,793
Lead Custodian	34,816	43,632
Park/Golf Technician I	33,503	41,384
Custodian	24,487	33,436
Park Worker/Golf Worker	23,842	32,457

salary schedule and history of positions

Department	2009 Actual	2010 Actual	2011 Amended	2012 Proposed	2012 Approved	2012 Adopted
Administration	12.65	12.65	12.65	12.65	12.15	12.15
Information Technology	15.50	15.50	16.00	16.00	16.00	15.50
Administrative Services	17.25	17.25	17.25	16.25	16.25	16.25
City Recorder	2.00	2.00	2.00	2.00	2.00	2.00
Police	36.80	34.80	34.80	35.30	35.30	35.30
Fire and Rescue	34.40	32.40	33.90	33.50	33.75	33.75
Public Works	59.70	57.70	56.70	57.50	57.50	57.50
Community Development	12.55	12.55	12.50	12.60	12.60	12.60
Electric	21.50	21.50	20.75	20.75	20.75	20.25
Subtotal	212.35	206.35	206.55	206.55	206.30	205.30
Parks and Recreation	48.55	45.65	43.65	43.80	43.80	43.80
Total Staffing Requirement	260.90	252.00	250.20	250.35	250.10	249.10

SUMMARY OF UNION AFFILIATION

	Non-represented	IBEW Clerical	IBEW Electrical	Laborers	Ashland Police Assoc.	Ashland Firefighters	Temps	Total
Administration Department	9.50	2.00					0.65	12.15
Information Technology	9.50	4.00	2.00					15.50
Administrative Services	5.50	10.75						16.25
City Recorder	2.00							2.00
Police Department	9.30	3.00			21.75		1.25	35.30
Fire and Rescue Department	7.00					25.00	1.75	33.75
Public Works Department	12.00	5.70		38.00			1.80	57.50
Community Development	6.00	6.60						12.60
Electric Department	2.50	3.50	14.00				0.25	20.25
Parks Department	37.10						6.70	43.80
	100.40	35.55	16.00	38.00	21.75	25.00	12.40	249.10
By								
Contract Status	Resolution	Settled	Settled	Settled	Settled	Settled		
Termination Date	N/A	6/30/2012	6/30/2011	6/30/2011	6/30/2012	6/30/2012		

The following descriptions include the revenues categories for the City of Ashland. Revenues are recognized as soon as they are both measurable and available. Generally speaking, revenues are considered to be available when they are collected within the period or soon enough thereafter to pay liabilities of the current period.

RESOURCES (Revenues)

400 Working Capital Carryover

This is the Ending Fund Balance from the prior year. In general, it represents the amount carried over from year to year and can be referred to as Beginning Fund Balance, Carry Forward or Balance Carried Forward. It is the difference between total resources for a given year (actual, estimated or projected revenues plus the prior year ending fund balance) and total requirements for the same year (actual, estimated or projected expenditures or expenses). It is normally a positive number or zero. A negative amount is bracketed and would represent an amount offset in another fund like the General Fund.

410 Taxes

Taxes include the total amount of dollars raised in property taxes imposed by the City's Permanent Tax Rate, Local Option Levies, and Bonded Debt Levies in addition to User Taxes, Franchise Taxes, Business Licenses Taxes, the Hotel/Motel Tax, the Food and Beverage Tax and other revenue from sources that qualify as a tax per Oregon law.

420 Licenses and Permits

These are City charges to citizens for providing a certain service in relation to licenses and permits. Examples are Planning and Zoning Fees, Community Development Fees and Building Permits.

430 Intergovernmental Revenue

Revenues that the City receives from other governmental agencies such as Federal and State Grants, State Shared Revenue and contributions toward programs from local entities fit into this category.

440 Charges for Services

This revenue category includes payments received for services rendered to the community or among City departments. Examples are charges for various General Fund services, Water, Wastewater, Electric and Telecommunication Services as well as System Development Charges and internal service charges.

450 Fines

Revenue the City receives for fines issued. Examples are Court Fines, Parking Fines, and Traffic Fines.

460 Assessments

Assessment Revenue includes amounts assessed against a property for improvements specifically benefiting that property. They normally relate to a local improvement district requested by the citizens themselves.

470 Interest on Investments

This is the interest received on the City funds that are invested. Idle cash (amounts of money determined to be above what is needed for immediate or short term demands) is continuously invested in investments or interest bearing accounts. Investments are done in order of importance of safety of principal, a sufficient level of liquidity to meet cash flow needs, and the maximum yield possible.

480 Miscellaneous Revenues

These are revenues that do not fit under any other of the classifications. Examples are Land Sales, Donations, and Sale of Equipment.

490 Other Financing Sources

This resource represents Interfund Loans, Operating Transfers In and proceeds from Loans, Bond Sales and other types of Debt Issuances.

chart of accounts descriptions

The following descriptions include the types of expenses charged to each line item, regardless of which program they fall under. Consequently, each expenditure is charged not only to the appropriate program, but also to the correct line item for a complete accumulation of all costs. The title of each line item appears after each account number that is used for city accounting purposes.

PERSONAL SERVICES (Expenditures) (500)

510 Salaries and Wages

All payments for employees including temporary employees are charged in this classification. Also included are overtime and stand by pay.

520 Fringe Benefits

Charges associated with employee's costs such as FICA, Medicare, Retirement Contributions, Group Health Care, Worker's compensation and Unemployment costs.

MATERIALS & SERVICES (Expenditures) (600)

The term used in an operating budget to designate a classification of expenditures. Refers to planned purchases other than Personal Services or Capital Outlay. Includes contractual and other services, materials, supplies and other charges.

601 Supplies

All supplies used by the City such as; office supplies, small tools under \$5,000, technical items, food and related items, books and periodicals, and uniforms. Technical items may include computer hardware, office furniture that is not capitalized, and copier/printer toner.

602 Rental, Repair, Maintenance

Any expense incurred to rent, repair or maintain equipment owned, operated or leased by the City, including all parts, services and fuel. When a City department purchases a vehicle, a replacement charge is assessed each year for the cost to replace that vehicle in the future.. These funds are set aside in the Equipment Fund for the future replacement.

603 Communications

Charges for local and long distance telephone service, cellular service, pagers, radios, computers, fax, and postage that are incurred in service to the City.

604 Contractual Services

Monies paid to persons for services rendered to the City, who are not employees of the City and fit the legal guidelines for subcontractors. Examples are RVTV contract, pro tem judge services, labor law consulting, recruitments, outside counsel, parking enforcement, audit services, dispatch, RVTD contract, grounds maintenance contract, surveying, plumbing contractors, electrical contractors, architects, redevelopment plans, contractual review of plans for Fire and Life Safety, and temporary agency employees.

605 Miscellaneous Charges and Fees

All internal charges are located here. Central Service Fees, Insurance Service Fees, Facilities Use Fees, Technology Debt along with any licenses. An example is Financial Software licenses such as Microsoft Office Suite.

606 Other Purchased Services

Miscellaneous purchased services that do not fit appropriately into other materials and services categories. All advertising, printing and binding, dues, medical and laboratory work, and training expense is shown here.

607 Insurance

Expenditures for insurance premiums, self-insurance direct claims, and administration.

608 Commission

Expenditures relating to advisory committees and commissions created by council. There are over 20 advisory board and commissions that assist the City Council with over 135 Ashland citizens that serve on these boards and commissions.

609 Grants

All Social Service, Economic and Cultural grants awarded by the City. Each year as part of the budget process, these funds are allocated to qualifying entities.

610 Programs

Programs are groups of activities to accomplish a major service or function for which the local government is responsible. Examples are fire prevention, CERT, safety, first time home buyer, weed abatement, conservation, solar program, employee computer loans, and the City Source newsletter.

612 Franchise

General government tax assessed on city enterprise utility gross revenues. Examples are Water, Wastewater, Electric and Telecommunication revenue.

CAPITAL OUTLAY (Expenditures) (700)

Monies spent to purchase or construct land, buildings, internal and contracted improvement projects or equipment with a minimum value of \$5,000 as per the Fixed Asset Capitalization Policy, and buildings such as the Civic Center, Public Library, and the City Hall. Items, which generally have a useful life of two or more years, such as machinery, land, furniture, equipment or buildings.

701 Land

Land is categorized into three groups:

- 1) Land which constitutes all city owned property other than easements which are not capitalized.
- 2) Dedicated Park Land which constitutes property dedicated by the City Council as perpetual parkland and
- 3) Open Space Land, which constitutes property dedicated by the City Council as designated open space park.

702 Buildings

All city owned or occupied buildings. Buildings include fixtures and attachments permanently fixed to the structure such as light fixtures, wiring, plumbing, and HVAC.

703 Equipment

Equipment such as small equipment, heavy equipment, vehicles, computer network and software peripherals including hardware and printers, including parts and supplies that aren't otherwise categorized with a minimum value of \$5,000 as per the Fixed Assets Capitalization Policy.

704 Improvements Other than Buildings

Infrastructure improvements per the Fixed Assets Capitalization Policy.

905 Contingency

An appropriation of funds to cover unforeseen events that may occur during the budget year. The City Council must authorize the use of any contingency appropriations transfer by resolution.

909 Unappropriated

An amount set-aside in the budget to be used as a cash carryover to the next year's budget, to provide the local government with a needed cash flow until other money is received. This amount cannot be transferred by resolution or used through a supplemental budget during the fiscal year it is budgeted, unless there is a significant calamity or natural disaster.

summary of internal service charges

**City of Ashland
Summary of Internal Service Charges
Budgeted for FY 2011-2012**

	Central Services	Insurance Fees	Technology Debt	Facility Fees	Equipment Replacement	Fleet Maintenance	Total
Administration	\$ 1,200	\$ 100	\$ -	\$ 1,000	\$ -	\$ -	\$ 2,300
Admin - Muni Court	60,000	1,500	8,300	11,000	2,954	-	83,754
Admin Department	\$ 61,200	\$ 1,600	\$ 8,300	\$ 12,000	\$ 2,954	\$ -	\$ 86,054
Band	5,500	500	-	-	-	-	6,000
Police	430,000	30,000	111,896	107,000	65,000	124,800	868,696
Fire	337,000	28,720	102,160	24,000	224,020	98,750	814,650
Cemetery	42,500	3,800	6,900	3,000	515	16,330	73,045
Comm Dev	340,000	6,515	44,444	85,000	33,166	4,780	513,905
Miscellaneous	36,000	-	-	-	-	-	36,000
General Fund	\$ 1,252,200	\$ 71,135	\$ 273,700	\$ 231,000	\$ 325,655	\$ 244,660	\$ 2,398,350
Operations	\$ 465,000	\$ 50,000	\$ 30,000	\$ 4,000	\$ 71,500	\$ 103,000	\$ 723,500
Storm Drain	143,000	3,000	-	-	-	56,100	202,100
Street Fund	\$ 608,000	\$ 53,000	\$ 30,000	\$ 4,000	\$ 71,500	\$ 159,100	\$ 925,600
Airport Fund	\$ 15,000	\$ 5,000	\$ -	\$ 4,000	\$ -	\$ -	\$ 24,000
Capital Imp. Fund	\$ -	\$ 1,500	\$ -	\$ 1,500	\$ 2,575	\$ 2,075	\$ 7,650
Supply	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
Distribution	570,000	34,900	50,000	80,000	51,300	66,340	852,540
Treatment	155,000	4,000	28,200	100,000	900	9,200	297,300
Conservation	23,700	3,370	-	7,500	5,790	270	40,630
Water Fund	\$ 858,700	\$ 42,270	\$ 78,200	\$ 187,500	\$ 57,990	\$ 75,810	\$ 1,300,470
Collection	\$ 490,000	\$ 90,000	\$ 60,000	\$ -	\$ 37,800	\$ 64,260	\$ 742,060
Treatment	305,000	3,000	35,800	70,000	215,900	30,600	660,300
Wastewater Fund	\$ 795,000	\$ 93,000	\$ 95,800	\$ 70,000	\$ 253,700	\$ 94,860	\$ 1,402,360
Conservation	\$ 44,100	\$ 1,000	\$ -	\$ 7,500	\$ 6,695	\$ 270	\$ 59,565
Supply	355,300	-	-	-	-	-	355,300
Distribution	729,000	34,000	541,300	130,000	81,500	97,000	1,612,800
Electric Fund	\$ 1,128,400	\$ 35,000	\$ 541,300	\$ 137,500	\$ 88,195	\$ 97,270	\$ 2,027,665
Telecomm Fund	\$ 362,500	\$ 6,000	\$ 409,000	\$ 53,000	\$ 20,077	\$ 23,920	\$ 874,497
Administration	\$ -	\$ 1,100	\$ -	\$ 28,000	\$ -	\$ -	\$ 29,100
Telecommunications	-	1,200	-	9,000	500	3,250	13,950
Admin Services	-	5,000	-	58,627	4,921	720	69,268
City Recorder	-	500	-	10,500	-	-	11,000
Public Works	-	20,000	-	85,000	-	15,340	120,340
Central Services	\$ -	\$ 27,800	\$ -	\$ 191,127	\$ 5,421	\$ 19,310	\$ 243,658
Insurance Fund	\$ 25,000	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ 26,500
Equipment Fund	\$ 175,000	\$ 20,000	\$ -	\$ 2,500	\$ 10,300	\$ 5,145	\$ 212,945
Parks Funds	\$ 340,000	\$ 50,000	\$ -	\$ 45,000	\$ -	\$ 204,000	\$ 639,000
Total City and Parks	\$ 5,559,800	\$ 404,705	\$ 1,428,000	\$ 928,627	\$ 835,413	\$ 926,150	\$ 10,082,695

The above amounts are incorporated within the budget to reflect services provided between funds. The amounts budgeted are based upon cost allocation plans (CAPs) reviewed and accepted by management each year. They take into consideration the value of the services provided and are often adjusted to reflect a cost sharing approach for necessary operations and the ability to pay towards them.

**City of Ashland
Internal Franchise Fees
For FY 2012**

Paying Fund	Percent of Operating Revenue	Budgeted Amount	Receiving Fund
Water Fund	6%	\$ 290,000	General Fund
Wastewater Fund	8%	290,000	General Fund
Electric Fund	10%	1,300,000	General Fund

Internal franchise charges are similar to the payments required of non-city utilities for using the City right of way. The percentages are set by the City as part of the budget process but may be adjusted based upon ability to pay or financial need.

glossary

A Accrual Basis: Method of accounting where expenditures and revenues are recorded when incurred, not when paid. The method differs from GAAP Accrual Basis in that, while capital outlays are recognized as expenditures, depreciation and amortization are not [ORS 294.311(1)]
[Glossary]

ADA: Americans with Disabilities Act.

Adopted budget: Financial plan that forms the basis for appropriations. Adopted by the governing body (ORS 294.435).

AFN: Ashland Fiber Network is the state-of-the-art telecommunications infrastructure of fiber optic cable that weaves through the City's neighborhoods. AFN provides citizens of Ashland with three services: high-speed data, cable modem Internet access and cable television.

AMR: Automatic Meter Reading System.

Annexation: The incorporation of land into an existing city with a resulting change in the boundaries of that city.

Annual Revenues: The sum of all sources of Estimated Revenues of a fund excluding Working Capital Carryover.

APD: Ashland Police Department.

Appropriation: Authorization for spending a specific amount of money for a specific purpose during a fiscal year. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body [ORS 294.311.(3)].

Appropriation Resolution: The legal document passed by the City Council authorizing expenditures.

Approved Budget: The budget that has been approved by the budget committee. The data from the approved budget is published in the Financial Summary before the budget hearing (ORS 294.406).

Assessed Value: The value set on real and personal property as a basis for imposing taxes. It is the lesser of the property's maximum assessed value or real market value.

Audit: The annual review and appraisal of a municipal corporation's accounts and fiscal affairs conducted by an accountant under contract or the Secretary of State (ORS 297.425).

Audit Report: A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's

financial statements, and compliance with requirements, orders and regulations.

B Balanced Budget: When total anticipated resources including beginning fund balance or carry over from the prior period, all revenue and other sources of money equal all proposed requirements including expenditures for personal services, materials & services, capital outlay, debt service, other uses and estimated ending fund balance or carry over to the next period.

Baseline: Year two of the prior budget year's long-term plan. The beginning point for the budget preparation, comparison and justification in the ensuing year.

Bioswale: Long narrow trenches dug next to impervious surfaces like parking lots. Water runs off these impervious surfaces into the trench where it is "cleaned" of oily substances and other pollutants prior to reaching the storm drain system. A variety of grasses, shrubs and ground covers are planted in the trenches.

Bonded Debt Levy: Property tax levy dedicated to repayment of General Obligation Bonds authorized by more than 50 percent of the community's registered voters. The levy cannot exceed the term of the bonds.

Bonds: Written promises to pay a sum of money, called principal or face value, at a future date, called the maturity date, along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used to finance long-term capital improvements.

BPA: Bonneville Power Administration. This federal agency is the major wholesaler of Northwest electric energy.

Budget: A financial operating plan with estimated expenditures and expected revenues for a given period.

Budget Committee: A panel composed of the City Council and an equal number of citizens responsible for the review and recommendation of the annual budget (ORS 294.336).

Budget Message: A message prepared by the City Administrator and the Budget Officer explaining the annual proposed budget, articulating the strategies and budgets to achieve the City's goals, and identifying budget impacts and changes (ORS 294.391).

Budget Officer: The person appointed by the City Council to be responsible for assembling the budget. For the City of Ashland, the Finance Director serves this role (ORS 294.331).

Budget Period: A 24-month period beginning July 1 of the first fiscal year and ending June 30 of the second fiscal year.

Budget Transfers: Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund.

C CAP: Central Area Patrol (Police and Parks Fund)

CAP: Civil Area Patrol (Airport Fund)

Capital Expenditure: Payment for equipment, buildings or improvements that have a depreciable life of two or more years.

Capital Outlay: An object classification that includes items with a useful life of one or more years, such as machinery, land, furniture, computers, or other equipment, and which cost more than \$5,000 [ORS 294.352(6)].

Capital Project Funds: A fund type used to account for resources, such as bond sale proceeds, to be used for major capital item purchase or construction [OAR 150-294.352(1)].

CDBG: Community Development Block Grant are funds from the Department of Housing and Urban Development used to assist low and moderate income neighborhoods and households.

Central Service Charge: Reimbursement for services that are paid for out of one fund, but benefit the programs in another fund.

CERVS: Community Resource and Vital Services is a non-profit program that ICCA is part of. (See ICCA.)

CIP: Capital Improvement Plan.

CIP Fund: Capital Improvement Fund.

Contingency: An appropriation of funds to cover unforeseen events that may occur during the budget year. The City Council must authorize the use of any contingency appropriations.

CWSRF: Clean Water State Revolving Fund.

D Debt Service: Payment of interest and principal related to long term debt.

Debt Service Funds: A fund established to account for payment of general long-term debt principal and interest [OAR 150-294.352(1)].

Depreciation: A system of accounting which aims to distribute the cost or other basic value of tangible capital assets, less salvage (if any), over the estimated useful life of the unit in a systematic and rational manner. It is a process of allocation, not of valuation. Depreciation is not budgeted by the City, in accordance with Oregon Local Budget Law.

DEQ: The Oregon Department of Environmental Quality works to restore, enhance, and maintain the quality of Oregon's air, water and land.

E Encumbrance: An obligation chargeable to an appropriation and for which part of the appropriation is reserved [ORS 294.311(10)].

EMS: Emergency Medical Services.

EMT: Emergency Medical Technician.

Enterprise Funds: Records the resources and expenses of acquiring, operating and maintaining a self-supporting facility or service.

EOC: The Emergency Operations Center is the coordinating and support organization headquarters for emergency operations within the City. The purpose of the EOC is to support Incident Command operations.

EPA: Environmental Protection Agency.

Expenditures: The money spent by the City for the programs and projects included within the approved budget.

F Fiscal Year: Twelve-month period from July 1 to June 30 for which the annual budget of the City is prepared and adopted. Example: FY, FY 06, FY 2006.

Fixed Assets: Assets of a long-term character such as land, buildings, furniture, and other equipment.

Food and Beverage Tax: Five-percent tax assessed on prepared food and beverage providers gross receipts from prepared food items excluding alcohol. The tax was enacted July 1, 1993 and authorization ends December 31, 2030.

Franchise: A privilege fee for using the ROW (Right of Way).

glossary

Fringe Benefits: The non-salary part of employees' total compensation. A typical benefit package includes insurance, retirement, and vacation/sick leave components.

FTE: Full-time Equivalent is a term used to measure the number of employees on a 40 hour per week basis.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

Fund Balance: The difference between governmental fund assets and liabilities; also referred to as fund equity.

G GAAP: Generally accepted accounting principals as determined through common practice or as promulgated by the Government Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

General Fund: Records needed to run the daily operations of the local government such as wages, rent, and utilities. It also shows the money that is necessary to pay for these general needs.

I IBEW: International Brotherhood of Electrical Workers

ICCA: Interfaith Care Community of Ashland is an organization that is under the auspices of CERVS. It is a coalition of faith groups and community volunteers committed to providing a coordinated program of emergency services to families and individuals in need. Also known as ICCA/CERVS.

Interfund Loans: Loans made by one fund to another and authorized by resolution or ordinance (ORS 294.460).

Internal Service Fund: Accounts for internally supported activities where the government is the primary reciprocate of the services provided by the fund.

IS: Information Services or Electronic Data Processing.

ISTEA: Intermodal Surface Transportation Efficiency Act grant to encourage various types of transportation.

L LCDC: Land Conservation Development Commission.

Line Item: An expenditure description at the most detailed level. Objects of expenditure are grouped into specific

items, such as printing.

LID: Local Improvement Districts are formed by petition and used to request the City of Ashland to finance improvements to neighborhoods (e.g., sidewalks) over a 10-year period.

Local option Levy: Voter-approved property tax levies for a period of two to five years above the permanent rate.

M Materials and Services: The term used in an operating budget to designate a classification of expenditures. Refers to planned purchases other than Personal Services or Capital Outlay.

Measure 47: In November 1996, voters passed a tax limitation initiative that was referred to as Measure 47. The measure's provisions included: a tax roll back for property taxes; a cap of 3 percent on assessed value increases in future years; a requirement that special elections for property tax increase measures must be approved by 50 percent of all registered voters, as opposed to a simple majority in general elections. Because of several complexities regarding implementation, the legislature instead proposed Measure 50 in May 1997.

Measure 50: In May 1997, voters replaced Measure 47 with Measure 50. The measure fundamentally changed the structure of property taxes in Oregon, moving from the tax base system to a permanent tax rate. Measure 50 has the same financial impact as Measure 47, with the benefit of simplified implementation.

Modified Accrual: Revenues are recorded in the accounting period in which they become available and measurable, and expenditures are recorded in the accounting period in which the fund liability is incurred.

O Ordinance: The method by which the appropriation of the budget is enacted into law by the city council per authority of the Oregon State Statutes.

Organizational Unit: An administrative subdivision, such as a department or division, of the city government charged with carrying on one or more specific functions.

P PEG: Public Education and Government access fee relative to the Cable TV Franchise.

Permanent Tax Rate: The rate per thousand dollars of Assessed Value that is the maximum that can be levied for government operations. The assessed valuation is capped and can only increase by three percent per year.

Personal Services: Employee wages, health insurance costs, workers' compensation charges, and any other employee benefits.

Program: Some departments are divided into programs for better management and tracking of resources.

Proposed Budget: The financial and operating document submitted to the Budget Committee and the governing body for consideration.

R Requirements: Total expenditures and unappropriated fund balance.

Reserve: A portion of a fund that is restricted for a specific purpose.

Resources: Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Revenues: Monies received or anticipated by a local government from both tax and non-tax sources.

R Requirements: Total expenditures and unappropriated fund balance.

Reserve: A portion of a fund that is restricted for a specific purpose.

Resources: Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Revenues: Monies received or anticipated by a local government from both tax and non-tax sources.

S SBA: Small Business Administration, established in 1953, is a federal agency that provides financial, technical, and management assistance to help Americans start, run and grow their businesses.

SCADA: Supervisory Control and Data Acquisition

SDC: System Development Charges are assessed on new construction to cover the demands placed on City services. Charges collected cover water, sewer, transportation, storm drains, and parks and recreation costs.

SOU: Southern Oregon University located in Ashland, Oregon.

SOWAC: Southern Oregon Women's Access to Credit is an organization that is a recipient of an Economic and Cultural Development grant.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are restricted to expenditures for a specific purpose.

Supplemental Budget: A budget that is 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.

T TAP Intertie: Talent Ashland Phoenix Intertie is the connecting of all three Cities into one water system.

Tax Levy: Total amount of dollars raised in property taxes imposed by the City, permanent tax rate, local option levies, and Bonded Debt levies.

TID: Talent Irrigation District.

TPAC: Transportation Plan Advisory Committee.

Transfer: An amount distributed from one fund to finance activities in another fund. It is shown as an expenditure in the originating fund and a revenue in the receiving fund.

Transient Occupancy Tax (Hotel/Motel Tax): A nine percent tax assessed on lodging providers gross receipts from rental of guest accommodations.

U Unappropriated Ending Fund Balance: An amount set aside to be used as cash carryover for the next fiscal year's budget.

W Working Capital Carryover: The amount carried over from year to year. It is based on the difference between estimated revenues to be received and the estimated amount expected to be spent.

WWTP: Wastewater Treatment Plant.

Y YAL: Youth Activity Levy.

acronyms

A	ACCESS- Aging Community Coordinated Enterprise and Supportive Services	EMT B- Emergency Medical Technician Basic	
	ADA- Americans with Disabilities Act	EMT I- Emergency Medical Technician Intermediate	
	AFN- Ashland Fiber Network	EMT P- Emergency Medical Technician Paramedic	
	AMR- Automatic Meter Reading System	EOC- Emergency Operations Center	
	APD- Ashland Police Department	EOFY- End of Fiscal Year	
	ASA- Ambulance Service Area	EOY- End of Year	
	AWTA- Ashland Woodland Trails Association	EPA- Environmental Protection Agency	
B	BPA- Bonneville Power Administration	ESD- Educational Service District	
C	CAFR- Comprehensive Annual Financial Report	F	F&B- Food and Beverage
	CAP: Central Area Patrol (Police and Parks Fund)		FAA- Federal Aviation Administration
	CAP: Civil Area Patrol (Airport Fund)		FAM- Federal Aid Money to Municipalities
	CATV- Cable Television		FBO- Fixed Base Operator
	CDBG- Community Development Block Grant		FEMA- Federal Emergency Management Agency
	CERT- Community Emergency Response Team		FFY- Federal Fiscal Year
	CERVS- Community Resource and Vital Services		FTE- Full Time Employee
	CIP- Capital Improvement Plan		FY- Fiscal Year. Example: FY 2005-2006, FY 2005-06, FY 2006
	CMOM- Capacity, Management, Operation, and Maintenance	G	GAAP- Generally Accepted Accounting Principals
	CPI- Consumer Price Index		GASB- Government Accounting Standards Board
	CSO- Community Service Officer		GIS- Geographic Information Systems
	CSV- Community Service Volunteer	H	HIPAA- Health Insurance Portability and Accountability Act
	CUFR- Component Unit Financial Report		HR- Human Resources
	CWSRF- Clean Water State Revolving Fund		HUD- Housing and Urban Development
D	DARE- Drug Awareness Resistance Education	I	IBEW- International Brotherhood of Electrical Workers
	DEQ- Department of Environmental Quality		ICCA- Interfaith Care Community of Ashland
E	EMS- Emergency Medical Services		
	EMT- Emergency Medical Technician		

IS- Information Services	SDC- System Development Charges
ISP- Internet Service Provider	SOU- Southern Oregon University
ISTEA- Intermodal Surface Transportation Efficiency Act	SOWAC- Southern Oregon Women’s Access to Credit
J JJTC- Jackson/Josephine Transportation Committee	SRO- School Resource Officer
L LCDC- Land Conservation Development Commission	SUV- Sport Utility Vehicle
LID- Local Improvement District	T TAP- Talent Ashland Phoenix
LLC- Limited Liability Company	TID- Talent Irrigation District
M MS4- Municipal Storm Drain System	TOT- Transient Occupancy Tax
N NPDES- National Pollutant Discharge Elimination System	TPAC- Transportation Plan Advisory Committee
O OCI- Overall Condition Index	TTPC- Transportation Transit Parking Committee
ODA- Oregon Department of Agriculture	U UB- Utility Billing
ODOT- Oregon Department of Transportation	USFS- United States Forest Service
ORS- Oregon Revised Statute	W WW- Wastewater
OSF- Oregon Shakespeare Festival	WWTP- Wastewater Treatment Plant
OSHA- Occupational Safety and Health Administration	Y YAL- Youth Activities Levy
P PEG- Public Education and Government	YDO- Youth Diversion Officer
PERS- Public Employee Retirement System	
PMS- Pavement Management System	
PUC- Public Utility Commission	
PW- Public Works	
R RVACT- Rogue Valley Area Commission on Transportation	
RVTD- Rogue Valley Transit District	
RVTV- Rogue Valley Television	
S SBA- Small Business Administration	
SCADA- Supervisory Control and Data Acquisition	

index

A

Accounting Division 3-32
Accounting Methods A-14
Capital Projects Fund A-14
Debt Service Fund A-14
Discrete Component Unit A-15
Enterprise Funds A-14
General Fund A-14
Internal Service Funds A-15
Special Revenue Funds A-14
Trust and Agency Funds A-15
Administration 3-3
Administrative Services Department 3-25
Airport Fund 4-26
Airport Fund Long-Term Plan 4-28
Airport Fund Resources 4-27
Appendix A-1

B

Budget Message 1-2
Budget Process 1-21
Budget Amendment Process 1-20
Budget Basis 1-20
Budget Committee 1-20
Building Division 3-120

C

Capital Improvements Plan 2-1
Capital Improvements Plan Fund Long-Term Plan 4-30
Capital Improvements Plan Fund Resources 4-31
CDBG 4-10
Cemetery Trust Fund 4-78
Cemetery Trust Fund Long-Term Plan 4-80
Cemetery Trust Fund Resources 4-79
Central Services Fund 4-66
Central Services Fund Long-Term Plan 4-68
Central Services Fund Resources 4-67
Chart of Accounts Descriptions A-22
CIP Fund 4-28
City at a Glance X
City of Ashland Organizational Chart 1-1
City Recorder / Treasurer 3-45
Community Development Block Grant Fund Resources 4-10
Community Development Block Grant Long-Term Plan 4-12
Community Development Department 3-109
Community Development Mission Statement 3-110
Community Values Statement 1-18
Computer Services Division 3-22
Conservation Division 3-131

D

Debt Service Fund 4-38
Debt Service Fund Long-Term Plan 4-40
Debt Service Fund Resources 4-39
Debt Summary 1-28
Debt Summary by Type 1-29
Departments 3-1

E

Economic and Cultural Grant History A-6
Electric Department 3-125
Electric Division 3-128
Electric Fund 4-58
Electric Fund Long-Term Plan 4-60
Electric Fund Resources 4-59
Emergency Medical Services Division 3-68
Equipment Fund 4-74
Equipment Fund Long-Term Plan 4-76
Equipment Fund Resources 4-75

F

Financial Management Policies A-8
Accounting A-8
Discrete Components Unit A-12
Capital A-13
Debts A-13
Expenditures A-13
Parks A-12
Purchasing A-13
Revenues A-12
Fund Balance Policy A-9
Capital Projects Funds A-10
Debt Service Funds A-10
Enterprise Funds A-10
General Fund A-9
Internal Service Funds A-11
Trust and Agency Funds A-12
Investments A-8
Objectives A-8
Operating Budgetary Policies A-8
Special Revenue Funds A-9
Fire and Life Safety Division 3-70
Fire and Rescue Department 3-63
Fire Operations Division 3-66
Future Debt Requirements A-5

G

General Fund 4-6
General Fund Long-Term Plan 4-10
General Fund Resources 4-8
General Obligation Debt 3-154
Glossary A-26
Golf Division 3-150

H

History of Combined Property Tax Rates A-2
History of Positions A-20
History of Property Tax Levies A-3
History of Property Tax Rates A-4

I

Index A-32
Information Technology Department 3-15
Insurance Services Fund 4-70
Insurance Services Fund Long-Term Plan 4-72
Insurance Services Fund Resources 4-71
Interfund Loans 3-155

L

Legal Department 3-12
Long-Term Plan Fund Totals 4-4

M

Municipal Court 3-11

N

Non-Departmental Activities 3-154
Interfund Loans 3-155
Operating Contingencies 3-157
Operating Transfer Out 3-156
Unappropriated Ending Fund Balance 3-158

O

Operating Contingencies 3-157
Operating Transfer Out 3-156

P

Parks and Recreation Department 3-135
Parks and Recreation Fund 4-82
Parks and Recreation Fund Long-Term Plan 4-84
Parks and Recreation Fund Resources 4-83
Parks Capital Improvement Fund 3-151, 4-86
Parks Capital Improvement Fund Long-Term Plan 4-88
Parks Capital Improvement Fund Resources 4-87
Parks Division 3-139
Planning Division 3-112
Police Department 3-49
Police Operations Division 3-58
Police Support Division 3-56
Property Tax Summary 1-31
Public Works Department 3-75

R

Recreation Division 3-146
Reserve Fund 4-14
Requirements Summary by Classification 1-25
Requirements Summary by Department 1-27
Resources Summary by Classification 1-24
Resources Summary Long-Term Plan 4-2

S

Salary Schedule A-16
Social Service Grant History A-7
Street Fund 4-18
Street Fund Long-Term Plan 4-20
Street Fund Resources 4-19
Summary by Fund 1-22
Summary of Union Affiliation A-20

T

Telecommunication Fund 4-62
Telecommunication Fund Long-Term Plan 4-64
Telecommunication Fund Resources 4-63

U

Unappropriated Ending Fund Balance 3-158

W

Wastewater Fund 4-50
Wastewater Fund Long-Term Plan 4-52
Wastewater Fund Resources 4-51
Water Fund 4-42
Water Fund Long-Term Plan 4-44
Water Fund Resources 4-43

Y

Youth Activities Levy Fund 3-152, 4-90
Youth Activities Levy Fund Long-Term Plan 4-92
Youth Activities Levy Resources 4-91



Legal Compliance

Budget Calendar, FY 2011-12	L-3
Affidavit of Publication, March 29, 2011	L-4
Legal Notice, March 29, 2011.....	L-5
Affidavit of Publication, April 7, 2011	L-6
Legal Notice, April 7, 2011.....	L-7
Affidavit of Publication, May 31, 2011	L-8
Legal Notice, May 31, 2011.....	L-9
Resolution 2011-16, Certifying City Provides Sufficient Municipal Services to Qualify for State Subventions	L-11
Resolution 2011-15, Declaring the City’s Election to Receive State Revenues	L-12
Resolution 2011-18, Adopting the Annual Budget and Making Appropriations	L-14
Form LB-50, Notice of Property Tax and Certification of Intent to Inpose a Tax, Fee, Assessment, or Charge on Property	L-18
Ordinance No.3020 Levying taxes for the Period of July 1, 2011 to and including June 30, 2012	L-19



**Budget Calendar
FY 2011-2012**

- 4/18/2011** **FULL BUDGET COMMITTEE MEETING-Budget Message**
Parks Presentation
Council Chambers 6:00pm
- 4/21/2011** **DEPARTMENTAL BUDGET PRESENTATIONS**
Police, Fire and Community Development, CDBG, Conservation.
Council Chambers 6:00pm
- 4/25/2011** **DEPARTMENTAL BUDGET PRESENTATIONS**
City Recorder, Administration, HR, Legal and Admin. Services.
Council Chambers 6:00pm
- 5/2/2011** **DEPARTMENTAL BUDGET PRESENTATIONS**
Electric, Information Technology.
Council Chambers 6:00pm
- 5/4/2011** **DEPARTMENTAL BUDGET PRESENTATIONS**
Public Works Airport, Street, Water, Wastewater, Administration, Engineering, Cemetery and Equipment,
Capital Improvement Plan Overview.
Council Chambers 6:00pm
- 5/12/2011** **FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP**
Set Tax Rate, approval
Wrap up
Council Chambers 6:00pm
- 5/16/2011** **FULL BUDGET COMMITTEE MEETING**
Debrief
Council Chambers 6:00pm
- 6/7/2011** **PUBLIC HEARING**
Council Chambers 7:00pm
First Reading of Ordinance to levy taxes
Resolution to qualify for state revenues (subventions)
Resolution to receive state revenues
Resolution setting appropriations
- 6/21/2011** **FULL BUDGET COMMITTEE MEETING/GRANT ALLOCATION APPROVAL**
Council Chambers 6:45pm
- 6/21/2011** **SECOND READING OF ORDINANCE**
Council Chambers 7:00pm

legal compliance

Affidavit of Publication

State Of Oregon
County of Jackson

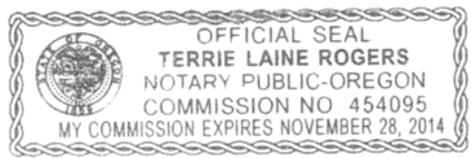
I, Nicholas Morgan, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the

NOTICE OF BUDGET COMMITTEE MEETINGS, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for TWO successive and consecutive INSERTIONS on the following issues MARCH 29, APRIL 7, 2011.
(HERE SET FORTH DATES OF ISSUES)

[Signature]
Subscribed and sworn to before me this 8th day of April, 2011.

[Signature]
NOTARY PUBLIC FOR OREGON

My Commission expires 28th day of November, 2014.





CITY OF
ASHLAND

NOTICE OF BUDGET COMMITTEE MEETING

A Public meeting of the Budget Committee for the City of Ashland, to discuss the budget for the fiscal year July 1, 2011 to June 30, 2012 will be held in Council Chambers located at 1175 East Main Street. The meeting will take place on April 18, 2011 at 6:00 p.m. The purpose of the meeting is to receive the budget message and to receive comments from the public on the budget. A copy of the budget document may be inspected or obtained on or after April 11, 2011, at City Hall, Administrative Services Department, 20 East Main.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. The schedule for Budget Committee meetings is as follows:

- 4/18/2011 FULL BUDGET COMMITTEE MEETING-Budget Message**
Parks Presentation
Council Chambers 6:00 p.m.
- 4/21/2011 DEPARTMENTAL BUDGET PRESENTATIONS**
Police, Fire and Community Development, CDBG, Conservation.
Council Chambers 6:00 p.m.
- 4/25/2011 DEPARTMENTAL BUDGET PRESENTATIONS**
City Recorder, Administration, HR, Legal and Admin. Services.
Council Chambers 6:00 p.m.
- 5/2/2011 DEPARTMENTAL BUDGET PRESENTATIONS**
Electric, Information Technology.
Council Chambers 6:00 p.m.
- 5/4/2011 DEPARTMENTAL BUDGET PRESENTATION**
Public Works Airport, Street, Water, Wastewater, Administration,
Engineering, Cemetery and Equipment, Capital Improvement
Plan Overview.
Council Chambers 6:00 p.m.
- 5/12/2011 FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP**
Set Tax Rate, approval
Wrap up
Council Chambers 6:00 p.m.
- 5/16/2011 FULL BUDGET COMMITTEE MEETING**
Debrief
Council Chambers 6:00 p.m.
- 6/7/2011 PUBLIC HEARING**
Council Chambers 7:00 p.m.
First Reading of Ordinance to levy taxes
Resolution to qualify for state revenues (subventions)
Resolution to receive state revenues
Resolution setting appropriations
- 6/21/2011 SECOND READING OF ORDINANCE**
Council Chambers 7:00 p.m.

March 29, April 7, 2011

legal compliance

Affidavit of Publication

State Of Oregon
County of Jackson

I, Nicholas Morgan, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the

NOTICE OF BUDGET COMMITTEE MEETINGS, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for TWO successive and consecutive INSERTIONS in the following issues MARCH 29, APRIL 7, 2011.
(HERE SET FORTH DATES OF ISSUES)

[Signature]
Subscribed and sworn to before me this 8th day of April, 2011.

[Signature]
NOTARY PUBLIC FOR OREGON

My Commission expires 28th day of November, 2014.





CITY OF
ASHLAND

NOTICE OF BUDGET COMMITTEE MEETING

A Public meeting of the Budget Committee for the City of Ashland, to discuss the budget for the fiscal year July 1, 2011 to June 30, 2012 will be held in Council Chambers located at 1175 East Main Street. The meeting will take place on April 18, 2011 at 6:00 p.m. The purpose of the meeting is to receive the budget message and to receive comments from the public on the budget. A copy of the budget document may be inspected or obtained on or after April 11, 2011, at City Hall, Administrative Services Department, 20 East Main.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. The schedule for Budget Committee meetings is as follows:

- 4/18/2011 FULL BUDGET COMMITTEE MEETING-Budget Message**
Parks Presentation
Council Chambers 6:00 p.m.
- 4/21/2011 DEPARTMENTAL BUDGET PRESENTATIONS**
Police, Fire and Community Development, CDBG, Conservation.
Council Chambers 6:00 p.m.
- 4/25/2011 DEPARTMENTAL BUDGET PRESENTATIONS**
City Recorder, Administration, HR, Legal and Admin. Services.
Council Chambers 6:00 p.m.
- 5/2/2011 DEPARTMENTAL BUDGET PRESENTATIONS**
Electric, Information Technology.
Council Chambers 6:00 p.m.
- 5/4/2011 DEPARTMENTAL BUDGET PRESENTATION**
Public Works Airport, Street, Water, Wastewater, Administration,
Engineering, Cemetery and Equipment, Capital Improvement
Plan Overview.
Council Chambers 6:00 p.m.
- 5/12/2011 FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP**
Set Tax Rate, approval
Wrap up
Council Chambers 6:00 p.m.
- 5/16/2011 FULL BUDGET COMMITTEE MEETING**
Debrief
Council Chambers 6:00 p.m.
- 6/7/2011 PUBLIC HEARING**
Council Chambers 7:00 p.m.
First Reading of Ordinance to levy taxes
Resolution to qualify for state revenues (subventions)
Resolution to receive state revenues
Resolution setting appropriations
- 6/21/2011 SECOND READING OF ORDINANCE**
Council Chambers 7:00 p.m.

March 29, April 7, 2011

Affidavit of Publication

State of Oregon,)
) ss.
County of Jackson)

I, Nicholas Morgan, being first duly sworn, depose and say that I am the Principal Clerk of the Medford Mail Tribune newspaper of general circulation, printed and published in Medford in the aforesaid county and state; that the

NOTICE OF BUDGET HEARING

CITY OF ASHLAND

A printed copy of which is hereto annexed, was published in the entire issue of said newspaper for ONE INSERTION in the following issues: MAY 31, 2011



Subscribed and sworn to before me this 2ND day of June, 2011.



Notary public for Oregon



For compliance purposes only: The Budget Message may be read in larger font on pages 1-2 through 1-18.

A Public Hearing will be held at the meeting of the Ashland City Council on June 7, 2011, at 7:00 p.m. at the Civic Center, 1175 East Main Street, Ashland, Oregon. The purpose of the hearing is to discuss the budget for the fiscal year beginning July 1, 2011 as approved by the Ashland Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the Ashland Administrative Services Department, City Hall, 20 East Main, between the hours of 8:30 a.m. and 4:30 p.m. This certifies that the budget was prepared on a basis of accounting that is consistent with the basis of accounting used the preceding year. Major changes, if any, and their effect on the budget are explained below.

	This Year Adopted 2010-2011	Next Year Approved 2011-2012
ANTICIPATED REQUIREMENTS		
Personal Services	\$ 23,378,526	\$ 24,344,400
Materials and Services	29,590,279	31,180,987
Capital Outlay	10,685,082	13,564,260
Debt Service	5,757,588	4,695,628
Transfers	786,383	497,452
Other Financing Uses (Interfund Loans)	208,000	408,000
Contingencies	1,813,041	1,926,000
Unexpended Ending Fund Balance	17,416,070	17,374,422
Total Requirements	\$ 85,676,088	\$ 93,911,809
ANTICIPATED RESOURCES		
Total Resources Except Property Taxes	\$ 80,105,804	\$ 83,914,580
Total Property Taxes Estimated to be Received	5,470,164	9,997,229
Total Resources	\$ 85,576,008	\$ 93,911,809
ESTIMATED AD VALOREM PROPERTY TAXES		
Total Property Taxes Estimated to be Received	\$ 8,711,015	\$ 9,310,460
Less Due to Constitutional Limitations, Discounts Allowed, Other Uncollected Amounts	750,149	686,779
Total Tax Levied	\$ 8,470,164	\$ 9,997,229
TAX RATES BY TYPE		
Permanent Rate Levied	\$ 4,2866	\$ 4,2866
Rate Levied	\$ 4,2133	\$ 4,1973
Ashland Local Option Library Levy	\$ 0.1501	\$ 0.1501
Levy for Bonded Debt Obligations	\$ 410,805	\$ 675,810
LONG TERM DEBT		
	Estimated Debt Outstanding as July 1, 2011	Estimated Debt Authorized, Not Incurred as July 1, 2011
General Obligation Bonds	\$ 10,775,074	\$ 3,000,000
Revenue Bonds	17,486,867	-
Other	1,088,779	-
Total indebtedness	\$ 29,350,720	\$ 3,000,000

OVERVIEW

We respectfully submit the approved budget for the City of Ashland for Fiscal Year 2011-2012. In addition to a proposed operating plan for next fiscal year, this budget includes long term planning for the next six years.

The approved budget is a status quo budget. Staffing levels remain essentially the same. Staff does not recommend any increases in taxes, although the budget for most of the utility funds required a rate increase to balance. Some of the economic activities that the City relies on for revenue, such as tourism, have grown slightly compared to last fiscal year. This slight growth is sufficient to cover the major cost increases the City faces, allowing staff to propose a budget without recommending an increase in property taxes or other tax and fee rates.

In preparing the budget, staff assumed the national, statewide, and regional economic downturn will continue to depress many of the other revenues the City generates to fund activities. Non-tourism-based revenue streams have grown slowly, stayed flat, or shrank slightly. Staff also assumed that Ashland residents will continue to struggle financially in the current economic environment, so proposed utility rate increases are as low a level as we believed feasible.

Our goal in preparing this budget was the same as in past years: protect core services in each fund and preserve the current quality of those services. As we do each year, staff sought increased efficiencies when possible and looked at alternative methods and ways of delivering service in several areas. Overall, we believe this budget is both fiscally responsible and also consistent with the vision, values, and goals of the Ashland City Council.

FY 2011-2012 BUDGET HIGHLIGHTS

Staff used the guidelines approved by the Budget Committee in February 2011 to prepare the budget. As in the prior year the budget was built with the goal of creating strong links to City Council directed policies. In addition to the financial policies the City has set for the budget, staff made decisions about priorities based on:

- The revised City Council Values adopted by the City Council in February 2011;
- The Budget Criteria adopted by the City Council in 2009 that was used to prioritize programs and activities in both of the past two fiscal years;
- The City Council's goals adopted by the Council in February 2011;
- Outcome-based performance measures. As we did last year, each department has measures that should illustrate whether the City's programs and activities are effective in achieving a result in the community. This year, some departments may have revised the measure to better illustrate an outcome, and some departments should have data for these measures. Each department will be prepared to discuss how their proposed operating plan relates to how they achieve this performance measure. Last but not least, the City completed a citizens survey earlier this year, and each department should have a citizen satisfaction measure.

The approved budget includes a minor decrease in overall staffing from 250.2 FTE to 246.6 FTE. The operating budget includes increased wages and benefits only for Police and Fire Union employees where the City has a contractual requirement and for Parks & Recreation employees. City staff have changed health care providers, and the budget reflects no increase in the cost of health benefits. Budgets for discretionary material and supply costs were limited to no more than a 2% total increase. Contracted and compliance obligations were budgeted as required. All Department budgets show increases due to the required retirement contributions for PERS. The total budgetary impact for this item alone is estimated at \$559,760 for FY 2011-2012.

Additionally, as discussed in February, capital projects were capped by the Capital Improvement Program adopted by the City Council in October 2010. In as many funds as possible, staff budgeted fund balances that meet adopted policy. Staff also tried to ensure that expected revenues exceeded or matched proposed expenses in each fund. This was not possible in the Central Services Fund, the Water Fund, and the Electric Fund.

KEY HIGHLIGHTS OF THE APPROVED BUDGET:

General Fund: The approved budget is balanced without an increase in the property tax rate and without the 1.6 cents levied last year to fund losses and almost replacement in the Fire Department. There are also no increases proposed in other fees or rates. The budget does reflect projected growth in the transient occupancy tax and minor increase (2.5%) in the amount collected from property taxes due to growth in assessed value of residential properties (not real market value). Other revenues are assumed to be flat. The \$0.175 tax rate levied in the General Fund to pay technology debts has been transferred to the Debt Service Fund, and therefore the amount previously paid for technology debts has been removed from General Fund department budgets. Even with the \$360,000 transfer to the Reserve Fund, the General Fund's balance between revenues and expenditures is consistent with the prior year, providing an ending fund balance that meets the target.

After reducing the property tax levy by the 1.4 cents levied in FY 2010-2011 for Fire Department gear, the City has 8.92 cents that has not been levied in its permanent rate. For FY 2011-2012 we estimate that to equal \$176,608 in tax revenue proceeds. Unlike previous years, staff does not recommend levying that additional amount in this proposed budget. Staff believes that revenue increases will be needed more by the Water, Wastewater, and Electric Funds than the General Fund. Although the recession is technically over, many Ashland residents and businesses are continuing to struggle with the economic downturn. The median assessed value of single family homes in Ashland is \$274,419, so the impact of the 8.92 cents is approximately \$21.18 per year for a residential property with the median assessed value.

The approved budget does not include changes in most current programs and activities, but there is a reduction in one position related to the Economic Development program in the General Fund, Administration department and a 0.50 position for the Municipal Court and a 0.25 position for legal services. On the expenditure side the City has benefited by the consolidation of dispatch services in Jackson County. In FY 2011-2012 the approved budget reflects a decrease in the Police Department budget of approximately \$100,000. The Fire department's share is consistent between years. Additionally, the City has paid off the loan on the Community Development/Engineering Services building, saving in interest payments and providing for reductions in the Community Development and Public Works budgets by reducing their interest charges.

Library Levy: The approved budget includes an amount to be levied for library services of 19.21 cents per thousand. This is the same as the amount levied in FY 2011 and less than allowed under the 2008 voter-approved local option levy measure.

Reserve Fund: In February 2011, Council voted to transfer funds from the General and Ashland Parks and Recreation funds to the Reserve Fund. The amount transferred is the amount of the actual ending fund balance in both funds that was in excess of the amount projected. This was approximately \$360,000 from the General Fund and \$349,000 from the Parks & Recreation Fund. The General Fund transfer is anticipated to be complete by June 30, 2011, but the amount from the Parks & Recreation Fund is budgeted in FY 2011-2012. When complete, the Reserve Fund balance is estimated to be near \$870,000. No expenditure from the Reserve Fund is proposed in the FY 2011-2012 budget.

legal compliance

Additionally, as outlined in the Budget Committee's approval recommendations, capital spending was capped by the Capital Investment Program adopted by the City Council in February 2010. In many funds, as possible, staff budgeted for increases that met adopted policy. Staff also took care to ensure that proposed revenues exceeded or matched proposed expenses in each fund. This was not possible in the General Fund, the Central Services Fund, the Water Fund, and the Wastewater Fund.

Key highlights of the approved budget include:

General Fund: The approved budget is balanced without increases in taxes, fees, or rates. Additionally, the approved budget does not include any significant reductions in personnel, which means that staff levels are not being reduced. At the same time, the program and activities are in FY 2010 and FY 2011 are retained in this budget. We recommend that the Budget Committee levy an additional 1.4 cents in property tax to fund specific programs in the Fire Department. Furthermore, we recommend that the committee consider levying the remaining .72 cents in anticipation of a significant rate increase from Oregon PERA in FY 2012. We make this recommendation reluctantly for two reasons. First, we know that the citizens of Ashland are still suffering from the recession and begin in 2012. Although we understand the need for the rate increase, we are concerned that the signals that people are still hearing are clear. Second, we would prefer not to set aside funds to pay for retirement benefits (including for people who are already retired) rather than for services that may be cut. The General Fund is more reasonably diversified than in the previous years.

Library Levy: The approved budget includes an amount to be levied for library services under the voter approved library levy of .072 cents per thousand. This is 1.0 cent greater than the amount levied in FY 2010, but is less than allowed under the local option levy measure approved by the voters in November 2008. The additional .21 cents in the amount the City's contract for library services will increase by .3% in FY 2011. The additional .21 cents represents between 50 and 60 cents of additional property taxes for the median residential property in the area.

Water and Wastewater Funds: The City implemented an 8% increase in Water and Wastewater charges effective in May and June 2010. Despite these increases, the City faces additional operational costs in Water and Wastewater, and the approved budget is balanced by including an additional .8% rate increase effective in April 2011, for each of these two funds. Neither fund needs to conduct fund balancing. Additionally, the Water Fund is highly vulnerable to weather-related conditions (low stream pool and/or low summer).

Other Utilities: The approved budget includes rate increases for the Electric Utility of 3% with anticipated implementation in Fall 2010. The approved budget also includes a rate increase of 2% in the Transportation Utility for FY 2010 and 1% in the Sewer Utility Fee, also proposed for Fall 2010.

Internal Services Funds: As we have in the past four budget years, staff has internal service charges for the Central Services Fund, the Insurance Fund, the Personnel Fund, and the Information Services Fund. We are not increasing these charges. We need to do this in our budget because we are not increasing these charges. We need to do this in our budget because we are not increasing these charges. We need to do this in our budget because we are not increasing these charges.

Capital Projects: Capital spending is \$10,000,000 in the approved budget, compared to \$5,527,000 in the FY 2010 adopted budget. Capital spending is proposed to increase for three major reasons. First, the City is anticipating some new revenues, especially in the Street Fund. Second, the City is anticipating certain grant funds. The approved budget includes more than 32 additional grant funds than included in the FY 2010 budget. Third, the Parks & Recreation Department proposes to use the Food and Beverage Tax funds to fund new capital projects. We need to do this in our budget because we are not increasing these charges. We need to do this in our budget because we are not increasing these charges. We need to do this in our budget because we are not increasing these charges.

Costs Related to Staffing: The approved budget does not include increases to implement the Classification and Compensation study. The approved budget includes Cost of Living Increases (COLA) only for the employees performing lower OIA. As for the employees performing OIA for both the Public Works Group and the Electric workers (IBEW). The approved budget assumes a 0% COLA for Management and Professional Staff employees. The approved budget assumes a 0% COLA for all other employees. Future budgets will likely continue to include significant increases in personnel under the Federal Health Care bill successfully stabilizes the health insurance market. On the advice of our insurance provider, staff has budgeted for a 4% increase in health care premiums. The City and its insurers will work to continue to ensure that the City provides reasonable benefits at a manageable cost and that the City is not overpaying for health care. We need to do this in our budget because we are not increasing these charges. We need to do this in our budget because we are not increasing these charges. We need to do this in our budget because we are not increasing these charges.

GENERAL FUND: The approved budget for the General Fund is balanced without significant reductions in staffing, with some reductions in programs, and without proposed increases in property taxes or other rates and fees. The approved budget also does not require any staff or programs cut in the last three fiscal years. The General Fund remains proactive, but past decisions have established it somewhat in this approved budget.

As we have noted in past years, Ashland has benefited from diverse revenue streams. In the last two fiscal years, the most reliable revenue source has been property taxes. The approved budget assumes that the Assessed Value of residential property will substantially lower than Real Market Value. Although market value has dropped in the last three years, assessed value of residential property will fall, which means that property taxes have still increased significantly by the pre-recession projections. Because construction has dramatically slowed and because the land market is in a recovery, the approved budget assumes an increase in property tax collections of about 2.3% over the FY 2009-2010 budget. The approved budget does not assume increases in assessed value tax collections.

After two consecutive years of decline, the approved budget assumes that transient occupancy tax in the General Fund will rise slightly, although not as rapidly as they did in the two previous years.

With the exception of the property tax and transient occupancy taxes, other General Fund revenues are projected to fall or decline in the FY 2010-2011 budget. The most glaring decline has been in construction-related revenues, which are budgeted at 6% of the FY 2009-2010 budget. The approved budget estimates that General Fund total revenues will be consistent with the revenues budgeted in FY 2010.

On the expenditure side, a few things are worth noting:

- The General Fund will benefit over time by the consolidation of duplicate services in the Information Services Fund. In FY 2010-2011, the approved budget reflects a decrease in the Police Department budget of approximately \$600,000 and an increase of \$100,000 in the Fire Department. The approved budget also includes a decrease in the Information Services Fund of approximately \$1,000,000.
- Staff budgeted to spend funds from the Capital Improvement Program (CIP) to pay off the loan on the Community Development/Engineering Services Fund. If completed, this will save \$600,000 in the General Fund and a like amount in the Central Services Fund.
- Every agency in the General Fund made reductions in Materials and Services spending to meet the target.
- The approved budget includes a reduction in the Information Services Fund. Development Department. In particular, the approved budget significantly reduces the professional services budget, which will affect the Department's ability to accomplish long-range planning projects, particularly the re-examination of whether Tax Increment Financing could be used in Ashland to pay for the information, that relates to economic development projects.

Despite reductions, the General Fund does not meet the full balance requirement, although it is close to meeting the target that is the approved budget for the last several fiscal years.

The City has 8.92 cents that has been levied in its permanent rate. For FY 2010-2011 we estimate that it is equal \$168,000 in tax revenue shortfall.

Staff recommended that the Budget Committee levy 1.4 cents to fund an add package for fire engines and fire station replacement. The new Fire Chief has discovered that the City has not set money aside to replace fire engines for several years, and some of our best ones are well beyond their useful life. The life cycle of a fire engine is about 10 years, and the City has one that is 35 years old. Additionally, the City has had great success in replacing fire engines, and it has not set money aside to buy new ones on a regular or routine basis. Staff recommended that the Budget Committee approve a single add package for Fire Department equipment replacement.

Additionally, as noted above, we recommended the Budget Committee consider setting aside funds for the PERA payments the City faces beginning in FY 2012. The approved budget will include an amount to cover the PERA payments until early 2011, but staff recommends the additional costs could range from \$200,000 to \$300,000 City-wide, about 1% of which will accrue to the General Fund. Because the General Fund remains flexible, we are concerned that this amount could require us to reduce programs, activities, and staffing further in FY 2011-2012, so we recommend that the Budget Committee consider setting aside funds in anticipation of this need.

As we discuss above, staff is reluctant to make this recommendation, both because of the impact on people who are already suffering economically and because the funds could be better used by nearly every General Fund department to deliver programs and activities that Ashlandians truly value. The single item would total \$217,400, or the impact of the 1.4% increase in the impact of the 1.4% increase is approximately \$330 per year, and the 1.2% cost is approximately \$147 per year, for a total potential tax increase of \$173 per year for a residential property with the median assessed value.

The 1.6 cents for Fire Department equipment was approved raising the operating tax to \$4.2113/5/000.

CENTRAL SERVICES FUNDS

The FY 2010 budget includes significant reductions in Central Services programs and activities. As with all funds, however, despite these cuts are still increasing. The approved budget continues to spend down the ending fund balance which, which we proposed because we are retaining investments in the Central Services funds that will be used in the coming year. This fund really spreads its contingency budget, and we believe the fund is healthy as long as departments manage to their budgets.

PARKS AND RECREATION FUND

As with the General Fund, the total property tax collections for the Parks and Recreation Fund are expected to be relatively stable. As the Budget Committee will recall, Parks & Recreation made significant reductions in FY 2010-2011 for FY 2010-2011 for Parks & Recreation does not include major changes in programs or staffing. Two initiatives are shifted from Parks & Recreation to the City, and the department is covering the resulting staff budget. The most significant staff budget change will be changes in capital spending. First, the Department began a series of projects to the City to purchase 3.75 acres on Clay Street. Second, Parks & Recreation plans to sell a revenue bond with Food and Beverage Tax proceeds to allow them to advance several capital projects.

LONG TERM SIGHTING

As with previous years, the approved budget contains a six-year forecast of revenues and expenditures. Again this year we added more historical information, including three years of actual information and five years of projection around the current year's amended budget and projections and the proposed revenues and expenditures for the coming year.

Staff has included the long-term forecast with the assumption that an act of commission is possible. However, we note that our ability to project long-term economic forces is limited. As we have in prior years, we cannot the Budget Committee to use the long-term trends as a planning rather than a predictor.

CONCLUSION

This approved budget reflects a revenue projection that shows the economy as essentially "bottomed out." In other words, the precipitous decline in revenues appears to have slowed. While some major revenue sources - such as construction, water and electric consumption, and insurance - remain weak, others - such as the City's 2010-2011 will be a big FY 2009-2010.

As a variety of factors - such as slow activity in construction, a resumption of fuel price increases, continued consolidation of health care costs and expected increases in PERA - lead us to conclude that the City should be preparing for a more challenging budget in FY 2012. The City Council and Budget Committee should work with staff to continue to reduce costs, improve service efficiency, and focus on the higher priority services. In addition to increasing revenues, we believe the Council will discuss how the City can prioritize services and ensure the efficient use of every resource with every department director.

The fallout from the recession is still taking its toll on the community. Unemployment remains high, businesses are struggling as they are increasing, and other signals that people are struggling - like the use of the Ashland Emergency Food Bank - are abundantly clear. We have balanced this budget with a minor increase in taxes (2.1 cents for the library) and by keeping the revenues that we have considered for potential rate increases as low as we could. The Budget Committee's challenge is to ensure that the City continues to provide essential services in a way that our citizens can reasonably afford in this difficult economic time. We look forward to the opportunity to work with the Council and citizens of Ashland in the coming year.

2009 ADOPTED BUDGET CRITERIA

Higher Priority

- Federal and State mandates
- City Charter and Code
- Contractual obligations and bond covenants
- Emergency response
- Basic needs: public health & welfare

Medium Priority

- Operational efficiency, physical management, fiscal health
- Support for local economic health
- Environmental protection above mandated levels
- Emergency preparedness
- Service only available from government
- not affected by private or non-profit provider

Lower Priority

- Enhance quality of life/amenity of Ashland
- Support for residents' health beyond basics
- Quality citizens service
- Key issue of local control

ADOPTED COUNCIL GOALS

In February 2010, the City Council set goals for the next 12 to 24 months to continue Ashland's history as a community that focuses on retaining itself and people. To do this, the Council's sustainability means using, developing and protecting resources in a way that enables people to meet their current needs and also provides that future generations can meet their own needs. The City of Ashland has a responsibility towards sustainability in its primary areas: Economy, Environment, Social Equity, Organization, Public Facilities and Partnership.

PROCESS

To prepare the approved budget, staff:

- Evaluated current year revenues and expenses to better project end-of-year fund balances.
- Estimated revenue and expense growth for the proposed year in light of the preliminary assumptions and the cap on charges for the public utilities and staff and accepted by Council.
- Prioritized programs and staff.
- Identified shortfalls or gaps between revenues and expenses and identified potential additional revenues or cost savings.
- Reduced long-term priority expenses where possible to better align a target.
- Made long-term priority expenses.

BUDGET FORMAT

The budget format is consistent with the prior year. The expenditure portion of the document is organized by departments, not by fund. Both a capital improvement plan section and a long-term budget section are included.

The document is organized with three perspectives - by operations and capital in a city-wide basis by department and by fund. Summary revenues and expenses are provided for the budget measure. The departmental budget section contains a comprehensive outline of the activities and operations of each department and division. Staff has attempted to better associate departmental appropriations with major projects or category of expense in the long-term plan for an extended perspective for the fund. The long-term projections likely identify future needs.

As this document and its major components are read, the city will refine the information and how it is presented to benefit the staff and the budget document is meant to be a financial plan, a communication device, a management tool and an operational guide.

The document provides a financial plan and will change as the needs and priorities and their presentation in the budget will vary and change accordingly.

POLICIES & METHODS

The policies and procedures employed by the city in developing our budget and compliance are laid out in the printed document in the Financial Management Policies and Accounting Methods sections. Expenditure budgets are listed in the Appendix with a Chart of Accounts Descriptions to help the reader in understanding what kinds of things are normally expensed from each line item.

The government-wide financial statements are prepared using the economic resources measurement basis and the accrual basis of accounting, as prescribed by GASB. The government-wide financial statements are prepared using the economic resources measurement basis and the accrual basis of accounting, as prescribed by GASB. The government-wide financial statements are prepared using the economic resources measurement basis and the accrual basis of accounting, as prescribed by GASB.

BUDGET SUMMARY

The total for all funds for the FY 2010-2011 budget is \$89,113,328 which is \$8.3 million or 9.3% more than last year's amended budget. It includes \$4,000,000 more in staffing costs, \$2,000,000 less materials & services, \$600,000 more in debt service, \$2,400,000 more in capital costs and \$2,500,000 more in Contingency and Working Fund Balance. The \$9.3 million includes all appropriations, transfers, commodities and non-appropriated funds included in the approved budget.

- A. Social services grants
- B. Social and cultural grants
- C. Capital improvements
- D. Debt service
- E. State and other services
- F. Changes to revenues and services to meet city needs

Budget Assumptions

In the past, assumptions were agreed upon as to the rate of inflation, population growth, tax revenue and other revenue stream changes between years. The following assumptions represent what was considered by Council and similar to what has been employed in past budgets in the past:

- General growth in revenue streams affected by growth in 1%.
- Property tax assessed valuation growth will be 2.5% under Assessor; 50 and new construction will be with little or no growth each year.
- General inflation starting in 2010 is 3%; personnel costs increase annually about 3% with additional 1% included in 2011-2012 to recognize some additional growth for employer retirement contribution mandated by the State.
- Debt service changes are not projected and not based upon inflation factor.
- Personnel costs will be 1.0%.
- Staff will estimate efficient and effective operations prior to recommending tax rate increases.
- Personnel costs will increase a minimum of 4% in FY 2010-2011.
- User fees will continue to support enterprise operations.
- System development charges (SDCs) will be applied where applicable.
- Existing physical assets the City will be maintained as needed.
- The City will comply with Federal and State requirements.

REVENUES

Ashland's revenue is primarily tax based. Revenues are estimated by fund in the Long-term section of the budget document.

TAXES

The City's major revenue source is 79.8% of the total revenues, about the same as in the prior year. That total rate is estimated to be 1.5% above the 2009-2010 rate. The approved budget assumes that the Assessed Value of residential property will be 2.5% above the 2009-2010 rate. The approved budget assumes that the Assessed Value of residential property will be 2.5% above the 2009-2010 rate.

PROPERTY TAXES

Property taxes are distributed in the General Fund and Parks Fund for operational needs. Taxes are also levied for the Debt Service Fund for payment of bonded indebtedness. The estimated tax rate included in the budget for 2011 is \$4.3092 or approximately 90.02% of the 2010 rate. The approved budget assumes that the Assessed Value of residential property will be 2.5% above the 2009-2010 rate. The approved budget assumes that the Assessed Value of residential property will be 2.5% above the 2009-2010 rate.

CHARGES FOR SERVICES

Charges for services account for 60.5% of Ashland's revenues. Some of the charges are for ambulance paramedic services, transportation utility fees, storm drain utility fees, airport rental fees, water services, wastewater services, electric service and other services. The approved budget assumes that the Assessed Value of residential property will be 2.5% above the 2009-2010 rate.

Each year the city must evaluate the appropriate level of its fees and charges. Staff attempts to gather such adjustments for the benefit of the customer and to also allocate time for evaluation since not all system costs can be addressed in a single year.

The budget document shows the estimated changes in the next several years. These estimates are necessary to meet projected operational and capital costs and to provide for long-term financial stability. These are only estimates. Ashland's history in rate changes indicates that adjustments are based upon market changes, funding source changes and other factors that are not included in the long-term budget.

SYSTEM DEVELOPMENT CHARGES

It is important for the City to evaluate how the system development charges (SDCs) on a regular basis. Part of the long-term plan, staff has included a table that shows the estimated SDCs to better match their contribution to the type of project being constructed or expansion being made. Based upon annual financial planning and a Transportation Task Force review, an operational Transportation SDCs and Storm Water SDCs are in process.

OPERATIONAL EXPENSES

Comparing total budget between years is inevitable but not always telling. A better view of cost components and trending comes from looking at the elements comprising the operational budget total. The annual budget assumptions normally use 1% as the default inflation factor, but being consistent of expenditures being made. Based upon annual financial planning and a Transportation Task Force review, an operational Transportation SDCs and Storm Water SDCs are in process.

EXPENDITURES

PERSONAL SERVICES: Personal services costs represent 30% of the total approved budget and 40% of the operational budget. This increased 1.0% in primarily due to labor contract obligations (two bargaining units have a 1.5% increase included) and increases in health care premiums of 4% in the budget. The health care increase could be greater than 4% and that would require adjustments to about more or of the difference. Reductions in staffing levels could keep the change between years at 1.0%. Total city-wide retirement costs also reduced with the decrease in staff. The City expects a significant increase in the employer contribution rate for the public retirement system but that change will be known by the time the budget is approved and the impact will be reduced until FY 2012-2012.

MATERIALS AND SERVICES: This category represents 33.1% of the total budget and is budgeted to decrease 2.0% or 0.8%, partially offsetting some of the increase in personal services. With a few exceptions, departments were required to hold their operational expenditures to the prior year's adopted budget thus resulting in reductions in this category to address revenues elsewhere.

(Once again, Central Services costs (accounting, computers, legal assistance, executive management, etc.), insurance coverage and facilities charges to other funds and departments were held flat to balance these funds. This is the fourth year that reductions in costs in the department of the Central Service Fund were due to a limited service charges from funding. This approach has been increasingly difficult and may not be possible in 2012.)

CAPITAL BUDGET: Total Capital (debt including new equipment, furniture and project costs) is increasing from 13.7% in FY 2010 to 15.0% in FY 2011. This decline is due to the total Capital (debt including new equipment, furniture and project costs) is increasing from 13.7% in FY 2010 to 15.0% in FY 2011. This decline is due to the total Capital (debt including new equipment, furniture and project costs) is increasing from 13.7% in FY 2010 to 15.0% in FY 2011.

The majority of capital equipment budgeted can be found in the Equipment Fund and an overview of each capital project can be found in the Capital Improvement section of the budget document. Total CIP proposed for 2011 and over the following five years is \$67.3 million and represents significant financing challenges for the city. The anticipated timing of projects will change based upon the priority of the need. The City will take on all proposed projects and the community's ability to pay for implementation.

DEBT SERVICE: The approved budget includes the payment of all current debt obligations of the city. The amount budgeted is approximately \$66,000,000 (13.1%) more than the prior year including the new amounts for Water and Wastewater improvement financed last year and included in the Capital Improvement and Long-term sections of this document will assure the reader in understanding the identified investments and related financing for transportation-related projects. Capital improvement debt financing and municipal bonds (debt service) are also and assumed property owners debt financing. Debt service for new revenue bonds to acquire capital projects and related financing is approved by Council. Half of the increase relates to an early pay off of the OECD Loan for the CEDES Building budgeted by staff.

The City has scheduled several external financing efforts in FY 2010-2011, and after, as required for infrastructure and approved by Council and citizens. A review of the Capital Improvement and Long-term sections of this document will assure the reader in understanding the identified investments and related financing for transportation-related projects. Capital improvement debt financing and municipal bonds (debt service) are also and assumed property owners debt financing. Debt service for new revenue bonds to acquire capital projects and related financing is approved by Council. Half of the increase relates to an early pay off of the OECD Loan for the CEDES Building budgeted by staff.

ACKNOWLEDGMENTS

We want to acknowledge the many employees of staff and their dedication to the City of Ashland. Special thanks to the finance staff and others who have helped throughout the process.

SUMMARY AND CONCLUSION

In summary, this document represents the economic, creativity, integrity and stewardship of the Department Heads, Finance Department, Division Managers, Supervisors and Staff. Staff of the City of Ashland is proud to have been part of this process. We look forward to the opportunity to discuss this budget with the Budget Committee.

Respectfully submitted,

Michelle Bessert
City Administrator

Loe Tunberg
Budget Officer

RESOLUTION 2011- 16

**RESOLUTION CERTIFYING CITY PROVIDES SUFFICIENT
MUNICIPAL SERVICES TO QUALIFY FOR STATE SUBVENTIONS**

RECITALS:

A. ORS 221.760 provides as follows:

Section 1. The officer responsible for disbursing fund to cities under ORS 323.455, 366.785 to 366.820 and 471.805 shall, in the case of a city located within a county having more than 100,000 inhabitants according to the most recent federal decennial census, disburse such funds only if the city provides four or more of the following services:

1. Police Protection
2. Fire Protection
3. Street construction, maintenance, lighting
4. Sanitary Sewer
5. Storm Sewer
6. Planning, zoning and subdivision control
7. One or more utility services

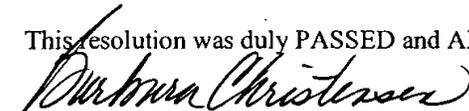
B. City officials recognize the desirability of assisting the state officer responsible for determining the eligibility of cities to receive such funds in accordance with 221.760.

Be it resolved, the City of Ashland hereby certifies that it provides the following municipal services enumerated in ORS 221.760(1):

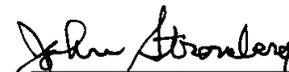
1. Police Protection
2. Fire Protection
3. Planning
4. Street construction, maintenance, lighting
5. Storm Sewer
6. Water
7. Sanitary Sewer
8. Electric Distribution

This resolution takes effect upon signing by the Mayor.

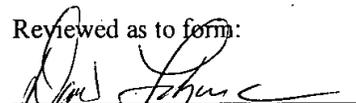
This resolution was duly PASSED and ADOPTED this 7 day of June, 2011.


Barbara Christensen, City Recorder

SIGNED AND APPROVED this 8 day of June, 2011.


John Stromberg, Mayor

Reviewed as to form:


David Lohman, City Attorney

RESOLUTION 2011-15

A RESOLUTION DECLARING THE CITY'S ELECTION
TO RECEIVE STATE REVENUES

RECITALS:

The City must annually adopt a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from tax imposed on the sale of liquor as part of State Revenue Sharing.

THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

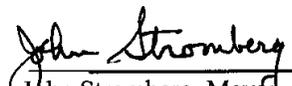
Pursuant to ORS 221.770, the City hereby elects to receive state revenues for fiscal year 2011-2012

This resolution takes effect upon signing by the Mayor.

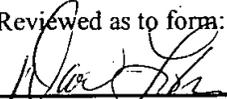
This resolution was duly PASSED and ADOPTED this 14 day of June, 2011.


Barbara Christensen, City Recorder

SIGNED AND APPROVED this 8 day of June, 2011.

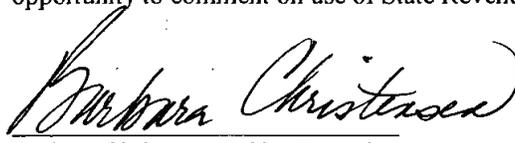

John Stromberg, Mayor

Reviewed as to form:


David Lohman, City Attorney

**A RESOLUTION DECLARING THE CITY'S ELECTION
TO RECEIVE STATE REVENUES**

I certify that a public hearing before the Budget Committee was held on May 12, 2011 and a public hearing before the City Council was held on June 7, 2011, giving citizens an opportunity to comment on use of State Revenue Sharing.


Barbara Christensen, City Recorder

RESOLUTION 2011- 18

RESOLUTION ADOPTING THE ANNUAL BUDGET AND MAKING APPROPRIATIONS

The City of Ashland resolves that the 2011-2012 Fiscal Year Budget, now on file in the office of the City Recorder is adopted. The amounts for the fiscal year beginning July 1, 2011, and for the purposes shown below are hereby appropriated as follows:

SECTION 1:

GENERAL FUND

Administration Department	\$	258,829
Administration Department- Library		376,720
Administration Department- Municipal Court		452,123
Administrative Services - Social Services Grants		122,710
Administrative Services - Economic & Cultural Grants		626,078
Administrative Services - Miscellaneous		127,546
Administrative Services - Band		58,500
Police Department		5,518,481
Fire and Rescue Department		5,480,533
Public Works - Cemetery Division		321,125
Community Development - Planning Division		1,153,310
Community Development - Building Division		612,533
Transfers		500
Contingency		500,000
TOTAL GENERAL FUND		15,608,988

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Personal Services		44,300
Materials and Services		221,845
TOTAL CDBG FUND		266,145

RESERVE FUND

Transfers		-
TOTAL RESERVE FUND		-

STREET FUND

Public Works - Street Operations		5,040,020
Public Works - Storm Water Operations		713,551
Public Works - Transportation SDC's		401,110
Public Works - Storm Water SDC's		146,850
Public Works - Local Improvement Districts		391,140
Contingency		100,000
TOTAL STREET FUND		6,792,671

AIRPORT FUND

Materials and Services		64,950
Debt Service		43,536
Contingency		5,000
TOTAL AIRPORT FUND		113,486

CAPITAL IMPROVEMENTS FUND

Public Works - Facilities		4,269,180
---------------------------	--	-----------

Administrative Services – Parks Open Space	1,907,000
Transfers	121,982
Other Financing Uses (Interfund Loans)	208,000
Contingency	50,000
TOTAL CAPITAL IMPROVEMENTS	6,556,162

DEBT SERVICE FUND	
Debt Service	2,248,574
TOTAL DEBT SERVICE FUND	2,248,574

WATER FUND	
Electric - Conservation Division	171,526
Public Works - Forest Lands Management Division	1,843,458
Public Works - Water Supply	620,922
Public Works - Water Treatment	1,056,289
Public Works - Water Distribution	2,347,519
Public Works - Reimbursement SDC's	110,000
Public Works - Improvement SDC's	250,000
Public Works - Debt SDC's	124,860
Debt Service	560,298
Interfund Loan	200,000
Contingency	194,000
TOTAL WATER FUND	7,478,872

WASTEWATER FUND	
Public Works - Wastewater Collection	1,937,482
Public Works - Wastewater Treatment	2,478,433
Public Works - Reimbursement SDC's	21,250
Public Works - Improvement SDC's	351,912
Debt Service	1,670,573
Contingency	160,000
TOTAL WASTEWATER FUND	6,619,650

ELECTRIC FUND	
Electric - Conservation Division	509,841
Electric - Supply	7,095,300
Electric - Distribution	6,164,617
Electric - Transmission	953,000
Debt Service	24,565
Contingency	425,000
TOTAL ELECTRIC FUND	15,172,323

TELECOMMUNICATIONS FUND	
Personal Services	670,620
Materials & Services	1,265,959
Capital Outlay	140,640
Contingency	100,000
TOTAL TELECOMMUNICATIONS FUND	2,177,219

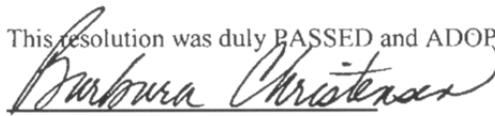
CENTRAL SERVICES FUND	
Administration Department	1,364,801
IT - Computer Services Division	1,188,042
Administrative Services Department	1,736,601
City Recorder Division	310,756
Public Works - Administration and Engineering	1,390,453

legal compliance

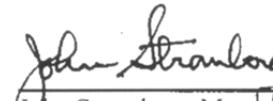
Contingency	145,000
TOTAL CENTRAL SERVICES FUND	6,135,653
INSURANCE SERVICES FUND	
Personal Services	79,580
Materials and Services	676,500
Contingency	150,000
TOTAL INSURANCE SERVICES FUND	906,080
EQUIPMENT FUND	
Public Works - Maintenance	988,614
Public Works - Purchasing and Acquisition	800,000
Contingency	47,000
TOTAL EQUIPMENT FUND	1,835,614
CEMETERY TRUST FUND	
Transfers	20,000
TOTAL CEMETERY TRUST FUND	20,000
PARKS AND RECREATION FUND	
Parks Division	3,500,240
Recreation Division	1,103,040
Golf Division	432,890
Transfers	349,000
Contingency	50,000
TOTAL PARKS AND RECREATION FUND	5,435,170
YOUTH ACTIVITIES LEVY FUND	
Materials and Services	20,000
TOTAL YOUTH ACTIVITIES LEVY FUND	20,000
PARKS CAPITAL IMPROVEMENTS FUND	
Capital Outlay	70,000
TOTAL PARKS CAPITAL IMP. FUND	70,000
TOTAL APPROPRIATIONS	\$ 77,456,607

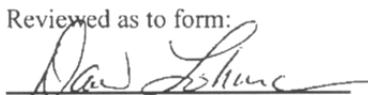
SECTION 2. This resolution takes effect upon signing by the Mayor.

This resolution was duly PASSED and ADOPTED this 7th day of June, 2011.


Barbara Christensen, City Recorder

SIGNED AND APPROVED this 8 day of June, 2011.


John Stromberg, Mayor

Reviewed as to form:

David Lohman, City Attorney



**Notice of Property Tax and Certification of Intent to Impose
a Tax, Fee, Assessment, or Charge on Property**

**FORM LB-50
2011-2012**

To assessor of Jackson County

Check here if this is an amended form.

• Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

The City of Ashland has the responsibility and authority to place the following property tax, fee, charge, or assessment on the tax roll of Jackson County. The property tax, fee, charge, or assessment is categorized as stated by this form.

20 East Main Street Ashland Or 97520 5/27/11
Mailing address of district City State ZIP code Date
Darlow L. Tuneberg Admin Srvc/Finance Director (541) 482-5300 tuneberl@ashland.or.us
Contact person Title Daytime telephone number Contact person e-mail address

CERTIFICATION— You must check one box if you are subject to Local Budget Law.

- The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
 The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.435.

PART I: TOTAL PROPERTY TAX LEVY

	Subject to General Government Limits	
	Rate —or— Dollar Amount	
1. Rate/Amount levied (within permanent rate limit)	1	4.1973
2. Local option operating tax	2	.1921
3. Local option capital project tax	3	
4. Levy for pension and disability obligations	4	
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001	5a	
5b. Levy for bonded indebtedness from bonds approved by voters after October 6, 2001	5b	675,810
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c	675,810

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000	6	4.2865
7. Date received voter approval for rate limit if new district	7	
8. Estimated permanent rate limit for newly merged/consolidated district	8	

PART III: SCHEDULE OF LOCAL OPTION TAXES— Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First year levied	Final year to be levied	Tax amount —or— rate authorized per year by voters
Ashland Library Levy	September 19, 2007	2008	2012	0.19

PART IV: SPECIAL ASSESSMENTS, FEES, AND CHARGES

Description	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1		
2		

If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property. **The authority for putting these assessments on the roll is ORS _____.** (Must be completed if you have an entry in Part IV.)

ORDINANCE NO. 3049

AN ORDINANCE LEVYING TAXES FOR THE PERIOD OF JULY 1, 2011 TO AND INCLUDING JUNE 30, 2012, SUCH TAXES IN THE SUM OF \$9,997,229 UPON ALL THE REAL AND PERSONAL PROPERTY SUBJECT TO ASSESSMENT AND LEVY WITHIN THE CORPORATE LIMITS OF THE CITY OF ASHLAND, JACKSON COUNTY, OREGON

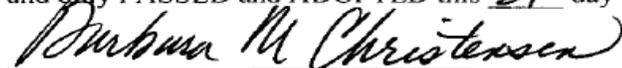
THE PEOPLE OF THE CITY OF ASHLAND ORDAIN AS FOLLOWS:

Section 1. That the City Council of the City of Ashland hereby levies the taxes provided for in the adopted budget in the permanent rate of \$4.1973 per thousand an amount estimated to be \$8,914,562, voter authorized Local Option in the rate of \$.1921 per thousand an amount estimated to be \$406,858 as well as \$675,810 authorized for the repayment of General Obligation Debt and that these taxes are hereby levied upon the assessed value for the fiscal year starting July 1, 2011, on all taxable property within the City.

Section 2. That the City Council hereby declares that the taxes so levied are applicable to the following funds:

	Subject to General Government Limitation		Excluded from General Government Limitation	Rate
	Permanent Rate	Local Option	Bonded Debt	Per \$ 1,000
General Fund - Operations	\$ 4,097,873			1.9295
Debt Service Fund - Technology Fee	372,000			0.1750
Parks and Recreation Fund	4,444,689			2.0928
Ashland Library Levy		\$ 406,858		0.1921
2005 GO Bonds			\$ 416,610	
2011 GO Bonds - Fire Station #2			259,200	
	<u>\$ 8,914,562</u>	<u>\$ 406,858</u>	<u>\$ 675,810</u>	

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the 7 day of June, 2011 and duly PASSED and ADOPTED this 21 day of June, 2011.


Barbara M. Christensen, City Recorder

SIGNED and APPROVED this 22 day of June, 2011.


John Stromberg, Mayor

Reviewed as to form:


David Lohman, City Attorney

This report is intended to promote the best possible management of public resources.

You are welcome to keep this copy, however, if you no longer need it, please return it to:

Administrative Services Department
City of Ashland
20 East Main Street
Ashland, OR 97520

The Administrative Services Department maintains a file of past documents. Your cooperation will help us save copying costs.