

# CITY OF ASHLAND



Oregon

## Adopted 2012–2013 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:**

Roberta Stebbins-Chair  
Douglas Gentry-Vice Chair  
Denise Daehler  
William Heimann  
Chuck Keil  
David Runkel  
Lynn Thompson

#### **ADMINISTRATIVE STAFF**

Dave Kanner, 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, 2011**

*Linda C. Danson Jeffrey R. Ennis*

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, 2011.

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 ..... 19  
The Budget Message ..... 20  
Community Values Statement and Council Goals..... 36  
The Budget Process..... 40  
Summary by Fund ..... 42  
Requirements Summary by Department ..... 44  
Debt Summary ..... 46  
Debt Summary Type ..... 47  
Resources Summary by Classification..... 48  
Requirements Summary by Classification ..... 49  
Property Tax Summary ..... 50

**Capital Improvements Plan**

Capital Improvements Plan (projected expenditures through 2018)..... 55

**Department Funds**

Administration Department ..... 161  
Information Technology Department..... 177  
Administrative Services Department ..... 187  
City Recorder / Treasurer..... 207  
Police Department..... 211  
Fire and Rescue Department ..... 225  
Public Works Department ..... 237  
Community Development Department ..... 271  
Electric Department ..... 287  
Parks and Recreation Department..... 297  
Non-Departmental Activities ..... 316

**Resources and Long-Term Plan**

Resources Summary Long-Term Plan ..... 324  
Long-Term Plan Fund Totals ..... 326  
General Fund ..... 328  
Community Development Block Grant ..... 332  
Reserve Fund..... 336  
Street Fund ..... 340  
Airport Fund ..... 348  
Capital Improvements Plan ..... 352  
Debt Service Fund ..... 360  
Water Fund ..... 364  
Wastewater Fund ..... 372  
Electric Fund ..... 380

**table of contents**

---

Telecommunication Fund ..... 384  
Central Services Fund ..... 388  
Insurance Services Fund ..... 392  
Equipment Fund ..... 396  
Cemetery Trust Fund ..... 400  
Parks and Recreation Fund ..... 404  
Parks Capital Improvement Fund ..... 408  
Youth Activities Levy Fund..... 412

**Appendix**

History of Combined Property Tax Rates ..... 418  
History of Property Tax Levies..... 419  
History of Property Tax Rates..... 420  
Future Debt Requirements ..... 421  
Economic and Cultural Development Grant History ..... 422  
Social Service Grant History..... 423  
Financial Management Policies ..... 424  
Accounting Methods ..... 430  
Salary Schedule..... 432  
History of Positions and Summary of Union Affiliation ..... 436  
Chart of Accounts Descriptions ..... 437  
Summary of Internal Service Charges ..... 440  
Internal Franchise Fees ..... 441  
Glossary..... 442  
Acronyms ..... 446  
Index..... 448

**Legal Compliance**

Budget Calendar, FY 2012-13 ..... 453  
Affidavit of Publication, April 11, 2012 ..... 454  
Legal Notice, April 11, 2012..... 455  
Affidavit of Publication, April 26, 2012 ..... 456  
Legal Notice, April 26, 2012..... 457  
Affidavit of Publication, May 29, 2012 ..... 458  
Legal Notice, May 29, 2012..... 459  
Staff Report to Council ..... 460  
Resolution 2012-16, Certifying City Provides Sufficient  
Municipal Services to Qualify for State Subventions ..... 463  
Resolution 2012-17, Declaring the City’s Election to  
Receive State Revenues ..... 464  
Resolution 2012-15, Adopting the Annual Budget and  
Making Appropriations ..... 466  
Form LB-50, Notice of Property Tax and Certification  
of Intent to Impose a Tax, Fee, Assessment, or Charge on Property ..... 470  
Ordinance No.3065 Levying taxes for the Period of July 1, 2012  
to and including June 30, 2013 ..... 471

## Quick Reference Guide

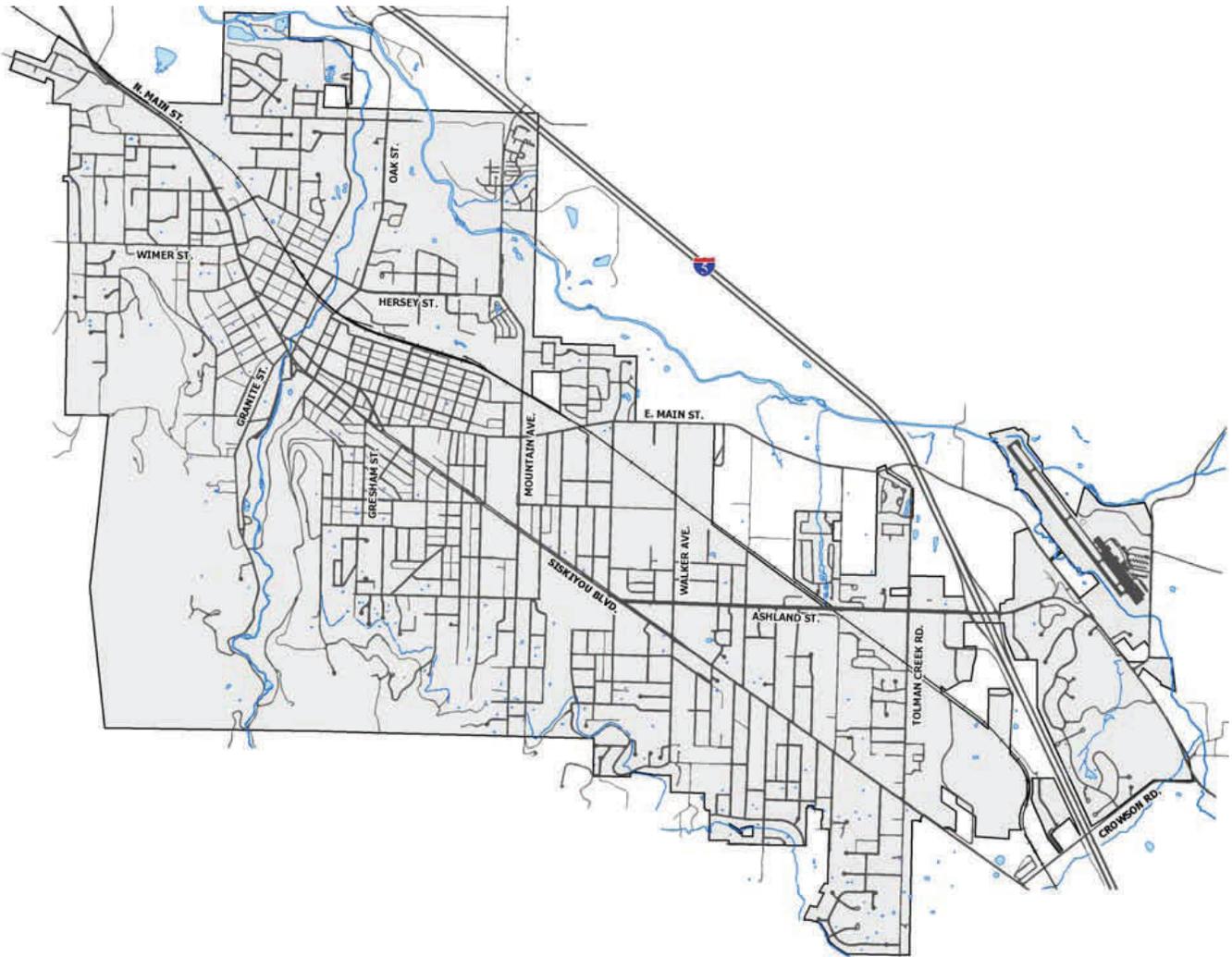
This section is intended to help the reader quickly find important information. On this page are references to other areas of the budget document based upon frequently asked questions and other important detail to help gain a “sense” of the City of Ashland, its operations and finances. A comparative 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 are the Council Goals and Community Values?	Introduction	1-18 to 1-20
What is the budget timeline?	Introduction	1-23
What are the roles and authority of the budget process participants?	Introduction	1-22
What are the major revenue sources?	Introduction	1-30
What are the major expenditures?	Introduction	1-26
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 4-93
Where do I find a department’s budget across funds?	Departmental	3-1 to 3-163
Where do I find a fund’s budget for all departments?	Resources and Long Term	4-1 to 4-93

***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 20,255.



## **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 \$9.8 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 \$2.0 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 \$2.2 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 \$2.8 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 \$23.8 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 \$2.0 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 \$6.6 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.

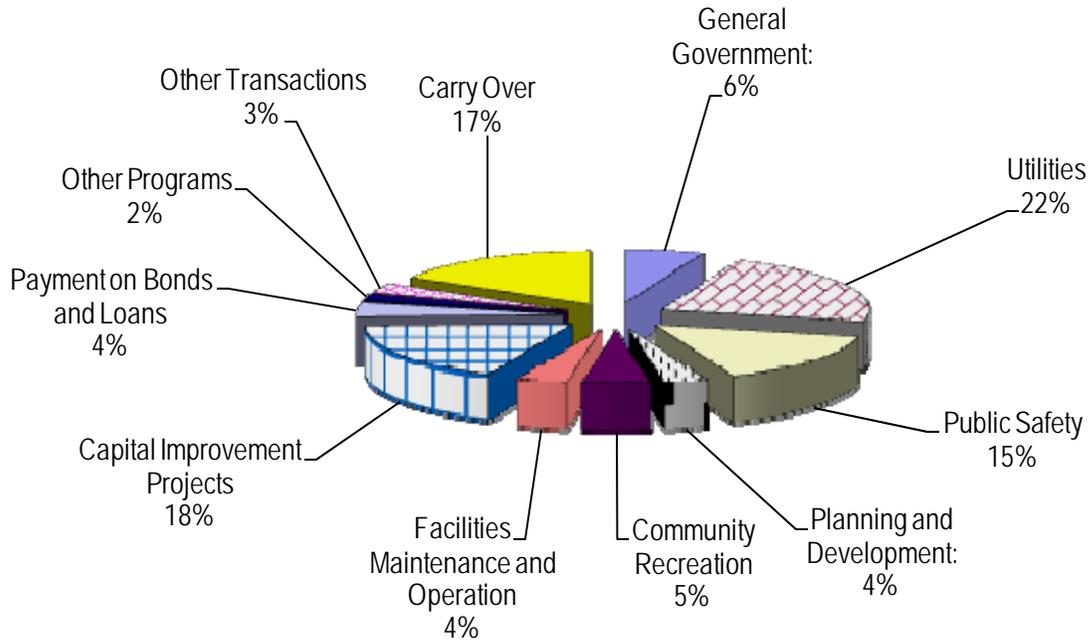
Examples of service levels and outcomes can be found throughout the Capital Improvement and Departmental sections of this document.

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

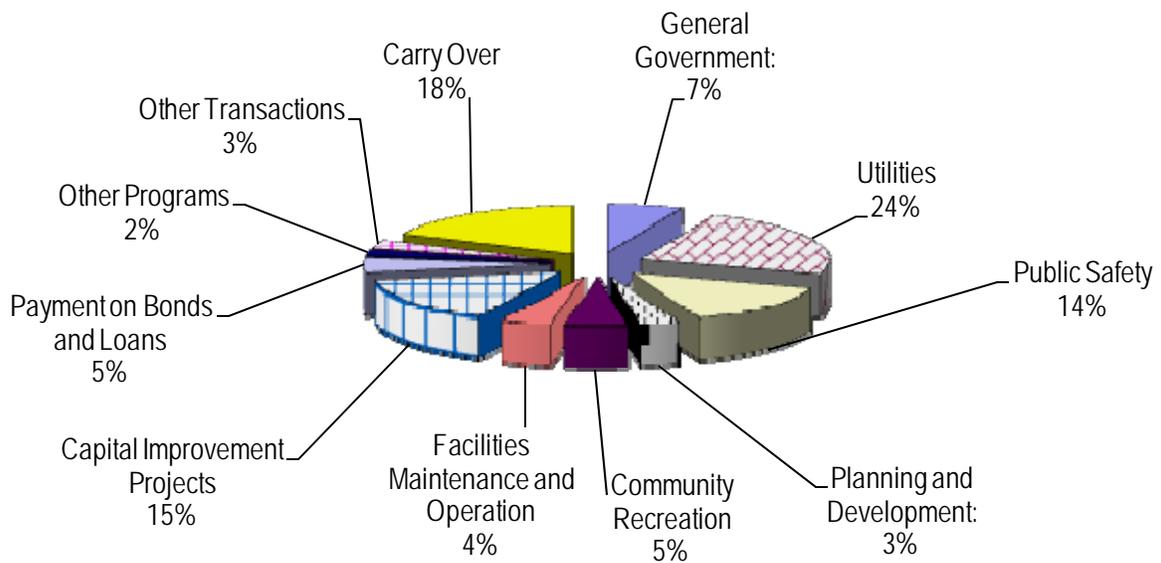
**Where the Money Comes From**

	<u>2012 Amended</u>	<u>2013 Adopted</u>
<b>Taxes</b>		
Property (Current)	\$ 9,311,450	\$ 9,432,663
Property (Prior)	287,550	350,550
Food & Beverage	2,182,000	2,214,000
Hotel/Motel	1,884,600	1,995,000
Utility Users Tax	2,800,000	2,786,000
	<u>16,465,600</u>	<u>16,778,213</u>
<b>Licenses/Franchise Fees</b>		
License	196,350	207,450
Franchises	2,751,500	2,815,710
	<u>2,947,850</u>	<u>3,023,160</u>
<b>Development Fees</b>		
Permits	482,750	508,000
	<u>482,750</u>	<u>508,000</u>
<b>Bonds &amp; Loans</b>		
Capital Improvement Projects	6,137,200	6,718,707
Street Improvement Bonds	1,300,000	1,210,223
Interfund Loan	408,000	408,000
	<u>7,845,200</u>	<u>8,336,930</u>
<b>Fees &amp; Charges other than Utility</b>		
Finance	178,211	162,211
Police	70,000	56,000
Court	430,025	333,025
Fire & Rescue	896,585	1,021,400
City Recorder	9,000	9,000
Cemetery	49,400	54,000
Planning & Building	85,000	299,750
Public Works	1,058,350	1,089,150
Electric	115,000	210,000
Parks & Recreation	840,000	813,000
Technology Payment	1,216,878	1,153,878
Rents	115,000	130,000
Internal Service	8,065,318	8,070,318
SDC's	202,000	303,000
Interest on Investments	257,200	167,800
Fines	165,000	155,000
Special Assessment Payments	5,000	10,000
Miscellaneous Income	434,602	792,402
Transfers	491,482	406,635
	<u>14,684,051</u>	<u>15,236,569</u>
<b>Utilities</b>		
Wastewater	3,558,000	3,935,000
Storm Water	663,000	619,000
Street	1,352,800	1,364,000
Electric	12,548,455	13,109,040
Ashland Fiber Network	2,056,000	1,832,582
Water	4,752,900	5,169,000
	<u>24,931,155</u>	<u>26,028,622</u>
<b>Grants</b>		
Federal Grants	2,336,110	4,536,511
State Grants	2,222,995	2,466,667
	<u>4,559,105</u>	<u>7,003,178</u>
<b>Carryover From Prior Year</b>	21,240,898	24,873,472
	<u>21,240,898</u>	<u>24,873,472</u>
<b>State Shared Revenue</b>		
Cigarette Tax	31,100	28,000
Liquor Tax	256,200	265,000
Gas Tax	1,125,620	1,137,000
	<u>1,412,920</u>	<u>1,430,000</u>
<b>Total Resources</b>	<u>\$ 94,569,529</u>	<u>\$ 103,218,144</u>

2012-13 Adopted



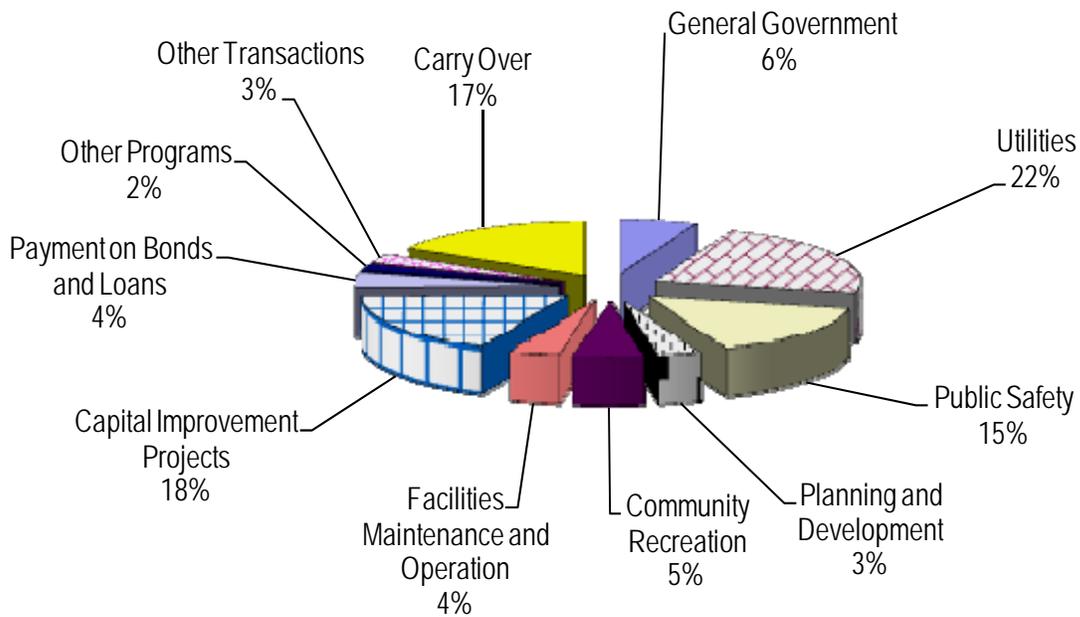
2011-12 Amended



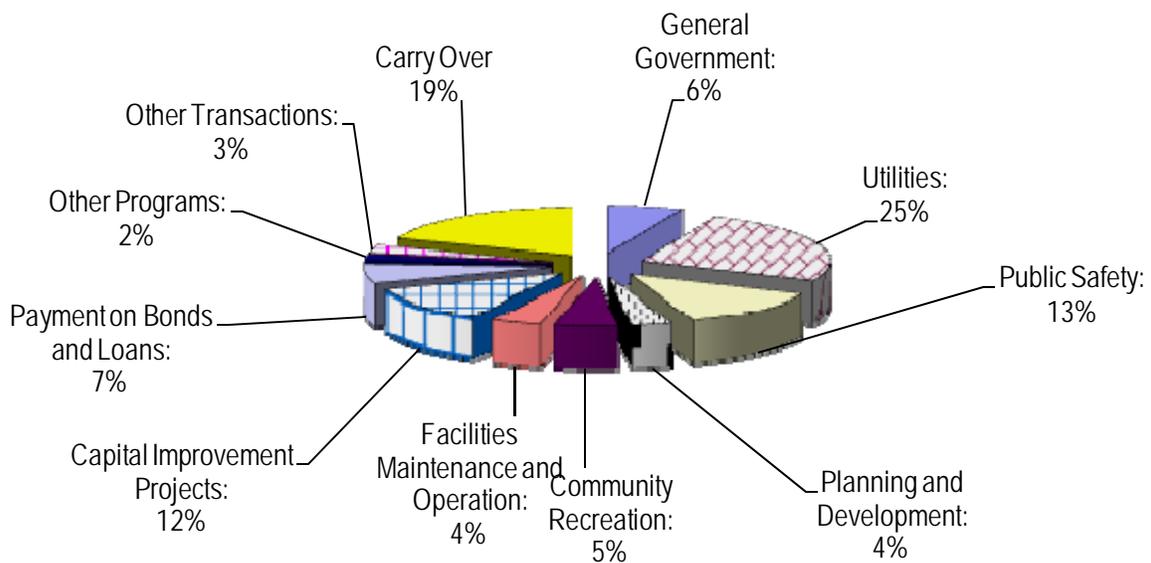
**Where the Money Goes**

	<u>2012 Amended</u>	<u>2013 Adopted</u>
<b>General Government</b>		
Mayor, Council, City Recorder	\$ 413,016	\$ 458,391
Administration	1,150,448	1,253,460
Legal Services	455,935	446,132
Human Resources	291,707	319,233
Finance & Accounting	1,864,147	1,899,779
Insurance Services	756,080	759,630
Computer Services	1,163,042	1,138,973
	<u>6,094,375</u>	<u>6,275,598</u>
<b>Utilities</b>		
Electric	12,552,917	13,125,653
Water	3,479,508	3,578,614
Wastewater	3,747,457	3,949,346
AFN	1,936,579	1,925,862
Storm water Collection	530,901	549,010
	<u>22,247,362</u>	<u>23,128,485</u>
<b>Public Safety</b>		
Police Protection	5,563,481	5,794,103
Fire Protection	3,056,276	3,397,095
Forest Interface	1,843,458	3,737,989
Ambulance Services	2,472,257	2,545,480
Municipal Court	452,123	424,827
	<u>13,387,595</u>	<u>15,899,494</u>
<b>Planning and Development</b>		
Planning	1,153,310	1,259,536
Building Inspections	612,533	662,743
Engineering Services	1,390,453	1,614,715
	<u>3,156,296</u>	<u>3,536,994</u>
<b>Community Recreation</b>		
Parks Operation & Maintenance	3,465,240	3,921,910
Recreation Programs & City Band	1,161,540	1,298,280
School Support	20,000	-
Golf Course	432,890	485,120
	<u>5,079,670</u>	<u>5,705,310</u>
<b>Facilities Maintenance and Operation</b>		
Roadways & Bikeways	1,850,826	1,853,480
Equipment Maintenance	988,614	993,965
Buildings, Grounds, Airport	919,574	939,830
Cemeteries	321,125	329,793
	<u>4,080,139</u>	<u>4,117,068</u>
<b>Capital Improvement Projects</b>		
Construction and Internal Projects	13,253,710	16,861,285
Equipment	1,033,050	1,468,500
	<u>14,286,760</u>	<u>18,329,785</u>
<b>Payment on Bonds and Loans</b>		
Infrastructure Improvements	4,580,472	4,410,032
Land Acquisition	115,156	103,755
	<u>4,695,628</u>	<u>4,513,787</u>
<b>Other Programs</b>		
Economic and Cultural Development Grants	626,078	678,360
Social Services Grants	122,710	125,125
Community Development Grants	266,145	205,935
Conservation	681,367	742,450
	<u>1,696,300</u>	<u>1,751,870</u>
<b>Other Transactions</b>		
Interfund Loans	408,000	408,000
Operating Transfers to Other Funds	641,482	406,635
Contingencies	1,673,000	2,060,000
	<u>2,722,482</u>	<u>2,874,635</u>
Carry Over	17,122,922	17,085,118
	<u>17,122,922</u>	<u>17,085,118</u>
<b>Total Requirements</b>	<u>\$ 94,569,529</u>	<u>\$ 103,218,144</u>

2012-13 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	6.638
Elevation in Feet	1,900
Annual Precipitation	18

### **Police**

Stations	1
Patrol Units	8
Sworn Officers	27
Physical Arrests, Juvenile and Adult (non traffic)	1,847
Traffic Violations	1,914

### **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	1,251
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

<b>Electric</b>	
Service Connections	11,223
Street Lights	1,843
Electrical Transformers	2,013
Poles	3,608
Substations	3
<b>Telecommunications</b>	
Miles of Fiber	25
Miles of Coax	119
Cable Modem	4,094
Potential Station Capacity	140
<b>Parks and Recreation</b>	
Community Centers	4
Parks	19
Parks Acreage	643
Golf Courses	1
Swimming Pools	1
Ice Skating Rinks	1
Skateboard Parks	1
Tennis Courts	12
Trails (miles)	29
<b>Health Care</b>	
Hospital	1
Hospital Beds	49
<b>Education</b>	
Elementary Schools	3
Elementary School Instructors	59
Secondary Schools	2
Secondary School Instructors	106
State Universities	1

**Ten Year Statistics**

<b>Year</b>	<b>Assessed Valuation</b>	<b>Population</b>	<b>School Enrollment</b>
2002-03	1,423,894,752	20,130	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 Est.
2007-08	1,853,307,500	21,800	3,000 Est.
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
2011-12	2,123,809,232	20,255	2,800 Est.

---

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

**2011**

<b>Employer (1)</b>	<b>Employees</b>	<b>Percentage of Total City Employment</b>
Southern Oregon University	776	8.62%
Ashland Community Hospital	380	4.22%
Oregon Shakespeare Festival	500	5.56%
Ashland Public Schools	350	3.89%
City of Ashland	250	2.78%
Total	2,256	25.07%
Estimated total city employment	9,000	

**2002**

<b>Employer</b>	<b>Employees</b>	<b>Percentage of Total City Employment</b>
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	257	4.28%
Subtotal	2,105	23.39%
Pathway Enterprises	150	2.50%
Darex Corporation	135	2.25%
Linda Vista Care	75	1.25%
Albertson's	71	1.18%
Total	2,536	42.27%
Estimated total city employment	6,000	

Source: Ashland Chamber of Commerce

Note: Ashland Chamber of Commerce has changed their reporting method and now only tracks the top five employers in the city

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

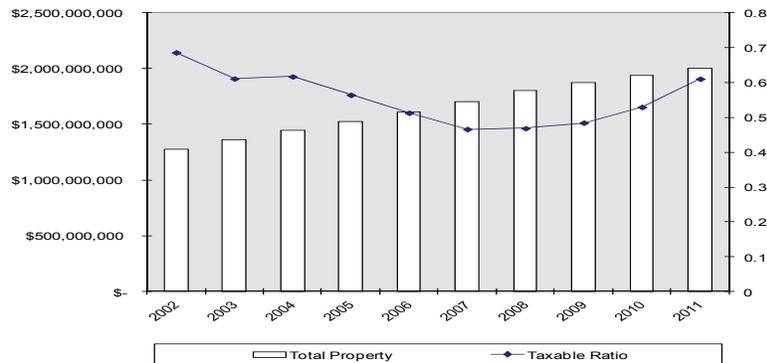
Fiscal Year Ended June 30,	Real Property	Mobile Home	Personal (1)	Utilities	Total	Property Tax Rate	Taxable ratio (True Cash Value to Assessed)
2011	\$ 2,000,563,826	\$ 5,956,110	\$41,057,580	\$24,422,710	\$ 2,072,000,226	\$ 4.60	61.0%
2010	1,937,303,620	5,881,825	40,133,110	24,860,300	2,008,178,855	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%

All property is evaluated once every six years as required by state statute

(1) Includes non-profit housing

Source: Jackson 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**

<b>General Fund</b>	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.
<b>Community Development Block Grant Fund</b>	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.
<b>Reserve Fund</b>	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.
<b>Street Fund</b>	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.
<b>Airport Fund</b>	This fund accounts for maintenance of airport facilities. Revenues are from airport leases.
<b>Capital Improvements Fund</b>	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.
<b>Debt Service Fund</b>	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.
<b>Water Fund</b>	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.
<b>Wastewater Fund</b>	This fund accounts for wastewater treatment and collection. Revenues are from charges for services. Expenditures are for operations, capital construction, and retirement of debt.
<b>Electric Fund</b>	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.
<b>Central Services Fund</b>	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.
<b>Insurance Services Fund</b>	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.

<b>Equipment Fund</b>	This fund accounts for the replacement and maintenance of the city's fleet of vehicles. Revenues are from equipment rental charges.
<b>Cemetery Trust Fund</b>	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.
<b>Parks and Recreation Fund</b>	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.
<b>Parks Capital Improvements Fund</b>	This fund accounts for resources from grants and inter-fund transfers that are to be expended for equipment purchases and major park renovations.
<b>Ashland Youth Activities Serial Levy Fund</b>	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.

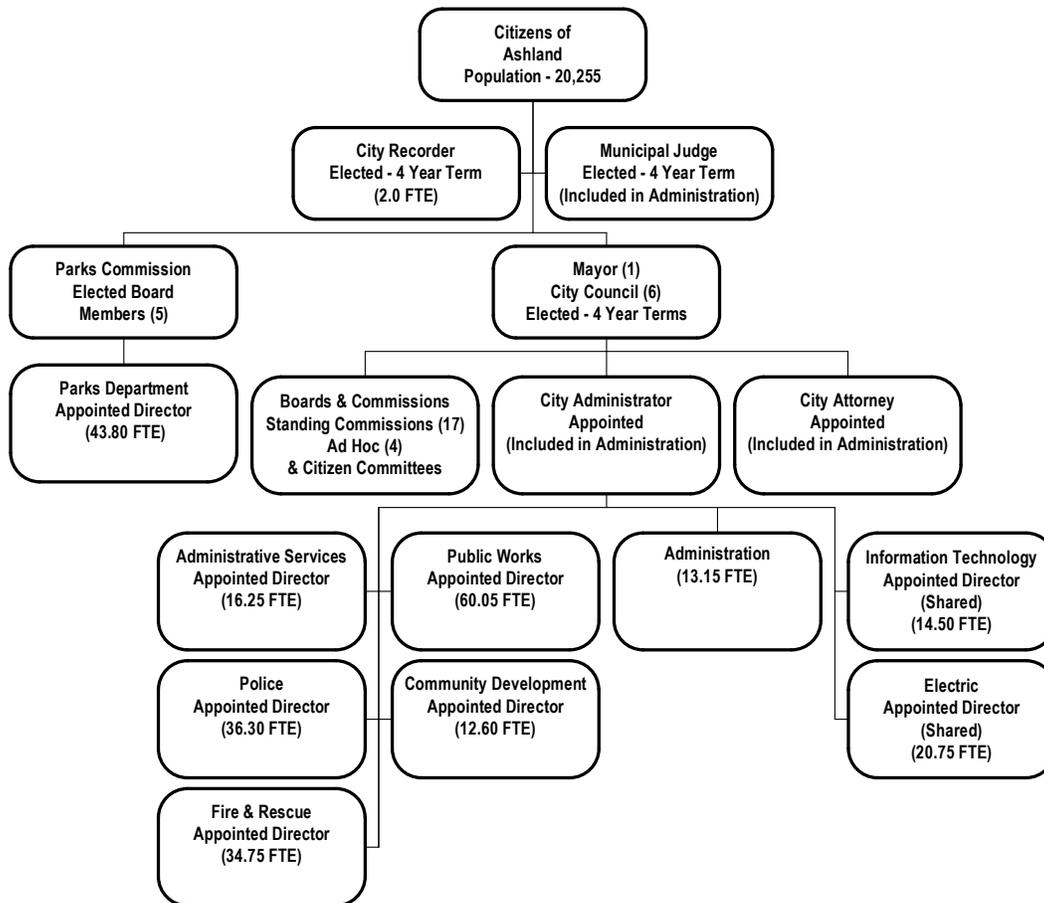
**Petty Cash**

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:

<b><u>Petty Cash</u></b>	
City Recorder	\$ 1,000.00
Electric	100.00
Finance-Accounting	300.00
Finance-Purchasing	400.00
Fire and Rescue	200.00
Police	2,150.00
<b><u>Tills</u></b>	
Community Development	150.00
Municipal Court	150.00
Police	100.00
Police Contact Station	50.00
Finance-Utilities	390.00
Parks	100.00
Parks-Nature Center	50.00
Parks-Pool	200.00
<b>TOTAL</b>	<b><u><u>\$ 5,340.00</u></u></b>



# City of Ashland 254.55 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 20,255 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 19, 2012

TO: Ashland Budget Committee

FROM: Dave Kanner, City Administrator  
Lee Tuneberg, Budget Officer

RE: Fiscal Year 2013 Budget Message

**MEMBERS OF THE BUDGET COMMITTEE AND CITIZENS OF ASHLAND:**

We respectfully submit the proposed budget for the City of Ashland for Fiscal Year 2012-2013.

At a time when many local governments throughout Oregon, including the state itself, are struggling to produce balanced budgets and continue to be beset by declining revenues and service cuts, we are pleased to report to you that Ashland is in relatively good condition and has achieved an enviable degree of fiscal stability. Economists generally agree that the public sector lags the private sector by about 18 months in terms of both downturn and recovery. Given that the economy seems to be gaining momentum in its nascent recovery mode, we can be cautiously optimistic that, while the budget remains tight, thanks to a generally conservative approach to budgeting and sacrifices made by city employees over the last three years, the city has withstood the worst effects of the economic downturn and we are able to maintain service levels in FY 2013 without raising the city's permanent tax rate. However, while the tax rate is maintained at a level below what the city is permitted to assess, this proposed budget assumes increases in water and wastewater fees to begin funding the significant capital improvements called for in the city's water and wastewater master plans.

What's more, as this budget message is being written, we are still negotiating new contracts with three of the city's bargaining units. Should new union contracts provide for raises that are not budgeted herein, the City Council will have to make necessary adjustments to account for those new budget realities.

The proposed budget can be described as a "transitional" budget. Even though services and service levels could be considered status quo, there are changes in the budget and amounts that represent organizational or philosophic transitions. Some of these include changes in management, staff and organizational structure; enhancements to operations and services; and critical capital project planning and related financing.

Our goal in preparing this budget was and is to protect core services in each fund and preserve the current quality of those services. Staff recognizes that elements of a difficult economic environment remain and that many Ashland residents will continue to struggle financially yet there is a local need and growing pressure to address issues sooner rather than later. That is, unlike a business that sees demand for its services decline in an economic downturn, demand for municipal services remains stronger than ever. 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 2012-2013 BUDGET HIGHLIGHTS**

The total proposed FY 2013 budget is \$102,512,529, an 8.4% increase from the current adopted budget of \$96,569,529. Much of this increase is attributable to large increases in the water and equipment funds (38.7% and 56.5%, respectively), which are related to projects called for in the water and wastewater master plans. In addition, nearly \$1.9 million in new grant funds is budgeted for fuels reduction and helicopter thinning projects in the Ashland watershed. Increases for personnel services and materials & services are described later in this budget message. The proposed General Fund budget is up 3.9% over FY 2012 adopted budget. Our overall number of full-time equivalent positions (FTE) is up by 4.55 to 254.15. This includes full-year funding for public safety positions that were restored by the City Council in the middle of FY 2012, as well as new positions recommended by the Ashland Water Advisory Committee to support the updated Water Master Plan. The proposed budget

maintains funding for an assistant city administrator position (funded in the Central Services Fund and the General Fund) and proposes to consolidate the vacant Information Technology Director and Electric Utility Director positions in single new position to provide the needed management and top level oversight for those areas. This structure is similar to one that was employed several years ago. This transition provides appropriate leadership for these two departments and relief for the ACA to manage other tasks beneficial to the entire city, including economic development, conservation program management, capital projects management, supervision of municipal court and assistance with labor relations.

The proposed operating budget also includes increased health care costs after a one year hiatus afforded by switching plans, but there is no additional retirement cost, as PERS will not make changes to established rates in FY 2013. Contractual and compliance obligations were budgeted as required.

Additionally, capital projects from the Capital Improvement Program accepted by City Council in February of this year are incorporated into the proposed budget. In as many funds as possible, staff budgeted fund balances that meet adopted policy. Staff also tried to ensure that expected operational revenues exceed or match proposed operational expenses in each fund. This was not possible in some funds without rate increases and not practical in others where additional funds were carried over from the prior year and are budgeted to be used in FY 2012-2013. Charts depicting year-to-year comparisons of

## **REVENUE AND EXPENDITURE ISSUES AND PROJECTIONS**

### **Revenues**

**Property Taxes** - This budget proposes no change in the levy of the city's permanent tax rate. The maximum the city is permitted to levy is roughly \$4.29 per \$1,000 of assessed valuation. This budget proposes charging about \$4.20 per \$1,000, with \$2.09 of that amount going to the Parks Department and the balance going to the General Fund. The city can assess up to \$.21 per \$1,000 for a voter-approved serial levy that supports Ashland Library operations, however this budget proposes to assess only \$.19 per thousand, as was the case in FY 2012. These operating property taxes, including prior year tax collections, are projected to generate \$4,328,000, (not including prior year tax collections) an increase of 3% from FY 2012.

Note that Measure 50, approved by Oregon voters in 1997, required county assessors to establish a maximum assessed value (MAV) for every piece of property and limited increases in MAV to no more than 3% annually (except in cases of major improvements to the property). However, Measure 50 did not repeal Measure 5, which was approved by Oregon voters in 1990. Measure 5 created a different set of property tax limitations based on the real market value of each property. As such, county assessors essentially create two tax bills for each property and then send the property owner the lesser of the two. The *lesser* of the RMV and the MAV is a property's taxable assessed value (TAV). As property values rose – often steeply – after the passage of Measure 50, the TAV of virtually all property was the MAV established by Measure 50's limits.

Since the TAV of each individual property can grow by no more than 3% annually, it would logically follow that the city's tax revenues, with the tax rates unchanged, should grow by 3%. In this regard, the city finds itself in much better condition than many other cities in Oregon where the housing market has virtually collapsed. For instance, in Redmond, a city about the same size as Ashland, about 40% of the properties now have a real market value below the taxable assessed value, resulting in a 12% decline in property tax revenues in FY 2012.

For FY 2013 we estimate the un-levied property tax of \$.0892 per thousand equals \$182,000 in tax revenue proceeds. The median assessed value of single family homes in Ashland is approximately \$245,000, so the impact of the 8.92 cents for a residential property with the median assessed value is approximately \$21.82. Staff believes that levying the tax and putting the revenue directly into the Reserve Fund is a prudent course of action. However, a surplus ending fund balance is not budgeted or anticipated for FY 2013 so it is unlikely the Reserve Fund will increase significantly in the coming year.

A detailed description of property taxes and debt limitations can be found in Appendix A-2 to A-4.

**Transient Lodging Taxes** – Transient lodging taxes are projected to increase by 5.8% to \$1,995,100, trended based on the reports and tax payments provided by the local lodging industry. The use of much of this revenue is restricted under state law to tourism promotion and tourism related facilities. Ashland uses a significant portion of its TLT revenues to support a visitor-promotion program through the Chamber of Commerce, to support Oregon Shakespeare Festival promotion efforts and for a grant program aimed at supporting local economic development and tourism promotion projects.

**Franchise Fees** – Revenue from the electric utility user tax and water/sewer franchise fees, the city's second- and third-largest General Fund revenue sources, are projected to be flat in FY 2013, although it's proposed that the water franchise fee be restored to 8% after it was temporarily reduced to 6% in FY 2012.

## ***the budget message***

---

Licenses and Permits – These revenues are high for the current fiscal year because of new projects beginning in FY 2012 but are expected to be relatively flat in FY 2013. Total planning/zoning fees and building/fire permits are budgeted to be consistent with development service lows recorded in FY 2010 and 2011.

**Enterprise Fund revenues** – The proposed budget includes rate increases to the customers for the Electric Utility of 5% for implementation in October 2012. With an average (hot and cold) weather that would achieve a \$13 million in Charges for Service. The estimated impact on the average residential household in Ashland of this proposed 5% increase is \$4.78 per month depending on use. A 9% increase in both wholesale power and delivery costs is the main cause for the budgeted increase. There is also the potential of a contractual increase from Bonneville Power Administration if weather conditions are such that BPA will not generate enough revenue to meet their legal obligations. In that case there could be another increase to Ashland's costs. The City last increased electric rates 4% in November 2011 due to increased wholesale power costs of about 8% and there having been no increase the prior year. The proposed budget also includes \$1.4 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.

The Water and Wastewater Funds are facing significant capital improvements and insufficient revenues to cover debt service for those improvements, as well as basic operations and maintenance. Staff is proposing a series of rate increases over the next few years to meet these challenges. The key drivers are aging infrastructure and future demands on the systems and water quality or effluent treatment compliance.

The proposed budget is balanced with a proposed 10 % increase in both water and wastewater rates. 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. The combined impact on a residential customer in FY 2013 is estimated at less than \$7.00 per month depending on water use.

**Other Utilities.** The proposed budget includes increases of 5% in the Transportation Utility fee and 5% in the Storm Water Utility Fee for fall 2012. The Storm Water Division needs this adjustment to cover operational costs. The estimated impact on the average residential customer of these combined increases is \$0.61 per month. Both divisions have significant unfunded capital projects in the future that could warrant a larger increase.

### **Expenditures**

**General cost increases** – To the extent practical, this budget holds the line on general cost increases. However, personnel services costs across all funds are up 5.5% (excluding proposed new positions) and materials & services costs are up 6.5%. Personnel costs are up due to a combination of cost-of-living adjustments the city is contractually required to provide to represented employees, a similar COLA for non-represented employees (who have not received a COLA in three years), merit increases, a 6.5% increase in health insurance costs and implementation of the class and comp plan for department heads. Materials & services costs are up for a variety of reasons described in greater detail below; many of them beyond the city's control. To the degree such costs are flexible or discretionary, they have been cut or contained to the greatest practical extent. As noted earlier, PERS charges are unchanged, although the strong stock market performance in 2011 notwithstanding, it is likely the city will see an increase in PERS rates in FY 2014.

**General Fund** - The General Fund, which derives its revenues from property taxes, franchise fees, license and permit fees, state shared revenue and charges for service – primarily ambulance service in the Fire Department – is proposed to increase overall expenditures by 4.9% over FY 2012. The General Fund includes, among others, the Police Department, the Fire Department, the Community Development Department and the Municipal Court, as well as a number of other smaller functions such as city cemeteries and the municipal band. Because revenues in the General Fund are projected to grow more slowly than expenditures in FY 2013, it is necessary to draw down from the fund's beginning net working capital (the prior year's ending fund balance), however even with this draw down, the projected FY 2013 ending fund balance complies with the requirements of the city's ending fund balance policy. Some department-specific issues are as follows:

- In the Police Department, personal services costs are projected to increase by 4%. This increase is due to full-year funding for an unfunded position that was restored by the City Council in FY 2012, as well as increases in health benefits costs and projected salary increases related to union negotiations. There are no new FTE proposed for the Police Department. Materials & services are up 3% due to weapons upgrades, a significant increase in fuel costs, a 6% increase in the cost of ESCO dispatch services and \$25,000 for new furniture for the police station remodel project.

- The Fire Department is experiencing similar cost pressures. One cannot help but notice a 30% overall increase in the department's budget, including a 61% increase in materials and services. However, this materials and services increase is attributable almost entirely to a \$1.4 million increase in grant funding for Ashland Forest Resiliency project helicopter thinning in the watershed, as well as a \$485,000 grant-funded fuels reduction project in the watershed. As in the Police Department, Fire Department personnel costs are up significantly due to full-year funding for an unfunded position that was restored by the City Council in FY 2012, as well as increases in health benefits costs and projected salary increases related to union negotiations.
- The Community Development Department budget is 6.6% in the General Fund but the department total increase is only 2.8%. Personnel costs are up for the reasons stated above but materials & services budget has decreased 4%. Fewer costs are allocated to the CDBG Fund because of timing in projects and federal money causing a larger share for housing to be paid in the General Fund. The other program increase relates to the Certified Local Government Grant for the Historic Preservation Plan.

**Electric Fund** – The fund has reasonable increases in all major categories with a total budget increase of 5.7%. Staff costs are budgeted to increase 7.8% including obligations per the labor contract, step increases and health care. Materials & services' most significant budget to budget change is 4.2% in wholesale power (the increase in mid-year maybe in the 9% range) and an extra \$400,000 in Capital Outlay in case the city and Bonneville Power Administration settle on the price and sale.

**Water and Wastewater Funds** – Both funds reflect a larger increase due to capital needs and related operational costs. The proposed Water budget is up 38.7% and Wastewater's is up 16.3%.

After adjusting the Water Fund for the AFR costs explained above the expense increase drops to about 3% or \$168,000 over the prior year. Capital increases are \$230,300 and there is a decrease in debt service costs due to retiring the last of the 1997 Water bonds. The remaining increase can be traced to treatment costs and additional expenses for new staffing for capital projects and conservation work to meet program targets.

The Wastewater Fund budgeted increase of \$1,555,131 in expenditures include \$1.36 million more for capital in FY 2013. The remaining \$195,000 in increases are operational costs for treatment and staff costs for managing projects.

**Parks & Recreation Department** – The Parks and Recreation Department budget is up 11%, due primarily to increased expenditures for personnel and capital improvements. Although there are no added FTE, personal services costs are up 12% due to a department-wide 2.75% cost-of-living adjustment, step increases and the 6.5% increase in health benefits costs. This proposed budget includes every expenditure requested by the Parks & Recreation Department, with no adjustments. Further, Department tax revenue is budgeted at a level equivalent to \$2.09 per \$1,000 of assessed valuation, as has been the city's past practice. However, even with every requested expenditure fully funded and with an ending fund balance equal to 25% of operational expenses (per adopted City Council policy), there remained \$613,000 in what was essentially unappropriated funds. This budget proposes to leave \$350,000 of that \$613,000 in the Parks & Recreation Department for deferred maintenance projects and to transfer the remaining \$263,000 to the General Fund.

**Reserve Fund.** In October 2011, Council voted to transfer funds from the General Fund and Parks and Recreation Fund to the Reserve Fund once again. 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 \$150,000 from the General Fund in FY 2011-2012 and the same amount to be budgeted as a FY 2012-2013 transfer from the Parks & Recreation Fund. The Proposed Budget increases it \$113,000 and redirects the Parks & Recreation transfer to go directly to the General Fund. Without the Parks transfer the Reserve Fund balance is over \$1,000,000 after the \$150,000 transferred from the General Fund.

**Internal Service Funds.** As was done in the past five budget years, staff has held most internal service charges for the Central Services Fund and the Insurance Services Fund flat. That was only possible through reductions in internal fund operating expenses, especially vacant positions and, to a smaller degree, reducing operating budgets. This approach is not likely to continue. As noted before, no additional reductions are possible in Central Services without a significant reduction in activity (e.g., a reduction in operating hours). The need for an increase in internal charges is anticipated in the following year.

**Capital Projects.** Capital spending is \$14,273,810 in the proposed budget, compared to \$10,773,000 in the FY 2012 adopted budget. The City is anticipating certain grant funds for street and airport improvements. Approximately \$2.9 million of the project costs relate to Fire Station #2 and the bond proceeds are available to pay for that work, reducing EFB by that amount. Also, the Parks & Recreation Department proposes to use the Food and Beverage Tax funds to front-load capital projects.

## ***the budget message***

---

In other words, they may need to sell a revenue bond 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.

### **ADD PACKAGES & OTHER ADJUSTMENTS**

As discussed by the Budget Committee in February 2012, City Department “requested budgets” are reviewed down to the line item level as part of the City Administrator and budget officer review. Departments were allowed to propose “Add Packages” that were outside of their existing programs and services. At the staff level, we discussed the different additions to existing programs or activities that departments believe would improve the quality of City services for Ashland residents, businesses and visitors.

Some additions were allowed but many more in reductions were agreed upon. In considering these additions and reductions, staff analyzed the need for the proposed change and weighed it against whether it was likely that the City would have sufficient revenue to fund the addition in the long run or significantly harm desired service levels or outcomes.

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 and whether there a specific problem that needs to be addressed in the next 12 months. Below are the specifics on those added, generally agreed upon reductions and requested additions that did not meet the criteria.

The following add packages are included in the proposed budget:

- Reorganizing and redefining the Assistant City Administrator’s role in Administration and and that of the Information Technology Director’s role to incorporate the Electric Department – no overall budget impact.
- Add an Engineering position in Public Works to work on capital projects
- Add a half-time conservation position to work toward an added 5% conservation goal.
- Add a quarter-time temp Engineering position to work on capital projects in transition

Staff also agreed upon over \$420,000 in reductions to recognize changes in projects and operations that were likely or were needed to balance operations.

Ten requested additions to the budget were not agreed to and are not in the proposed budget.

A complete list of requested add packages is shown in attachment B.

### **CONCLUSION**

As discussed in the introduction, this proposed budget represents a continuation of existing programs and services at the minimum level need to meet public health and safety needs or Federal and State mandates. Further reductions must include an in-depth discussion of which services and programs the City Council wishes to eliminate and the point at which programmatic reductions become unacceptable to the citizens of Ashland.

The enterprise funds remain a challenge for the City. 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. The Wastewater Fund also has many unfunded projects and treatment issues while the Telecommunications Fund requires significant balancing of costs for technical advancement while competition holds revenue opportunities down. The Transportation Fund also has many unfunded projects needing attention. 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.

Finally, this is expected to be the last single year budget with the City transitioning to a biennial for FYs 2013-2015. Samples of that structure and discussion items for the committee will be presented during this process to prepare for the two-year budget approach.

Budget preparation for an organization as large and complex as the City of Ashland is an arduous endeavor that begins some six months before the budget document is actually published and presented to the Budget Committee and which, along the way, becomes an all-consuming task for many, many members of the City staff. We would like to acknowledge the time and effort of all staff members that give this task a high priority in addition to their normal work responsibilities. And on behalf of the citizens of the City of Ashland, we extend our thanks to the Budget Committee for their time and talent in the review of this proposed budget.

Respectfully submitted,

A handwritten signature in black ink that reads "Dave Kanner". The signature is written in a cursive style with a large, looped initial "D".

Dave Kanner  
City Administrator

Lee Tuneberg  
Budget Officer

Attachment A

<b>Proposed 2012-2013 Budget Comparison</b>				
<b>Fund</b>	<b>2011-2012 Amended</b>	<b>2012-2013 Proposed</b>	<b>Dollar Difference</b>	<b>Percent Difference</b>
General	\$17,338,176	\$18,016,124	\$677,948	3.9%
CDBG	266,145	205,935	(60,210)	-22.6%
Reserve	869,172	1,018,502	149,330	17.2%
Street	8,998,091	8,566,224	(431,867)	-4.8%
Airport	157,873	207,762	49,889	31.6%
Capital Improvements	8,384,612	7,701,003	(683,609)	-8.2%
Debt	3,269,120	3,159,675	(109,445)	-3.3%
Water	8,600,403	11,930,153	3,329,750	38.7%
Wastewater	8,951,854	10,410,640	1,458,786	16.3%
Electric	16,263,914	17,184,441	920,527	5.7%
Telecommunications	2,516,683	2,279,860	(236,823)	-9.4%
Central Services	6,145,679	6,688,999	543,320	8.8%
Insurance Services	1,552,382	1,387,198	(165,184)	-10.6%
Equipment	2,960,114	4,633,978	1,673,864	56.5%
Cemetery Trust	872,797	912,603	39,806	4.6%
<b>Total by Fund</b>	<b>87,147,015</b>	<b>94,303,097</b>	<b>7,156,082</b>	<b>8.2%</b>
Parks Total	7,422,514	8,209,316	786,802	10.6%
<b>Total Requirements</b>	<b>\$94,569,529</b>	<b>\$102,512,413</b>	<b>\$7,942,884</b>	<b>8.4%</b>

<b>Rate Adjustments in FY Actual, Proposed &amp; Projected</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>FY 2011-2012 Budgeted</b>	<b>Actual</b>	<b>2013 Proposed</b>	<b>2014 Projected</b>	<b>2015 Projected</b>
Transportation Utility Fee	3.0%	0.0%	4.0%	0.0%	5.0%	5.0%	5.0%
Storm Drain Utility Fee	3.0%	0.0%	15.0%	0.0%	5.0%	5.0%	5.0%
Water Fees <i>Not Completed</i>	8.0%	10.0%	5.0%	12.0% 12.0%	10.0%	10.0%	10.0%
Wastewater Fees <i>Not completed</i>	9.0%	6.0%	4.0%	10.0% 10.0%	10.0%	10.0%	10.0%
Electric Rate Increase	4.0%	0.0%	6.0%	4.0%	5.0%	3.5%	3.5%

**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. A comparison of operational budgets including personal services, materials & services (excluding capital expenditures) and debt service is as follows:

<b>Proposed Operational Budget Comparison</b>				
Category	2011-2012 Amended Budget	2012-2013 Approved Budget	Dollar Difference	Percent Difference
Personal Services	24,437,430	25,967,368	1,529,938	6.3%
Materials & Services	31,304,307	33,901,011	2,596,704	8.3%
Debt Service	4,695,628	4,513,787	(181,841)	-3.9%
<b>Total</b>	<b>\$60,437,365</b>	<b>\$64,382,166</b>	<b>\$3,944,801</b>	<b>6.5%</b>

Department	2009-2010 (FTE)	2010-2011 (FTE)	2011-2012 (FTE)	Change	2012-2013 (FTE)
Administration	12.65	12.65	12.15	1.00	13.15
Info Technology	15.50	16.00	15.50	-1.00	14.50
Admin Services	17.25	17.25	16.25	0.00	16.25
City Recorder	2.00	2.00	2.00	0.00	2.00
Police	34.80	34.80	35.30	1.00	36.30
Fire	32.40	33.90	33.75	1.00	34.75
Public Works	57.70	56.70	58.00	2.05	60.05
Community Dev	12.55	12.50	12.60	0.00	12.60
Electric	21.50	20.75	20.25	0.50	20.75
City Subtotal	206.35	206.55	205.80	4.55	210.35
Parks	45.65	43.65	43.80	0.00	43.80
<b>Total FTE</b>	<b>252.00</b>	<b>250.20</b>	<b>249.60</b>	<b>4.55</b>	<b>254.15</b>

The above table presents a city-wide net 4.55 increase in positions. The table identifies the changes between departments that resulted in the net difference. Administration increased one FTE when the approved Assistant City Administrator was moved back to that department by putting Electric and Information Technology under one department head, Police & Fire both had the unfunded positions cut in 2008 restored, Public Works added an engineer technician to meet water & wastewater project needs as well as more temp employee help in Streets and Electric added .5 FTE specialist that will actually work on Water conservation requirements.

**the budget message**

Approved Capital Improvement Projects	2011	2012	2013 Proposed
Transportation Projects	\$2,816,000	\$ 1,911,000	\$ 2,765,000
Local Improvement District Projects	642,000	397,000	-
Storm Drain Projects	35,000	135,000	375,000
Airport Projects	1,800,000	175,000	573,750
Water Projects	865,000	242,000	617,000
Wastewater Projects	1,210,000	325,000	1,940,060
Electric Projects (includes substation purchase in either 2012 & 2013)	630,000	1,535,000	2,135,000
Telecommunications Projects	196,000	135,000	115,000
Information Technology	95,000	465,000	160,000
Facilities	475,000	3,413,000	3,575,000
Parks Projects	2,095,000	2,040,000	2,018,000
Total	\$10,859,000	\$ 10,773,000	\$ 14,273,810

**The following budget assumptions were proposed at the February 23, 2012 Budget kick off meeting:**

1. Staff will recommend a balanced budget - property tax rate(s) proposed are what is/are recommended to balance the budget.
2. Staff will include utility rate increases to balance enterprises (see page 1-8).
3. Any major proposed fee increases used to balance the budget will be identified.
4. Any deviations from this will be identified in the budget message.
5. Base budgets prepared by Departments for expenditures will be built with basic assumptions:
  - a. Existing staffing (with PERS, health care, and salary costs allowed)
  - b. Materials & Services within control of the Department will remain flat, in some cases could be lower, however increases limited to 3% where possible. Department Heads will address significant changes in their presentations
  - c. Internal charges remain flat except when recent equipment replacements warrant an increase
  - d. Technology debt allocation/payment will remain the same.
6. Capital project spending will reflect the CIP adopted by Council on 2/7/12. Delayed FY12 project costs will need to be evaluated and/or re-budgeted (see section 2).
7. Budget will adhere to existing ending fund balance policies where possible (See page A-9).
8. As needed, the Budget Officer and City Administrator will make reductions to balance each fund. Major reductions would be discussed with the Budget Committee.
9. Only the most urgent add packages will be recommended to the Committee by the Budget Officer/City Administrator (see page 1-11).
10. Potential changes known at this time:
  - a. Class & Compensation will be implemented for remaining group - Department Heads.
  - b. Base budget will be adjusted up for new grants and down for ending grants.
  - c. Budget will include positions for Assistant City Administrator and Information Technology Director to provide budgetary latitude for reorganization.
  - d. Cost Of Living Adjustments (COLA) will be as negotiated in union contracts.
  - e. An amount may be input to soften impact of potential labor contract settlements for negotiations underway.
  - f. Staff will recommend COLA's/adjustments for (management/professional/confidential) that recognize the impact from union contracts and affordability to help minimize compression trend. Departments will absorb this impact in their proposed budget.
11. Current Trends:
  - a. December 2011 Consumer Price Index (CPI)-U was 3%; CPI-W was 3.2%
  - b. Property tax revenue was 4% up compared to prior year, but is dropping; project 3% growth
  - c. Transient Occupancy Tax revenue is down 2.7%
  - d. Food & Beverage revenue is up 6.2%
  - e. Enterprise revenue above PY except Electric
  - f. Fuel costs rising
  - g. Negotiating Police, Fire & Clerical contracts.
  - h. Health care premiums up 6.5%

Attachment B

Priority	Department	Proposed Addition	Fund	One Time or Ongoing	Fiscal Impact	Staff Recomm.
1	Administration	Join Electric Department Director and Information Technology Director into one position (moving Assistant City Administrator back to General & Central Services funds)	General Electric Telecom. Central Services	Ongoing	No city-wide fiscal impact	Yes
2	Public Works	Add 1.0 FTE Engineering Technician to meet federal requirements and manage capital projects	Central Service	Ongoing	\$100,000	Yes
3	Public Works	Add 0.5 FTE Water Conservation Specialist to achieve 5% added conservation goal	Water	Ongoing	\$50,000	Yes
4	Public Works	Add 00.25 Temp employee to Central Service Fund to assist with projects in transition	Central Service	Ongoing	\$36,000	Yes
5	Varied	General Reductions in requested budgets implemented in proposed budget	Varied	N/A	(\$421,089)	Yes
6	Electric	Electric Conservation & Contract Manager to provide supervision & support for conservation program and on BPA contract, Tier II power mgt.	Electric	Ongoing	\$112,000	No
7	Fire	8/9 Suppression Staffing - Raise the requirement of "on staff" personnel by one and assure more complete response even if up to 2 shift members are absent.	General	Ongoing	\$146,280	No
8	Fire	Promote Forest Resource Specialist to Forest Division Chief - Recognize advanced work and supervisory responsibilities of the position	Water	Ongoing	\$5,769	No
9	Fire	Increase training budget including registration, travel and overtime - Restore suppression and command training.	General	Ongoing	\$39,502	No
10	Fire	Reinstate Fire Inspector by expanding Weed Abatement part time position to do both areas of responsibility.	General	Ongoing	\$60,584	No
11	Fire	Ashland Emergency Operations Center increased costs - Includes equipment, supplies, training and exercises.	General	Ongoing	\$14,200	No
12	Fire	Additional .25 FTE Clerical staff to cover absences. Expand existing part time position.	General	Ongoing	\$6,480	No
13	Fire	Trails master plan - Provide management of trails on city property, outside the watershed but not in the Parks trail system.	General	Ongoing	\$8,800	No
14	Fire	Fund Capital Equipment	General	Ongoing	\$65,777 payment to reserve each year.	No
15	Com. Dev.	Increase two building inspectors from 0.8 to 1.0 FTE to provide backup of services on coming projects	General	Ongoing	\$40,000	No

## ***budget message addendum***

---

DATE: June 5, 2012  
TO: Mayor and Council  
FROM: Lee Tuneberg, Budget Officer  
RE: FY 2012-2013 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. After distribution of the Proposed Budget document but before Committee final deliberations, staff recommended inclusion of the add package increasing two Building Inspectors from 0.8 FTE each to 1.0 FTE due to anticipated additional work relating to the large university construction project. This increase will be funded by related fees & charges and has a \$40,000 impact on appropriations.
2. Committee revisions approved at the May 10, 2012, meeting:
  - a. The add package authorizing a minimum staffing level of eight for each Fire Department shift increased appropriations \$73,140 by staggering implementation over the year. The funding comes from a reduction of Ending Fund Balance in the General Fund and the impact will be twice that in the subsequent year.
3. Staff recommends the following adjustments as part of Council's adoption of the budget at their June 5<sup>th</sup>, 2012, meeting:
  - a. Move appropriations totaling \$17,100 in the General Fund from Administration recognizing delays in hiring the Assistant City Administrator to the Police Department (\$10,000) for increased Central Area Patrol and to the Fire Department (\$7,100) for Emergency Operations Center training and supplies.
  - b. Adjustments to various funds recognizing current year capital project work that will not be completed, increasing the EFB carryover, and requiring added appropriations for the following year to complete. The total adjustments are \$137,000 in the Capital Improvements Fund for delayed work on Fire Station #2 and \$25,000 for North Mountain Park improvements; \$479,800 in the Street Fund; \$28,905 in the Water Fund; and \$35,026 in the Wastewater Fund.
  - c. Increase of \$150,000 in the Electric Fund recognizing the need for an added meter reader, equipment and supplies to support the change in operations to facilitate the Radio Frequency Opt Out program. This increase in appropriations results in a reduction in Budgeted Ending Fund Balance but may be offset by a rate increase in electric rates.
  - d. Reclassification as an Internal Payment instead of a Transfer the \$263,000 payment from Ashland Parks & Recreation Fund to the General Fund per advice from the city's auditor.

**The changes accepted at the Committee's final meeting resulted in a net increase in appropriations of \$113,140 but the total budget of \$102,512,413 remained constant in that the adjustments reduced budgeted Ending Fund Balance. The Committee approved property taxes at \$4.19720 for operating and \$0.19210 for local option levies and \$515,876 for debt service, leaving \$0.08930 of the permanent rate unlevied.**

**The Approved Budget includes \$85,277,295 in Total Appropriations. If Council adopts the budget including the adjustments recommended by staff the Total Budget for FY 2012-2013 will be \$103,218,144 with Total Appropriations at \$86,133,026.**

**City of Ashland  
Fiscal Year 2012-2013 Summary of Changes**

	2013 Proposed	Staff Revisions	2013 Revised	Committee Revisions	2013 Approved	Revisions Recommended to Council	2013 Adopted
<b>GENERAL FUND</b>							
Administration Department	276,270		276,270		276,270	(17,100)	259,170
Administration Department - Library	388,022		388,022		388,022		388,022
Administration Department- Municipal Court	424,827		424,827		424,827		424,827
Administrative Services - Social Services Grants	125,125		125,125		125,125		125,125
Administrative Services - Economic & Cultural Grants	678,360		678,360		678,360		678,360
Administrative Services - Miscellaneous	47,000		47,000		47,000		47,000
Administrative Services - Band	58,500		58,500		58,500		58,500
Police Department	5,784,103		5,784,103		5,784,103	10,000	5,794,103
Fire and Rescue Department	5,862,335		5,862,335	73,140	5,935,475	7,100	5,942,575
Public Works - Cemetery Division	341,793		341,793		341,793		341,793
Community Development - Planning Division	1,259,536		1,259,536		1,259,536		1,259,536
Community Development - Building Division	622,743	40,000	662,743		662,743		662,743
Transfers	500		500		500		500
Contingency	470,000		470,000		470,000		470,000
Ending Fund Balance	1,677,010	(40,000)	1,637,010	(73,140)	1,563,870		1,563,870
<b>TOTAL GENERAL FUND</b>	<b>18,016,124</b>	<b>-</b>	<b>18,016,124</b>	<b>-</b>	<b>18,016,124</b>	<b>-</b>	<b>18,016,124</b>
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND</b>							
Personal Services	32,500		32,500		32,500		32,500
Materials and Services	173,435		173,435		173,435		173,435
Ending Fund Balance	-		-		-		-
<b>TOTAL CDBG FUND</b>	<b>205,935</b>	<b>-</b>	<b>205,935</b>	<b>-</b>	<b>205,935</b>	<b>-</b>	<b>205,935</b>
<b>RESERVE FUND</b>							
Transfers			-				
Ending Fund Balance	1,018,502		1,018,502		1,018,502		1,018,502
<b>TOTAL RESERVE FUND</b>	<b>1,018,502</b>	<b>-</b>	<b>1,018,502</b>	<b>-</b>	<b>1,018,502</b>	<b>-</b>	<b>1,018,502</b>
<b>STREET FUND</b>							
Public Works - Street Operations	5,463,310		5,463,310		5,463,310	479,800	5,943,110
Public Works - Storm Water Operations	808,260		808,260		808,260		808,260
Public Works - Transportation SDC's	275,911		275,911		275,911		275,911
Public Works - Storm Water SDC's	198,750		198,750		198,750		198,750
Public Works - Local Improvement Districts			-		-		-
New Debt	50,000		50,000		50,000		50,000
Transfers	-		-		-		-
Contingency	100,000		100,000		100,000		100,000
Ending Fund Balance	1,669,993		1,669,993		1,669,993		1,669,993
<b>TOTAL STREET FUND</b>	<b>8,566,224</b>	<b>-</b>	<b>8,566,224</b>	<b>-</b>	<b>8,566,224</b>	<b>479,800</b>	<b>9,046,024</b>

***budget message addendum***

	2013	Staff	2013	Committee	2013	Revisions	2013
	Proposed	Revisions	Revised	Revisions	Approved	Recommended	Adopted
						to Council	
<b>AIRPORT FUND</b>							
Materials and Services	64,950		64,950		64,950		64,950
Capital Outlay	-		-		-		-
Debt Service	38,536		38,536		38,536		38,536
Interfund Loan	-		-		-		-
Contingency	5,000		5,000		5,000		5,000
Ending Fund Balance	99,276		99,276		99,276		99,276
<b>TOTAL AIRPORT FUND</b>	<b>207,762</b>	<b>-</b>	<b>207,762</b>	<b>-</b>	<b>207,762</b>	<b>-</b>	<b>207,762</b>
<b>CAPITAL IMPROVEMENTS FUND</b>							
Public Works - Facilities	4,919,230		4,919,230		4,919,230	137,000	5,056,230
Administrative Services - Parks Open Space	1,892,000		1,892,000		1,892,000		1,892,000
Transfers	36,135		36,135		36,135		36,135
Interfund Loan	208,000		208,000		208,000		208,000
Contingency	100,000		100,000		100,000		100,000
Ending Fund Balance	545,638		545,638		545,638		545,638
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>7,701,003</b>	<b>-</b>	<b>7,701,003</b>	<b>-</b>	<b>7,701,003</b>	<b>137,000</b>	<b>7,838,003</b>
<b>DEBT SERVICE FUND</b>							
Debt Service	2,210,049		2,210,049		2,210,049		2,210,049
Ending Fund Balance	949,626		949,626		949,626		949,626
<b>TOTAL DEBT SERVICE FUND</b>	<b>3,159,675</b>	<b>-</b>	<b>3,159,675</b>	<b>-</b>	<b>3,159,675</b>	<b>-</b>	<b>3,159,675</b>
<b>WATER FUND</b>							
Fire - Forest Lands Management Division	3,737,989		3,737,989		3,737,989		3,737,989
Public Works - Water Supply	407,363		407,363		407,363	28,905	436,268
Public Works - Water Treatment	1,345,025		1,345,025		1,345,025		1,345,025
Public Works - Water Distribution	2,631,189		2,631,189		2,631,189		2,631,189
Public Works - Reimbursement SDC's	-		-		-		-
Public Works - Improvement SDC's	330,250		330,250		330,250		330,250
Public Works - Debt SDC's	123,193		123,193		123,193		123,193
Electric- Conservation Division	195,070		195,070		195,070		195,070
Debt Services	377,030		377,030		377,030		377,030
Interfund loan	200,000		200,000		200,000		200,000
Contingency	300,000		300,000		300,000		300,000
Ending Fund Balance	2,283,044		2,283,044		2,283,044		2,283,044
<b>TOTAL WATER FUND</b>	<b>11,930,153</b>	<b>-</b>	<b>11,930,153</b>	<b>-</b>	<b>11,930,153</b>	<b>28,905</b>	<b>11,959,058</b>
<b>WASTEWATER FUND</b>							
Public Works - Wastewater Collection	2,630,514		2,630,514		2,630,514		2,630,514
Public Works - Wastewater Treatment	3,328,489		3,328,489		3,328,489	35,026	3,363,515
Public Works - Reimbursement SDC's	7,500		7,500		7,500		7,500
Public Works - Improvement SDC's	380,506		380,506		380,506		380,506
Debt Services	1,667,772		1,667,772		1,667,772		1,667,772
Contingency	160,000		160,000		160,000		160,000
Ending Fund Balance	2,235,859		2,235,859		2,235,859		2,235,859
<b>TOTAL WASTEWATER FUND</b>	<b>10,410,640</b>	<b>-</b>	<b>10,410,640</b>	<b>-</b>	<b>10,410,640</b>	<b>35,026</b>	<b>10,445,666</b>

***budget message addendum***

	2013	Staff	2013	Committee	2013	Revisions	2013
	Proposed	Revisions	Revised	Revisions	Approved	Recommended to Council	Adopted
<b>ELECTRIC FUND</b>							
Electric - Conservation Division	547,380		547,380		547,380		547,380
Electric - Supply	7,736,300		7,736,300		7,736,300		7,736,300
Electric - Distribution	6,252,580		6,252,580		6,252,580	150,000	6,402,580
Electric - Transmission	971,773		971,773		971,773		971,773
Debt Services	24,294		24,294		24,294		24,294
Contingency	425,000		425,000		425,000		425,000
Ending Fund Balance	1,227,114		1,227,114		1,227,114	(150,000)	1,077,114
<b>TOTAL ELECTRIC FUND</b>	<b>17,184,441</b>	<b>-</b>	<b>17,184,441</b>	<b>-</b>	<b>17,184,441</b>	<b>-</b>	<b>17,184,441</b>
<b>TELECOMMUNICATIONS FUND</b>							
IT - Internet	2,025,862		2,025,862		2,025,862		2,025,862
Contingency	100,000		100,000		100,000		100,000
Ending Fund Balance	153,998		153,998		153,998		153,998
<b>TOTAL TELECOMMUNICATIONS FUND</b>	<b>2,279,860</b>	<b>-</b>	<b>2,279,860</b>	<b>-</b>	<b>2,279,860</b>	<b>-</b>	<b>2,279,860</b>
<b>CENTRAL SERVICES FUND</b>							
Administration Department	1,505,343		1,505,343		1,505,343		1,505,343
IT - Computer Services Division	1,158,973		1,158,973		1,158,973		1,158,973
Administrative Services Department	1,902,779		1,902,779		1,902,779		1,902,779
City Recorder Division	324,681		324,681		324,681		324,681
Public Works - Administration and Engineering	1,614,715		1,614,715		1,614,715		1,614,715
Contingency	150,000		150,000		150,000		150,000
Ending Fund Balance	32,508		32,508		32,508		32,508
<b>TOTAL CENTRAL SERVICES FUND</b>	<b>6,688,999</b>	<b>-</b>	<b>6,688,999</b>	<b>-</b>	<b>6,688,999</b>	<b>-</b>	<b>6,688,999</b>
<b>INSURANCE SERVICES FUND</b>							
Personal Services	83,130		83,130		83,130		83,130
Materials and Services	676,500		676,500		676,500		676,500
Contingency	150,000		150,000		150,000		150,000
Ending Fund Balance	477,568		477,568		477,568		477,568
<b>TOTAL INSURANCE SERVICES FUND</b>	<b>1,387,198</b>	<b>-</b>	<b>1,387,198</b>	<b>-</b>	<b>1,387,198</b>	<b>-</b>	<b>1,387,198</b>
<b>EQUIPMENT FUND</b>							
Public Works - Maintenance	993,965		993,965		993,965		993,965
Public Works - Purchasing and Acquisition	1,037,000		1,037,000		1,037,000		1,037,000
Contingency	50,000		50,000		50,000		50,000
Ending Fund Balance	2,553,013		2,553,013		2,553,013		2,553,013
<b>TOTAL EQUIPMENT FUND</b>	<b>4,633,978</b>	<b>-</b>	<b>4,633,978</b>	<b>-</b>	<b>4,633,978</b>	<b>-</b>	<b>4,633,978</b>
<b>CEMETERY TRUST FUND</b>							
Transfers	20,000		20,000		20,000		20,000
Ending Fund Balance	892,603		892,603		892,603		892,603
<b>TOTAL CEMETERY TRUST FUND</b>	<b>912,603</b>	<b>-</b>	<b>912,603</b>	<b>-</b>	<b>912,603</b>	<b>-</b>	<b>912,603</b>

***budget message addendum***

	2013	Staff	2013	Committee	2013	Revisions	2013
	Proposed	Revisions	Revised	Revisions	Approved	Recommended to Council	Adopted
<b>PARKS AND RECREATION FUND</b>							
Parks Division	3,693,910		3,693,910		3,693,910	263,000	3,956,910
Recreation Division	1,239,780		1,239,780		1,239,780		1,239,780
Golf Division	485,120		485,120		485,120		485,120
Transfer	613,000		613,000		613,000	(263,000)	350,000
Contingency	50,000		50,000		50,000		50,000
Ending Fund Balance	1,290,439		1,290,439		1,290,439		1,290,439
<b>TOTAL PARKS AND RECREATION FUND</b>	<b>7,372,249</b>	<b>-</b>	<b>7,372,249</b>	<b>-</b>	<b>7,372,249</b>	<b>-</b>	<b>7,372,249</b>
<b>YOUTH ACTIVITIES LEVY FUND</b>							
Materials and Services			-		-		-
Ending Fund Balance	-		-		-		-
<b>TOTAL YOUTH ACTIVITIES LEVY FUND</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PARKS CAPITAL IMPROVEMENTS FUND</b>							
Capital Outlay	595,000		595,000		595,000		595,000
Ending Fund Balance	242,067		242,067		242,067		242,067
<b>TOTAL PARKS CAPITAL IMP. FUND</b>	<b>837,067</b>	<b>-</b>	<b>837,067</b>	<b>-</b>	<b>837,067</b>	<b>-</b>	<b>837,067</b>
<b>TOTAL BUDGET</b>	<b>102,512,413</b>	<b>-</b>	<b>102,512,413</b>	<b>-</b>	<b>102,512,413</b>	<b>705,731</b>	<b>103,218,144</b>
<b>Less Ending Fund Balance</b>	<b>17,348,258</b>	<b>(40,000)</b>	<b>17,308,258</b>	<b>(73,140)</b>	<b>17,235,118</b>	<b>(150,000)</b>	<b>17,085,118</b>
<b>Total Appropriations</b>	<b>85,164,155</b>	<b>40,000</b>	<b>85,204,155</b>	<b>73,140</b>	<b>85,277,295</b>	<b>855,731</b>	<b>86,133,026</b>



## 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.”

### 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.

---

## 2012-2013 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 five areas:

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

#### **ECONOMY**

Adopt a comprehensive economic development strategy to: diversifying the economic base of the community; support businesses that use and provide local and regional products; increase the number of family-wage jobs; and leverage Ashland’s tourism and repeat visitors

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. Develop a specific action plan to respond to the recommendations of the 2006 Zucker and Seiegl Reports

#### **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 resources.

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.

Work with the ad hoc Homelessness Steering Committee to develop joint Council/Committee goals to address the overlapping issues of homelessness in all its forms, as well as issues around behavior in the downtown area. Quarterly reports shall be delivered to the Council by the Steering Committee and a final report delivered in March 2013.

## **council goals**

---

### **ORGANIZATION**

Develop 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 contribution 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 2014 and 2015.

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 infrastructure.

Adopt an integrated Water Master Plan that addresses 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:

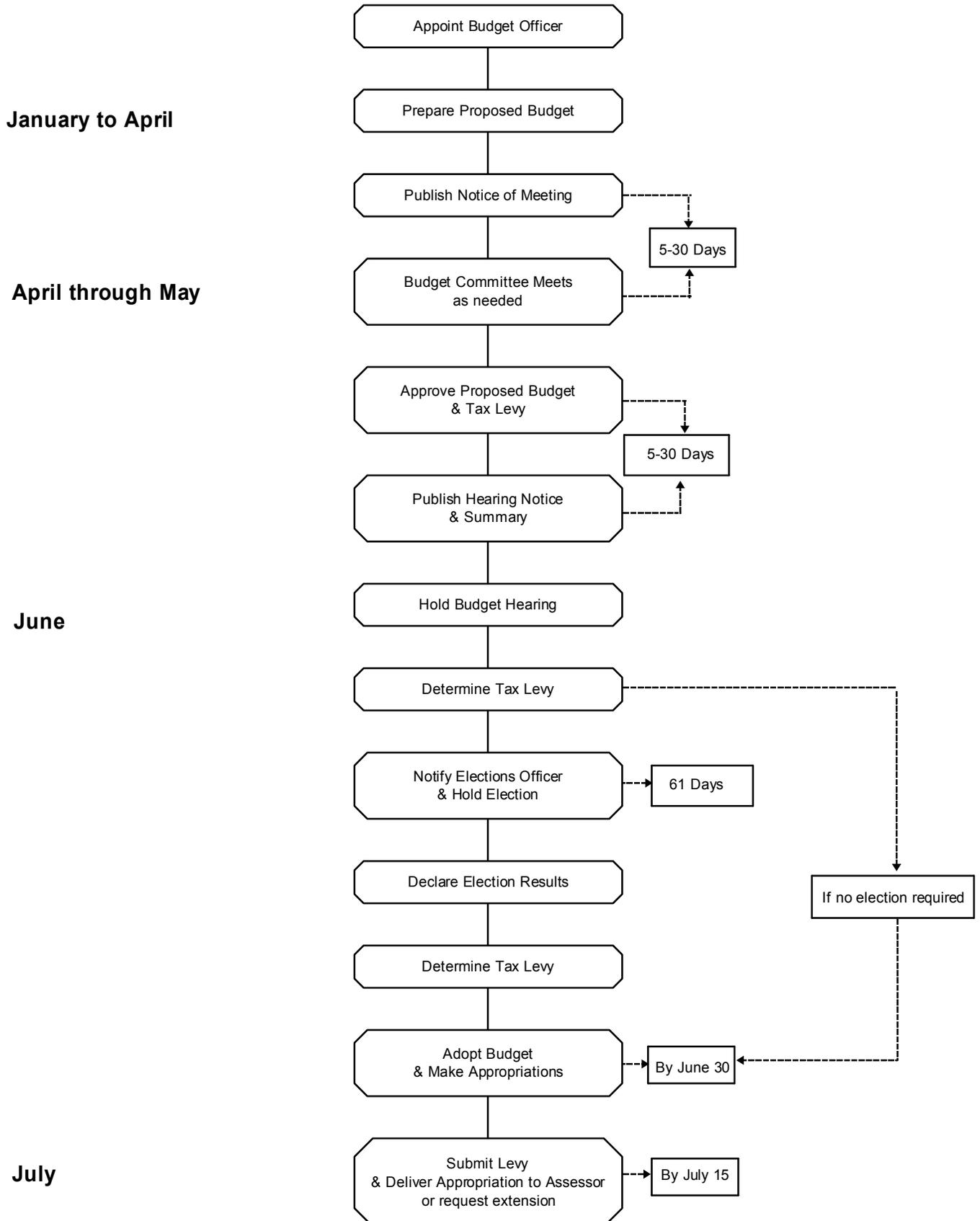
- Must live in the City of Ashland,
- Cannot be officers, agents, or employees of the local government,
- Serve three-year terms that are staggered so that approximately one-third of the terms end each year, and
- Can be spouses of officers, agents, or employees of the Municipality.

## 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



## Internal 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

## Budget Format and Document

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.

## 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.

**summary by fund**

The 2013 budget Summary by Fund is below. The City portion increased 9.02% or \$7,861,813 from the 2012 Amended Budget, while the Parks portion increased 10.6% or \$786,802 from the 2012 Amended Budget. The Long-Term budget includes a summary by fund from 2007 through 2018.

REQUIREMENTS BY FUND	2010	2011	2012	2013	2013	2013
	Actual	Actual	Amended	Proposed	Approved	Adopted
<b>City Component</b>						
General Fund	\$ 16,617,044	\$ 17,589,233	\$ 17,338,176	\$ 18,016,124	\$ 18,016,124	\$ 18,016,124
Community Development Block Grant Fund	484,441	276,218	266,145	205,935	205,935	205,935
Reserve Fund	148,072	509,502	869,172	1,018,502	1,018,502	1,018,502
Street Fund	5,536,688	6,221,994	8,998,091	8,566,224	8,566,224	9,046,024
Airport Fund	218,776	158,214	157,873	207,762	207,762	207,762
Capital Improvements Fund	3,242,703	5,247,086	8,384,612	7,701,003	7,701,003	7,863,003
Debt Service Fund	2,953,381	3,333,599	3,269,120	3,159,675	3,159,675	3,159,675
Water Fund	6,859,536	7,208,488	8,600,403	11,930,153	11,930,153	11,959,058
Wastewater Fund	8,541,876	8,890,486	8,951,854	10,410,640	10,410,640	10,445,666
Electric Fund	14,341,980	14,646,474	16,263,914	17,184,441	17,184,441	17,184,441
Telecommunications Fund	2,757,100	2,912,902	2,516,683	2,279,860	2,279,860	2,279,860
Central Services Fund	5,872,035	6,009,152	6,145,679	6,688,999	6,688,999	6,688,999
Insurance Services Fund	1,380,007	1,303,619	1,552,382	1,387,198	1,387,198	1,387,198
Equipment Fund	2,575,872	3,932,625	2,960,114	4,633,978	4,633,978	4,633,978
Cemetery Trust Fund	814,968	836,901	872,797	912,603	912,603	912,603
<b>Total City Component</b>	<b>72,344,479</b>	<b>79,076,493</b>	<b>87,147,015</b>	<b>94,303,097</b>	<b>94,303,097</b>	<b>95,008,828</b>
<b>Parks Component</b>						
Parks and Recreation Fund	6,403,188	6,942,452	7,139,010	7,372,249	7,372,249	7,372,249
Ashland Youth Activities Levy Fund	65,970	476,854	263,504	-	-	-
Parks Capital Imp Fund	252,864	40,675	20,000	837,067	837,067	837,067
<b>Total Parks Component</b>	<b>6,722,022</b>	<b>7,459,981</b>	<b>7,422,514</b>	<b>8,209,316</b>	<b>8,209,316</b>	<b>8,209,316</b>
<b>Total Budget</b>	<b>\$ 79,066,501</b>	<b>\$ 86,536,474</b>	<b>\$ 94,569,529</b>	<b>\$ 102,512,413</b>	<b>\$ 102,512,413</b>	<b>\$ 103,218,144</b>

## requirements summary by department

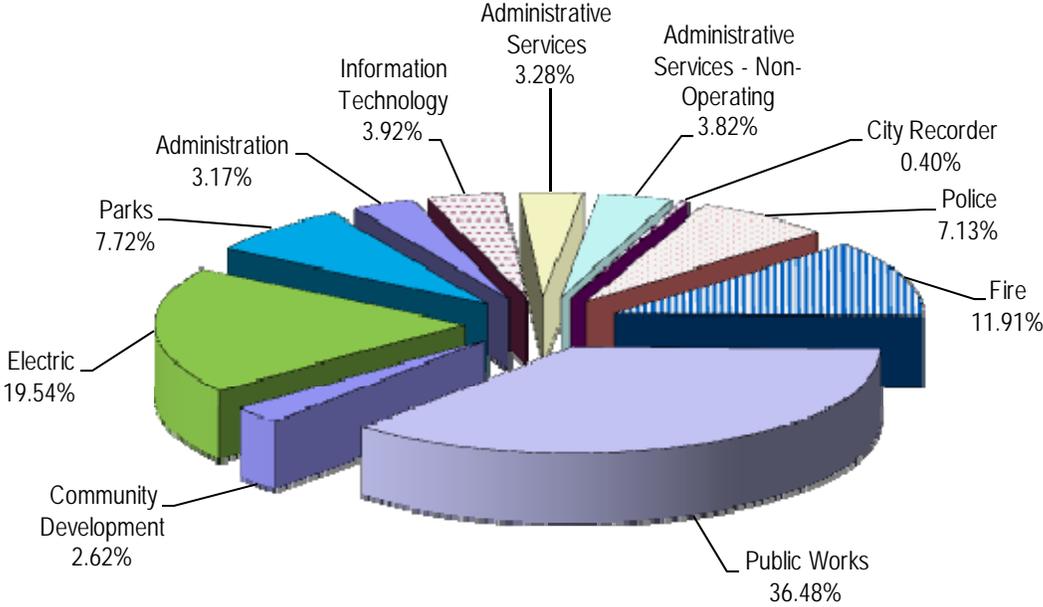
### Overview

The Requirements Summary by Departments totals \$103.2 million. Contributing to the increase from the previous year are costs in Capital Outlay as mentioned in the Budget Message. Funds related requirements totaling \$22 million are segregated at the bottom of the presentation.

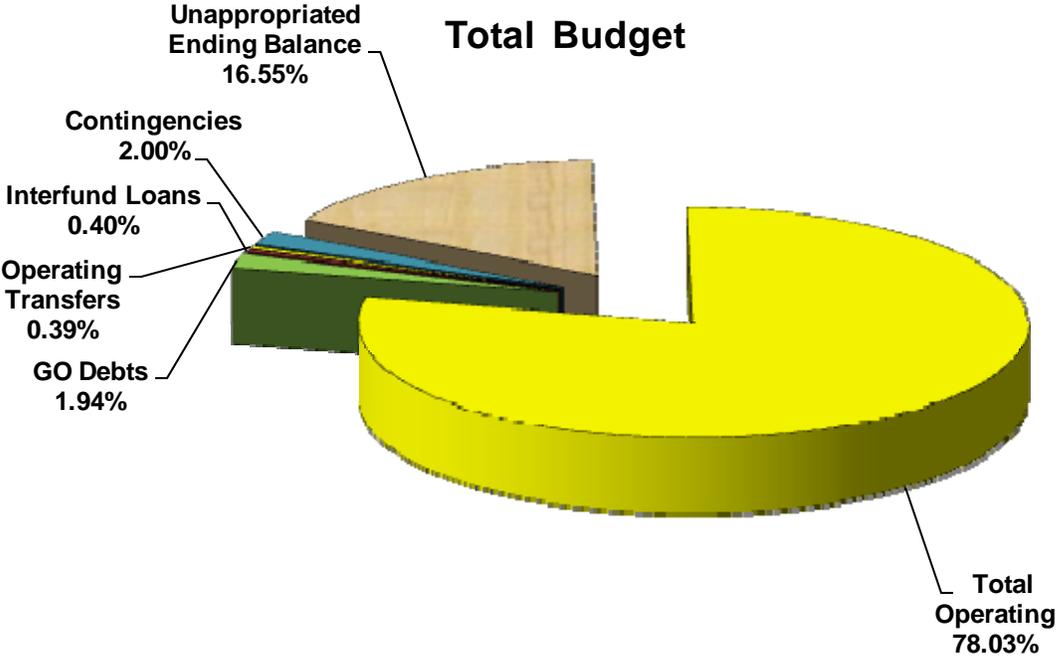
The total budget of \$103.2 million is an \$8.6 million increase over the last year's adopted budget of \$94.6 million.

REQUIREMENTS BY DEPARTMENT	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Administration	\$ 2,159,917	\$ 2,164,560	\$ 2,452,473	\$ 2,594,462	\$ 2,594,462	\$ 2,577,362
Information Technology	2,925,849	3,505,751	3,265,261	3,184,835	3,184,835	3,184,835
Administrative Services	2,395,349	2,313,866	2,492,681	2,662,409	2,662,409	2,662,409
Administrative Services - Non-Operating	1,157,652	1,574,632	3,156,990	3,104,740	3,104,740	3,104,740
City Recorder	293,784	300,356	310,756	324,681	324,681	324,681
Police	5,463,162	5,232,383	5,563,481	5,784,103	5,784,103	5,794,103
Fire	5,015,905	5,620,851	7,371,991	9,600,324	9,673,464	9,680,564
Public Works	15,672,762	19,420,471	26,004,828	28,940,012	28,940,012	29,645,743
Community Development	2,099,833	1,972,330	2,031,988	2,088,214	2,128,214	2,128,214
Electric	12,462,301	12,345,674	14,918,849	15,727,397	15,727,397	15,877,397
<b>Subtotal</b>	<b>49,646,514</b>	<b>54,450,874</b>	<b>67,569,298</b>	<b>74,011,177</b>	<b>74,124,317</b>	<b>74,980,048</b>
Parks	4,658,843	4,803,184	5,126,170	6,013,810	6,013,810	6,276,810
<b>Total Operating</b>	<b>54,305,357</b>	<b>59,254,058</b>	<b>72,695,468</b>	<b>80,024,987</b>	<b>80,138,127</b>	<b>81,256,858</b>
GO Debts	1,904,513	1,904,713	2,028,657	2,001,533	2,001,533	2,001,533
Interfund Loans	80,000	758,000	408,000	408,000	408,000	408,000
Operating Transfers	469,360	997,349	641,482	669,635	669,635	406,635
Contingencies	-	-	1,673,000	2,060,000	2,060,000	2,060,000
Unappropriated Ending Balance	22,307,271	23,622,354	17,122,922	17,348,258	17,235,118	17,085,118
<b>Total Non-departmental</b>	<b>24,761,144</b>	<b>27,282,416</b>	<b>21,874,061</b>	<b>22,487,426</b>	<b>22,374,286</b>	<b>21,961,286</b>
<b>Total Requirements by Department</b>	<b>\$ 79,066,501</b>	<b>\$ 86,536,474</b>	<b>\$ 94,569,529</b>	<b>\$ 102,512,413</b>	<b>\$ 102,512,413</b>	<b>\$ 103,218,144</b>

### Total Operating Budget



### Total Budget

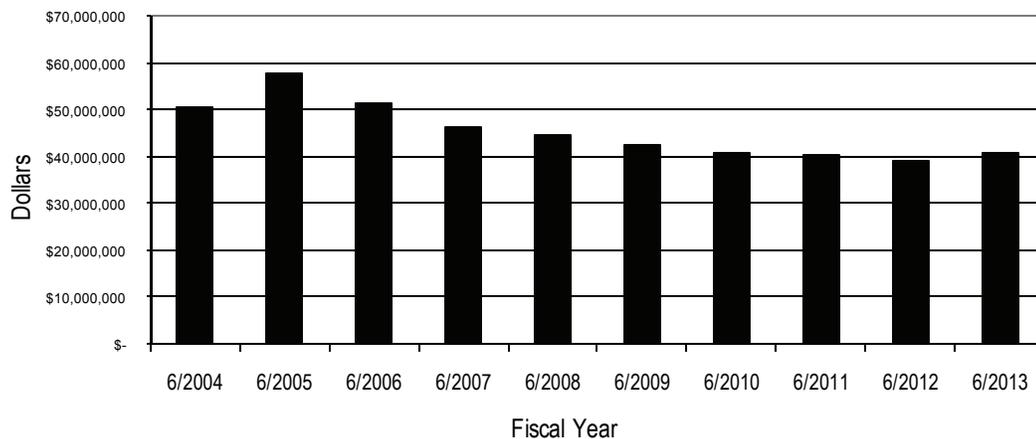


## Overview

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 true cash value estimated at \$3,394,416,254 on June 30, 2011, this computes to a limit of \$101,832,488. The City has \$70,782,168 of available Legal Debt Margin.

**Budgeted Indebtedness**



**debt summary**

DEBT SUMMARY

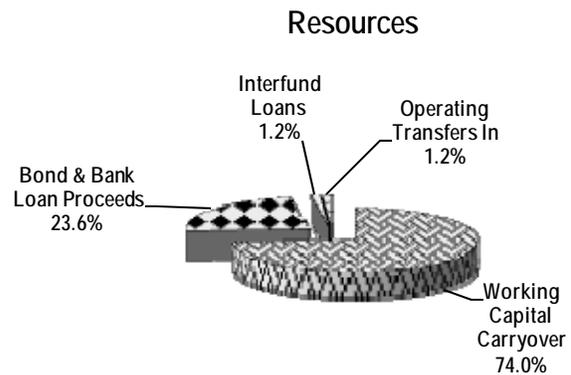
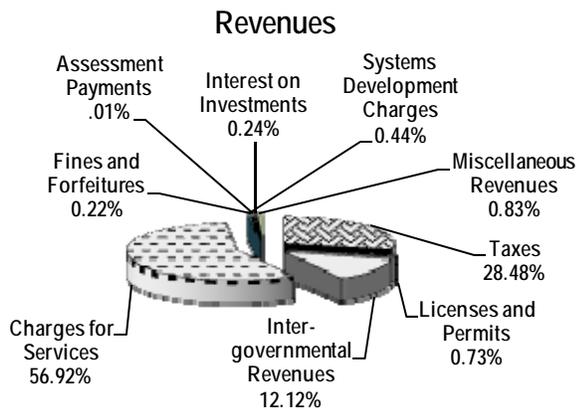
Fund	Debt Instrument	June 30, 2012	Retirements	New Debt	June 30, 2013
<b>City Component</b>					
Airport Fund	Hangar Construction Capital Loan	\$ 219,519	\$ 26,286		\$ 193,233
Street Fund	To be determined, Revenue Bond Portion			1,210,223	1,210,223
CIP Fund	To be determined, Revenue Bond Portion			1,892,000	1,892,000
Debt Service Fund	Open Space Land Notes				-
Debt Service Fund	Hospital Land Notes	71,704	31,320		40,384
Debt Service Fund	OSF Parking Structure	675,138	29,946		645,192
Debt Service Fund	2005 Refunding Series	1,785,000	190,000		1,595,000
Debt Service Fund	2004 Revenue Bonds*	12,960,000	695,000		12,265,000
Debt Service Fund	2011 Fire Station 2	2,805,000	115,000		2,690,000
Water Fund	To be determined, Revenue Bond Portion			1,117,050	1,117,050
Water Fund	2003 Water Revenue Bonds	2,570,000	375,000		2,195,000
Water Fund	2009 Water Full Faith and Credit Bond	597,809	37,533		560,276
Wastewater Fund	2010 Wastewater Full Faith and Credit Bond	13,180,000	1,160,000		12,020,000
Wastewater Fund	2009 Wastewater Full Faith and Credit Bond	256,205	16,086		240,119
Wastewater Fund	To be determined, Revenue Bond Portion			2,309,657	2,309,657
Electric Fund	To be determined, Revenue Bond Portion			1,400,000	1,400,000
Electric Fund	Clean Renewable Energy Bond	217,143	21,714		195,429
<b>Total Budget</b>		<b>\$ 35,337,518</b>	<b>\$ 2,697,885</b>	<b>\$ 7,928,930</b>	<b>\$ 40,568,563</b>

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

Summary by Type	June 30, 2012	Retirements	New Debt	June 30, 2013
<b>External Obligations:</b>				
General Obligation Bonds	\$ 31,584,014	\$ 2,213,619	\$ 1,892,000	\$ 31,262,395
Revenue Bonds, Loans and Notes	2,787,143	396,714	6,036,930	8,427,359
Notes Payable	966,361	87,552	-	878,809
	<b>35,337,518</b>	<b>2,697,885</b>	<b>7,928,930</b>	<b>40,568,563</b>
<b>Total Obligations</b>	<b>\$ 35,337,518</b>	<b>\$ 2,697,885</b>	<b>\$ 7,928,930</b>	<b>\$ 40,568,563</b>

## resources summary by classification

RESOURCE SUMMARY	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Revenues:</b>						
Taxes	\$ 18,319,252	\$ 18,837,938	\$ 19,433,650	\$ 19,824,473	\$ 19,824,473	\$ 19,824,473
Licenses and Permits	474,379	482,275	482,750	508,000	508,000	508,000
Intergovernmental Revenues	2,483,776	4,224,162	5,972,025	8,433,178	8,433,178	8,433,178
Charges for Services	35,891,183	37,267,024	37,989,722	39,357,254	39,357,254	39,620,254
Systems Development Charges	300,287	352,322	202,000	303,000	303,000	303,000
Fines and Forfeitures	183,266	183,239	165,000	155,000	155,000	155,000
Assessment Payments	3,292	17,867	5,000	10,000	10,000	10,000
Interest on Investments	255,999	157,315	257,200	167,800	167,800	167,800
Miscellaneous Revenues	670,446	627,313	484,602	579,402	579,402	579,402
<b>Total Revenues</b>	<b>58,581,880</b>	<b>62,149,455</b>	<b>64,991,949</b>	<b>69,338,107</b>	<b>69,338,107</b>	<b>69,601,107</b>
<b>Budgetary Resources:</b>						
Working Capital Carryover	19,935,261	22,307,270	21,240,898	24,167,741	24,167,741	24,873,472
<b>Other Financing Sources:</b>						
Bond & Bank Loan Proceeds	-	324,400	7,437,200	7,928,930	7,928,930	7,928,930
Interfund Loan	80,000	758,000	408,000	408,000	408,000	408,000
Operating Transfers In	469,360	997,349	491,482	669,635	669,635	406,635
<b>Total Budgetary Resources</b>	<b>20,484,621</b>	<b>24,387,019</b>	<b>29,577,580</b>	<b>33,174,306</b>	<b>33,174,306</b>	<b>33,617,037</b>
<b>Total Resources</b>	<b>79,066,501</b>	<b>86,536,474</b>	<b>94,569,529</b>	<b>102,512,413</b>	<b>102,512,413</b>	<b>103,218,144</b>



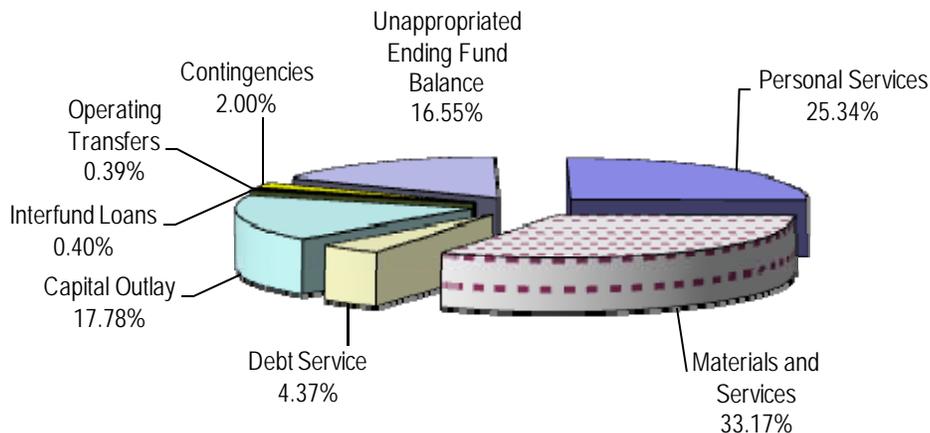
Charges for services at 56.9% of revenues is the largest category of revenues. They primarily consist of Electric, Water, Wastewater, Telecommunications and other charges for services provided. The second largest category is Taxes at 28.5% of total revenues.

Budgetary Resources consist of Working Capital Carryover, Interfund Loans, Operating Transfers between funds, and Loan Proceeds from outside sources. These categories account for \$33.6 million of the \$103.2 million budget. Working Capital Carryover (the beginning equity of the City) accounts for 74% of Budgetary Resources, while borrowings for capital improvements accounts for most of the remainder.

**requirements summary by classification**

REQUIREMENTS BY CLASSIFICATION	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Operating Expenditures</b>						
Personal Services	\$ 22,063,568	\$ 22,277,183	\$ 24,437,430	\$ 25,967,368	\$ 26,080,508	\$ 26,158,408
Materials and Services	27,665,997	28,618,917	31,304,307	33,901,011	33,901,011	34,236,111
Debt Service	4,764,408	5,248,325	4,695,628	4,513,787	4,513,787	4,513,787
<b>Total Operating Expenditures</b>	<b>54,493,973</b>	<b>56,144,425</b>	<b>60,437,365</b>	<b>64,382,166</b>	<b>64,495,306</b>	<b>64,908,306</b>
<b>Capital Construction</b>						
Capital Outlay	1,715,897	5,014,346	14,286,760	17,644,354	17,644,354	18,350,085
<b>Budgetary Requirements</b>						
Interfund Loans	80,000	758,000	408,000	408,000	408,000	408,000
Operating Transfers	469,360	997,349	641,482	406,635	406,635	406,635
Contingencies	-	-	1,673,000	2,060,000	2,060,000	2,060,000
Unappropriated Ending Fund Balance	22,307,271	23,622,354	17,122,922	17,348,258	17,235,118	17,085,118
<b>Total Budgetary Requirements</b>	<b>22,856,631</b>	<b>25,377,703</b>	<b>19,845,404</b>	<b>20,222,893</b>	<b>20,109,753</b>	<b>19,959,753</b>
<b>Total Requirements by Classification</b>	<b>\$ 79,066,501</b>	<b>\$ 86,536,474</b>	<b>\$ 94,569,529</b>	<b>\$ 102,249,413</b>	<b>\$ 102,249,413</b>	<b>\$ 103,218,144</b>

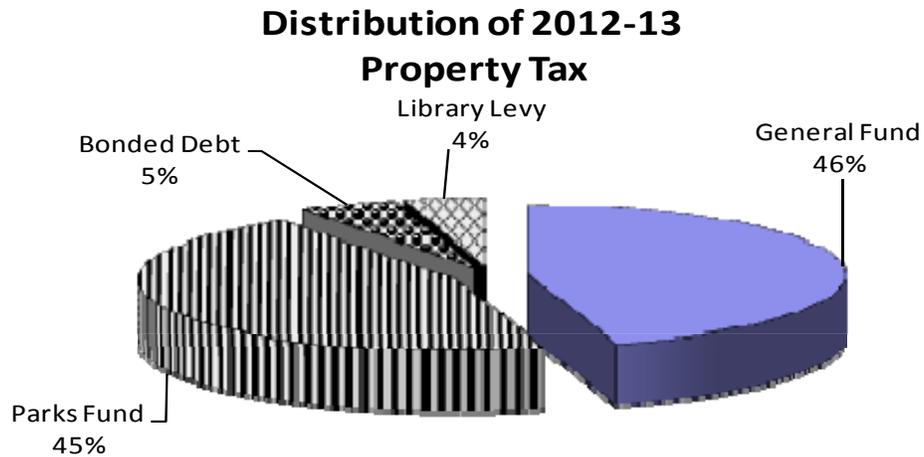
**Adopted Budget**



Personal Services increased by 7%, Material and Services Increased by 8.5% and Capital Outlay increased by 28% from the 2012 Amended Budget.

## 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 2012-13 is \$4.6258, which is a decrease from the prior year's rate of \$4.76076

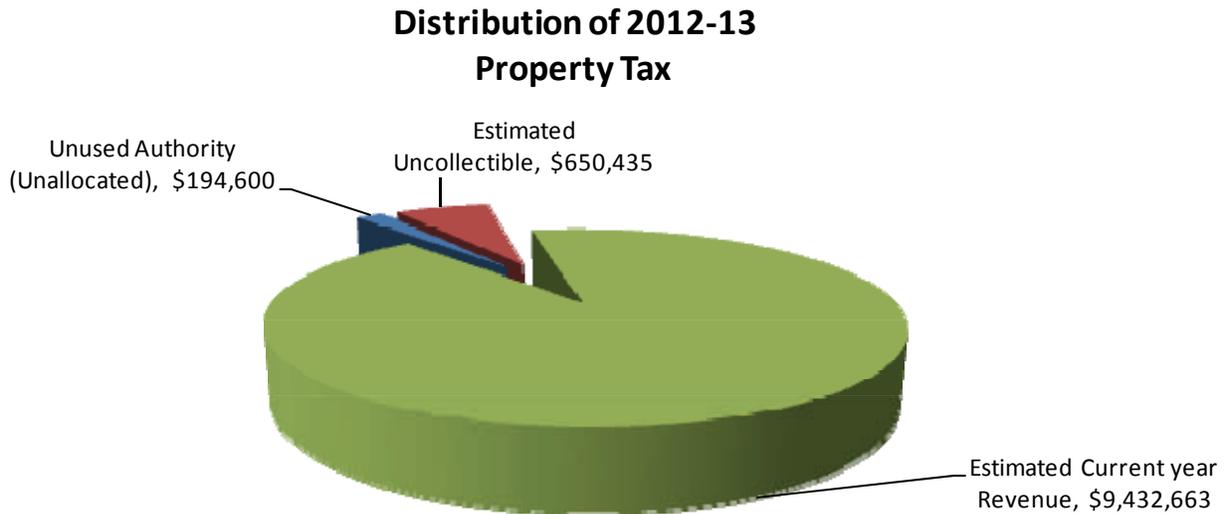


The City of Ashland levies property taxes for the funds and activities in the amounts shown in the table above. The City has assumed an uncollectible rate of 8% for budgetary purposes. The chart above shows the distribution of property taxes as a percentage of total taxes levied.

**property tax summary**

	Amount Authorized 2012-13	Unused Authority (unallocated)*	Proposed Levy 2012-13	Estimated Uncollectible	Estimated Current Year Taxes	Estimated Tax Rate 2012-13
<b>Permanent:</b>						
General Fund- Operations	\$ 4,302,000		\$ 4,209,929	\$ 269,951	\$ 3,939,978	1.9295
Debt Service - Technology Fee	382,000		372,000	15,000	357,000	0.1749
Parks Fund	4,669,000		4,566,229	296,229	4,270,000	2.0928
	<u>9,353,000</u>	<u>194,600</u>	<u>9,148,158</u>	<u>581,180</u>	<u>8,566,978</u>	<u>4.1972</u>
<b>Local Option Levies:</b>						
Ashland Library	419,064	-	419,064	31,042	388,022	0.1921
<b>Bonded Debt:</b>						
2005 GO Bonds	296,865	-	296,865	21,990	274,875	0.1361
2011 Fire Station GO Bonds	219,011	-	219,011	16,223	202,788	0.1004
	<u>515,876</u>	<u>-</u>	<u>515,876</u>	<u>38,213</u>	<u>477,663</u>	<u>0.2365</u>
<b>Total</b>	<b>\$ 10,287,940</b>	<b>\$ 194,600</b>	<b>\$ 10,083,098</b>	<b>\$ 650,435</b>	<b>\$ 9,432,663</b>	<b>4.6258</b>

\*Unused authority before estimated uncollectible and discounts





## Capital Improvement Program

Overview .....	2-3
Long Term Summary .....	2-4
<b><u>Funded Projects Transportation/LID</u></b>	
Railroad Crossing Improvements; Hersey & Laurel.....	2-13
N. Main Street-Wimer/Hersey Intersection Realignment (see Electric as well) .....	2-14
N. Main Street Road Diet.....	2-15
Transportation System Plan .....	2-16
Miscellaneous Concrete Safety Repairs.....	2-17
Miscellaneous New Sidewalk Improvements .....	2-18
Slurry Seal Streets Per PMS.....	2-19
Walker Ave Improvements; Ashland St to E Main (CMAQ).....	2-20
Railroad Crossing Improvements; Oak Street.....	2-21
High School Crosswalk Beacon.....	2-22
Croman Central Boulevard .....	2-23
<b><u>Funded Projects Airport</u></b>	
Entitlement Grants (FAA/ODA).....	2-25
Airport Zoning Update .....	2-26
<b><u>Funded Projects Water</u></b>	
FERC Dam Security & Telemetry Analysis.....	2-27
FERC Part 12 Hosler Dam Safety Inspection.....	2-28
Ashland Creek West Fork Bridge Construction.....	2-29
Reeder Reservoir Sediment TMDL .....	2-30
Reeder Reservoir Study Implementation .....	2-31
Test Existing High Capacity Wells.....	2-32
Raw Water Bypass Measurement .....	2-33
SCADA Radio Frequency FCC Compliance.....	2-34
Final Contact Time Disinfection Improvements.....	2-35
Park Estates Pump Station/Loop Road Reservoir Alternatives .....	2-36
Ivy lane—Morton Street to West End of Ivy Lane.....	2-37
Ivy lane—South Mountain to FH-16AD-038 .....	2-38
<b><u>Funded Projects Wastewater</u></b>	
Wastewater Treatment Plant Process Improvements.....	2-39
Outfall Relocation/Fish Screen .....	2-40
Backup Portable Pump.....	2-41
Membrane replacement (Two Trains).....	2-42
Wastewater Collections Line Replacement: Ashland Creek Main Line.....	2-43
Wastewater Collections Line Replacement: Miscellaneous In-House .....	2-44
Abandon Nevada Street Pump Station and Realign Line .....	2-45
Wastewater Line Upsizing - 18” & 24” Parallel Trunkline Along Bear Creek .....	2-46
Wastewater Line Upsizing - 15” Main on Mountain Avenue.....	2-47

**capital improvements plan**

---

**Funded Projects Wastewater - Continued**

Wastewater Line Upsizing - 24" Trunk Line on Oak Street ..... 2-48  
Wastewater Line Upsizing - 15" Main on A Street ..... 2-49  
Wastewater Line Upsizing - 12" Main - Railroad ..... 2-50  
Wastewater Master Plan Update - Miscellaneous Upgrades ..... 2-51  
Wastewater Master Plan Update - Portable Flow Meters ..... 2-52  
Wastewater Master Plan Update - Stormwater Inflow Study ..... 2-53

**Funded Projects Storm Drain**

Stormwater Master Plan Update ..... 2-54  
Water Quality Improvements - Basin/Riparian Areas ..... 2-55  
Storm Drain Replacement - Webster Street to Iowa Street ..... 2-56

**Funded Projects Electric**

Install New Service & Infrastructure ..... 2-57  
Electric Utility Line Installation; In House Various Locations ..... 2-58  
Upgrade Ashland Substation ..... 2-59  
Upgrade Feeder Line - Morton Street ..... 2-60  
Upgrade Oak Knoll Substation Feeders ..... 2-61  
Underground Oak Street Facility Undergrounding - Van Ness to Nevada ..... 2-62  
Mountain Avenue Substation Purchase ..... 2-63  
Upgrade North main Feeder Line - Helman Street to Maple Street ..... 2-64  
North Main Street - Wimer/Hersey Intersection Realignment Undergrounding ..... 2-65

**Funded Projects AFN/Telecommunications**

Telecommunications Installations, Extensions, and Undergrounding ..... 2-66  
Telecommunications Services and Fiber Expansion ..... 2-67  
Wireless Services Deployment ..... 2-68  
Replace Node Power Supply Batteries ..... 2-69

**Funded Projects Information Technology/GIS/Administrative Services/Finance**

Desktop and Laptop Planned Replacement (25% Annually) ..... 2-70  
Printer and Copier Replacement ..... 2-71  
Operating System and Office Productivity Software Upgrades ..... 2-72

**Funded Projects Administration**

City Facility Upgrades & Maintenance ..... 2-73  
Miscellaneous Roof Replacement ..... 2-74  
Fire Station No. 2 Reconstruction ..... 2-75  
Police Department Building Improvements ..... 2-76

**Funded Projects Parks and Recreation**

Oak Knoll Irrigation Replacement / Improvements..... 2-77  
 Open Space Acquisition..... 2-78  
 Lower Clay Street Purchase..... 2-79  
 Lithia Park Rehabilitation..... 2-80  
 Ashland Creek Park Development..... 2-81  
 Calle Guanajuato Improvements..... 2-82  
 Ice Rink Cover and Improvements..... 2-83  
 Park Signs Plan..... 2-84  
 Ice Rink Cover and Improvements..... 2-85

**Unfunded Projects**

Unfunded Transportation and Local Improvement District Project..... 2-86  
 Unfunded Water Projects..... 2-90  
 Unfunded Storm Drain Projects..... 2-94  
 Unfunded Wastewater Projects..... 2-97  
 Unfunded Electric Project..... 2-98  
 Unfunded Telecommunications..... 2-99  
 Unfunded Administration Projects..... 2-99  
 Unfunded Parks & Recreation Projects..... 2-101

**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.

Way; Liberty Street LID; Water Plant Process Improvement; and the completion of the Storm Water Master Plan.

**Current Year Highlights (FY2012)**

The Public Works section of the FY12 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

**Significant Budget Changes**

The FY2013 CIP reflects the current economic situation facing the City. Due to funding shortfalls and economic uncertainty, an “unfunded” CIP category was created in FY2011 and any project without certain funding is listed in this section. These unfunded projects total in excess of \$50.2 Million. The FY2013 CIP was proposed at \$14.3 million, with revisions the total is \$15.4 million, compared to the prior year’s \$10.8 million.

Approved Capital Improvement Projects	2012	2013 Adopted
Transportation Projects	\$ 2,878,000	\$ 3,627,541
Local Improvement District Projects	477,000	-
Storm Drain Projects	167,000	450,000
Airport Projects	100,000	215,000
Water Projects	390,000	665,905
Wastewater Projects	1,139,120	2,207,981
Electric Projects (includes substation purchase in 2013)	1,535,000	2,135,000
Telecommunications Projects	135,000	115,000
Information Technology	465,000	160,000
Facilities	3,573,000	3,737,000
Parks Projects	2,000,000	2,098,000
<b>Total</b>	<b>\$ 12,859,120</b>	<b>\$ 15,411,427</b>

## capital improvements plan

### Capital Improvements Plan 2012-2018 Construction Years

Project Description	Approved 2011-12	Est. Spend 2011-12	2012-13
<b>Transportation</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Audible Pedestrian Signals	\$ 28,000	\$ 5,000	\$ 23,000
Willow Wind Pedestrian Crossing Signal	\$ 80,000	\$ 3,200	\$ 76,800
Railroad Crossing Improvements; Hersey & Laurel	\$ 430,000	\$ 217,259	\$ 212,741
N. Main Street - Wimer/Hersey Intersection Re-alignment (see Electric Section as well)	\$ -	\$ 150,000	\$ 850,000
N. Main Road Diet	\$ -	\$ -	\$ 130,000
TSP Update	\$ 110,000	\$ 90,000	\$ 20,000
Miscellaneous Concrete Safety Repairs	\$ 100,000	\$ 5,000	\$ 195,000
Misc New Sidewalk Improvements (based on prioritized list in TSP)	\$ 80,000	\$ 5,000	\$ 155,000
Slurry Seal Streets Per PMS	\$ 100,000	\$ 75,000	\$ 100,000
Walker Avenue Improvements - Ashland St to E. Main St (CMAQ)	\$ -	\$ 25,000	\$ 750,000
Railroad Crossing Improvements; Oak	\$ 35,000	\$ -	\$ 35,000
Crowman Central Boulevard	\$ 1,000,000	\$ -	\$ 1,000,000
High School Crosswalk Beacon Replacment			\$ 80,000
Nevada Street Extension & Bridge Const, Bear Creek to Mountain Ave			
Downtown Plan Phase II			
North Ashland Bikeway Ph II; Central Ashland Bikeway			
Signal Installation at Tolman Creek Road & Siskiyou Boulevard			
Signal Installation at Oak Street & Hersey Street			
Fire Station #1 Concrete Repair			
Park and Ride Creation			
<b>Subtotal Transportation</b>	<b>\$ 1,963,000</b>	<b>\$ 575,459</b>	<b>\$ 3,627,541</b>
<b>Street Improvements/Overlays per Pavement Management System (Goal of \$350,000/vr)</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Overlay - N Mountain Avenue - Hersey to I-5	\$ 245,000	\$ -	
Overlay - Wightman Street - Quincy to Siskiyou	\$ 225,000	\$ -	
Overlay - Allison Street - Gresham to Sherman	\$ 320,000	\$ -	
Overlay - Taylor Street - Holly to Ashland	\$ 125,000	\$ -	
Overlay - S. Mountain Avenue - Siskiyou to Prospect			
Overlay - Park Street - Siskiyou to End			
Overlay - Winburn Way - Granite to Nutley			
Overlay - Oak Street - Railroad Tracks to Oaklawn			
Overlay - Helman Street - N. Main to Ohio			
Overlay - Ashland Street - Morton to Taylor			
Overlay - Nutley Street - Scenic to Winburn			
Overlay - Holly Street - Morton to Idaho			
Overlay - Morton Street - Iowa to Pennsylvania			
Overlay - Liberty Street - Siskiyou to Iowa			
Crown Grind/Overlay - Iowa Street - Liberty to Idaho			
Overlay/Partial Rebuild - Hersey Street - N. Mountain to Helman			
Overlay/Partial Rebuild - N Mountain Avenue - E. Main to Hersey			
Overlay/Partial Rebuild - Ashland Street - Siskiyou to R/R Tracks			
Overlay/Partial Rebuild - Harrison Street - Siskiyou to Euclid			
Overlay/Partial Rebuild - Hargadine Street - Gresham to 1st			
Repave/Rebuild - B Street - Oak to 5th			
Repave/Rebuild - Granite Street - Nutley to Pioneer			
Repave/Rebuild - E. Main - N Mountain to RR tracks			
Repave/Rebuild - Normal Ave - Ashland St to Siskiyou Blvd			
<b>Subtotal Street Improvements/Overlays</b>	<b>\$ 915,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Local Improvement Districts</b>			
Note: Costs shown are total project costs, City portion varies	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Pavement plus; Schofield Street & Monte Vista Local Improvement District	\$ 347,000	\$ 347,000	
Pavement plus; Fielder Street Local Improvement District (Indiana to End)	\$ 130,000	\$ -	
Pavement plus; Waterline Road Local Improvement District			
Pavement plus; Clay Street Local Improvement District			
Miscellaneous Local Improvement Districts			
<b>Subtotal Local Improvement Districts</b>	<b>\$ 477,000</b>	<b>\$ 347,000</b>	<b>\$ -</b>
<b>TRANSPORTATION / LID</b>	<b>\$ 3,355,000</b>	<b>\$ 922,459</b>	<b>\$ 3,627,541</b>
<b>Airport</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Airport Improvements (AIP) FAA Grant - FY11 Runway 12/30 overlay	\$ 100,000	\$ 100,000	
Entitlement Grant - Airport Improvments - Apron Extension			\$ 165,000
Airport Zoning Update			\$ 50,000
Discretionary Grant - Airport Improvements - Construct Taxiway			
Entitlement Grant - Airport Improvement - Riparian Restoration			
Entitlement Grant - Airport Improvements - Security Upgrades, Perimeter Fencing			
<b>AIRPORT</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 215,000</b>

capital improvements plan

2013-14	2014-15	2015-16	2016-17	2017-18	Unfunded	FY13-18 TOTAL COST
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ 23,000
						\$ 76,800
						\$ 212,741
						\$ 850,000
						\$ 130,000
						\$ 20,000
\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 695,000
\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 555,000
\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 600,000
						\$ 750,000
						\$ 35,000
						\$ 1,000,000
						\$ 80,000
					\$ 2,400,000	\$ 2,400,000
					\$ 1,500,000	\$ 1,500,000
					\$ 1,800,000	\$ 1,800,000
					\$ 500,000	\$ 500,000
					\$ 500,000	\$ 500,000
					\$ 72,000	\$ 72,000
					\$ 30,000	\$ 30,000
\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 6,802,000	\$ 11,829,541

FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
\$ 350,000						\$ 350,000
	\$ 225,000					\$ 225,000
		\$ 320,000				\$ 320,000
		\$ 125,000				\$ 125,000
			\$ 300,000			\$ 300,000
				\$ 250,000		\$ 250,000
				\$ 60,000		\$ 60,000
					\$ 350,000	\$ 350,000
					\$ 200,000	\$ 200,000
					\$ 110,000	\$ 110,000
					\$ 100,000	\$ 100,000
					\$ 95,000	\$ 95,000
					\$ 75,000	\$ 75,000
					\$ 20,000	\$ 20,000
					\$ 650,000	\$ 650,000
					\$ 1,200,000	\$ 1,200,000
					\$ 950,000	\$ 950,000
					\$ 850,000	\$ 850,000
					\$ 600,000	\$ 600,000
					\$ 400,000	\$ 400,000
					\$ 800,000	\$ 800,000
					\$ 700,000	\$ 700,000
					\$ 850,000	\$ 850,000
					\$ 200,000	\$ 200,000
\$ 350,000	\$ 225,000	\$ 445,000	\$ 300,000	\$ 310,000	\$ 8,150,000	\$ 9,780,000

FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ -
\$ 130,000						\$ 130,000
					\$ 400,000	\$ 400,000
					\$ 1,000,000	\$ 1,000,000
					\$ 200,000	\$ 200,000
\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 1,730,000
\$ 760,000	\$ 505,000	\$ 725,000	\$ 580,000	\$ 590,000	\$ 16,552,000	\$ 23,339,541

FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ -
						\$ 165,000
						\$ 50,000
\$ 650,000						\$ 650,000
	\$ 150,000					\$ 150,000
					\$ 183,750	\$ 183,750
\$ 650,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 183,750	\$ 1,198,750

## capital improvements plan

<b>Capital Improvements Plan 2012-2018 Construction Years</b>			
<b>Project Description</b>	<b>Approved 2011-12</b>	<b>Est. Spend 2011-12</b>	<b>2012-13</b>
<b>Water Supply</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Water Master Plan Update / Water Supply Study (Right Water for the Right Use Program)	\$ 80,000	\$ 80,000	
FERC Dam Spillgate Upgrades (50% Electric, 50% Water)	\$ 50,000	\$ 93,000	
Water Conservation Management Plan due April 2012	\$ -	\$ 50,000	
FERC Dam Security & Telemetry Improvements (50% Electric, 50% Water)	\$ 125,000	\$ 120,000	\$ 35,000
FERC Structural Stability Analysis (50% Electric, 50% Water)	\$ 100,000	\$ 82,500	\$ 17,500
FERC Part 12 Dam Safety Inspection (50% Electric, 50% Water)			\$ 40,000
Ashland Creek West Fork Bridge Construction			\$ 12,000
Sediment TMDL in Reeder Resv.	\$ -	\$ 10,000	\$ 60,000
Reeder Resv Study Implementation	\$ -	\$ 28,595	\$ 51,405
Reeder Resv Access Road TMDL Compliance			
Reeder Resv Variable Depth Intake			
TID Terrace St Pump Station Improvements			
TID Canal Piping: Starlite to Terrace Street			
Test existing high capacity wells			\$ 50,000
Water Conservation Smart Controller Pilot Project			
Emergency TAP Pipeline & Pump			
<b>Subtotal Water Supply</b>	<b>\$ 355,000</b>	<b>\$ 464,095</b>	<b>\$ 265,905</b>
<b>Water Treatment &amp; Storage</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Raw Water Bypass Measurement			\$ 25,000
SCADA Radio Frequency FCC Compliance			\$ 45,000
Final CT Disinfection Improvements			\$ 85,000
Permanganate Feed Facility Study & Implementation			
WTP Security Upgrades			
Existing Plant Mech. Elec. & Scada Upgrades			
Ozone /UV Analysis & Disinfection			
2.6-MG Reservoir & Clearwell ("Crowson II")			
2.5 MGD Water Treatment Plant			
Water Plant Security Fencing	\$ 35,000	\$ -	
<b>Subtotal Treatment &amp; Storage</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 155,000</b>
<b>Water Distribution</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Telemetry Station at Water Warehouse			
Water Master Plan Updates			
Park Estates Pump Station/Loop Road Reservoir Alternatives			\$ 200,000
Lit Way New PRV			
Tolman Creek Road New PRV			
Pipe Replacement Program			
Radio Read Meter Program			
Hydrant Replacement Program			
Emergency Response Plan Update			
Cross Connection Control Plan Update			
Safety Plan Update			
Granite Reservoir Valving			
<b>Subtotal Water Distribution</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>Water Mainline Projects</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Ivy Lane - Morton Street to west end of Ivy Lane			\$ 35,000
Ivy Lane - South Mountain to FH-16AD-038			\$ 10,000
Normal Ave - Siskiyou Blvd to Homes Ave			
Walker Ave - Siskiyou Blvd to Ashland Middle School			
Parker Street - Walker Ave to Lit Way			
Harmony Lane - Siskiyou Blvd to Lit Way			
Lit Way - Joy Avenue to Ray Lane			
Ray Lane - Lit Way to Joy Ave			
Beach Street - Larkin Lane to Iowa Street			
AHS Property - Fire hydrant in school property			
Vista Street - Fork St to Hillcrest St			
Vista Street - Intersection of Vista, Hillcrest, Glenview Dr			
Meade Street - Vista St/Hillcrest to Iowa Street			
Elkader Street - Ivy Lane to Pinecrest Trail			
Ivy Lane - South Mountain Ave to Elkader St			
South Mountain Ave - S. Mountain Ave to Emma St			
South Mountain Ave - From S. Mountain Ave to FH 16AD-043			
Pinecrest Terrace - Penny Drive to Woodland Drive			
Pinecrest Terrace - Walker Ave to Starlight Place			
Penny Drive - Woodland Dr to Weissenback Way			
Woodland Drive - Leonard St to Pinecrest Terrace			
Hiawatha Place - Walker Ave to FH 15CA-020			
Morton Street - FH 16AC-023 to PRV 12			
Ashland Mine Road - Cedar Way to Fox Street			
Fox Street - Ashland Mine Road to N. Main Street			
Alameda Drive - Alameda Dr to Dog Park Road			
Skycrest Drive - Orchard St to south end of Skycrest Dr			
Crispin Street - Oak Street to Patterson Street			
Oak Lawn Ave - Oak Street to Sylvia Street			
Sylvia Street - Oak Lawn Ave to FH 04CA-019			
Black Oak Way - Tolman Creek Road to Bellview Ave.			
Oak Knoll Dr - Twin Pines Creek Dr to Cypress Point Loop			
Ashland Street - Tolman Creek Rd to Washington St			
I-5 Crossing - Washington St to Clover Lane			
Ditch Road - Strawberry PS to Grandview Dr			
Lithia Water Line			
Iowa Street - S. Mountain Ave to Wightman St			
Granite Street - Strawberry to Pioneer			
B Street - Oak St to 5th St			
Terrace Street - Iowa to TID Ditch			
<b>Subtotal Mailine Projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>
<b>WATER</b>	<b>\$ 390,000</b>	<b>\$ 464,095</b>	<b>\$ 665,905</b>

capital improvements plan

2013-14	2014-15	2015-16	2016-17	2016-18	Unfunded	FY13-18 TOTAL COST
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ -
						\$ -
						\$ -
						\$ 35,000
						\$ 17,500
			\$ 40,000		\$ 80,000	\$ 160,000
\$ 108,000						\$ 120,000
	\$ 60,000		\$ 60,000		\$ 420,000	\$ 600,000
						\$ 51,405
			\$ 10,000	\$ 90,000		\$ 100,000
					\$ 100,000	\$ 100,000
	\$ 20,000	\$ 200,000				\$ 220,000
				\$ 1,100,000		\$ 1,100,000
						\$ 50,000
	\$ 50,000					\$ 50,000
	\$ 2,000,000					\$ 2,000,000
\$ 108,000	\$ 2,130,000	\$ 200,000	\$ 110,000	\$ 1,190,000	\$ 600,000	\$ 4,603,905
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ 25,000
						\$ 45,000
						\$ 85,000
	\$ 25,000	\$ 240,000				\$ 265,000
\$ 50,000						\$ 50,000
					\$ 1,500,000	\$ 1,500,000
					\$ 1,750,000	\$ 1,750,000
		\$ 746,000	\$ 3,000,000	\$ 3,000,000		\$ 6,746,000
		\$ 1,000,000	\$ 5,500,000	\$ 5,500,000		\$ 12,000,000
					\$ 35,000	\$ 35,000
\$ 50,000	\$ 25,000	\$ 1,986,000	\$ 8,500,000	\$ 8,500,000	\$ 3,285,000	\$ 22,501,000
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
\$ 50,000						\$ 50,000
		\$ 100,000			\$ 600,000	\$ 700,000
\$ 1,800,000						\$ 2,000,000
					\$ 341,000	\$ 341,000
					\$ 341,000	\$ 341,000
					\$ 3,700,000	\$ 3,700,000
					\$ 1,351,000	\$ 1,351,000
					\$ 616,000	\$ 616,000
\$ 20,000						\$ 20,000
	\$ 15,000					\$ 15,000
		\$ 20,000				\$ 20,000
				\$ 100,000		\$ 100,000
\$ 1,870,000	\$ 15,000	\$ 120,000	\$ -	\$ 100,000	\$ 6,949,000	\$ 9,254,000
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
\$ 311,000						\$ 346,000
\$ 84,000						\$ 94,000
\$ 50,000	\$ 467,000					\$ 517,000
	\$ 75,000	\$ 709,000				\$ 784,000
		\$ 20,000	\$ 142,000			\$ 162,000
		\$ 10,000	\$ 55,000			\$ 65,000
		\$ 5,000	\$ 30,000			\$ 35,000
		\$ 5,000	\$ 49,000			\$ 54,000
			\$ 10,000	\$ 81,000		\$ 91,000
			\$ 9,000	\$ 81,000		\$ 90,000
				\$ 149,000		\$ 149,000
				\$ 5,000		\$ 5,000
				\$ 235,000		\$ 235,000
					\$ 72,000	\$ 72,000
					\$ 64,000	\$ 64,000
					\$ 6,000	\$ 6,000
					\$ 17,000	\$ 17,000
					\$ 178,000	\$ 178,000
					\$ 396,000	\$ 396,000
					\$ 83,000	\$ 83,000
					\$ 52,000	\$ 52,000
					\$ 58,000	\$ 58,000
					\$ 130,000	\$ 130,000
					\$ 115,000	\$ 115,000
					\$ 54,000	\$ 54,000
					\$ 35,000	\$ 35,000
					\$ 162,000	\$ 162,000
					\$ 131,000	\$ 131,000
					\$ 29,000	\$ 29,000
					\$ 64,000	\$ 64,000
					\$ 85,000	\$ 85,000
					\$ 287,000	\$ 287,000
					\$ 432,000	\$ 432,000
					\$ 794,000	\$ 794,000
	\$ 75,000	\$ 75,000	\$ 75,000			\$ 225,000
				\$ 70,000		\$ 70,000
					\$ 640,000	\$ 640,000
					\$ 300,000	\$ 300,000
					\$ 250,000	\$ 250,000
					\$ 350,000	\$ 350,000
\$ 445,000	\$ 617,000	\$ 824,000	\$ 370,000	\$ 621,000	\$ 4,784,000	\$ 7,706,000
\$ 2,473,000	\$ 2,787,000	\$ 3,130,000	\$ 8,980,000	\$ 10,411,000	\$ 15,618,000	\$ 44,064,905

## capital improvements plan

<b>Capital Improvements Plan 2012-2018 Construction Years</b>			
<b>Project Description</b>	<b>Approved 2011-12</b>	<b>Est. Spend 2011-12</b>	<b>2012-13</b>
<b>WASTEWATER</b>			
<b>Wastewater Treatment Plant</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Wastewater Treatment Plant Membrane Sections Replacement / UV System Upgrades	\$ 539,120	\$ 464,094	\$ 35,026
Wastewater Treatment Plant Process Improvements			\$ 100,000
Outfall Relocation / Fish Screen			\$ 20,000
Shading (Capital Cost + first 6 years of O&M)			\$ 246,000
Backup (Portable) Pump			\$ 60,000
Membrane Replacement (two trains)			\$ 800,000
Oxidation Ditch Shell			
RAS Pump Replacement			
Wastewater Master Plan Update			
<b>Subtotal Treatment Plant</b>	<b>\$ 539,120</b>	<b>\$ 464,094</b>	<b>\$ 1,261,026</b>
<b>Wastewater Collection System</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Wastewater Master Plan Update	\$ 150,000	\$ 150,000	
Wastewater Line Replacement; Ashland Creek Main Line	\$ 275,000	\$ 42,105	\$ 482,895
Wastewater Line Replacement; Miscellaneous In-House	\$ 50,000	\$ 50,000	\$ 60,000
Abandon Nevada St PS and realign line	\$ 125,000	\$ 10,000	\$ 115,000
Grandview Pump Station Replacement			
Wastewater Line Upsizing - 18" & 24" Parallel Trunkline along Bear Creek			\$ 24,960
Wastewater Line Replacement; 15" Main - Mountain Avenue			\$ 2,360
Wastewater Line Replacement; 24" Trunkline - Oak Street			\$ 800
Wastewater Line Replacement; 15" Main - A Street			\$ 10,440
Wastewater Line Replacement; 12" Main - Railroad			\$ 5,500
Wastewater Line Replacement; 12" Main - Siskiyou Boulevard			
Miscellaneous Upgrades			\$ 125,000
Portable Flow Meters			\$ 60,000
Storm Water Inflow Study (2012-2013)			\$ 60,000
Wastewater Line Replacement; Oak Street - Lithia Way to B Street			
Wastewater Line Realignment; N. Mountain Ave - Hersey to Bear Creek Trunk			
Bear Creek Interceptor Trunk Line Upsizing Wightman to Tolman Creek Road			
Wastewater Line Realignment - Hersey Street; Patterson to Water St			
<b>Subtotal Collection System</b>	<b>\$ 600,000</b>	<b>\$ 252,105</b>	<b>\$ 946,955</b>
<b>WASTEWATER</b>	<b>\$ 1,139,120</b>	<b>\$ 716,199</b>	<b>\$ 2,207,981</b>
<b>Storm Drain</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Storm Water Master Plan Update	\$ 15,000	\$ 5,000	\$ 10,000
Water Quality Improvements - Basins/Riparian Areas	\$ 100,000	\$ 65,000	\$ 315,000
Storm Drain Replacement - Webster Street to Iowa Street			\$ 125,000
2nd Street Storm Drain E. Main to Lithia Way			
Beach / Mountain Creek; Idaho from Iowa to Holly	\$ 52,000	\$ -	
Storm Drain Relocation - Intersection of Woodland & Indiana			
Hersey Wetlands 18" high flow bypass			
Open Drainage Improvements; O&M Plan; Cemetery Ck, Clay Ck, RR Park			
Beach / Mountain Creek; N. Mountain Ave from C to RR Tracks			
Beach / Mountain Creek; Hersey/Starflower			
Beach / Mountain Creek; C Street / Alleys			
Beach / Mountain Creek; Energy / Velocity Dissipator			
Liberty Street - Iowa to Pracht Street Storm Drain Line Installation			
Hersey Street Bridge Bottom replacement			
Storm Drain Line Replacement / Upsize, etc per SWMP			
Clay Creek Culvert @ E Main (JaCo)			
Cemetery Creek Culvert @ E Main Street (JaCo)			
Lithia Way Culvert (ODOT)			
Mountain Creek Water Quality Improvements - B St Yard outfall			
<b>STORM DRAIN</b>	<b>\$ 167,000</b>	<b>\$ 70,000</b>	<b>\$ 450,000</b>
<b>Capital Improvements Plan 2012-2018 Construction Years</b>			
<b>Project Description</b>	<b>Approved 2011-12</b>	<b>Est. Spend 2011-12</b>	<b>2012-13</b>
<b>ELECTRIC</b>			
	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
N. Main Street - Wimer/Hersey Intersection Re-alignment	\$ -	\$ 150,000	\$ 150,000
Install New Services & New Infrastructure	\$ 300,000	\$ 300,000	\$ 300,000
Electric Utility Line Installation; In-house Various Locations	\$ 75,000	\$ 75,000	\$ 75,000
Mountain Avenue Substation Purchase	\$ 1,000,000	\$ -	\$ 1,400,000
N. Main Feeder Upgrade, Helman to Maple	\$ 50,000	\$ 50,000	\$ 50,000
Ashland Substation Upgrade	\$ 50,000	\$ 50,000	\$ 50,000
Oak Street Facility Undergrounding - Van Ness to Nevada	\$ 30,000	\$ 30,000	\$ 30,000
Crowson Road/I-5 Freeway Crossing Upgrade	\$ 30,000	\$ 30,000	
Upgrade Feeder Line - Morton Street			\$ 30,000
Oak Knoll Substation Upgrade			\$ 50,000
FERC Part 12 Hosler Dam Safety Analysis			
Hersey Street Facility Undergrounding - Oak to N. Mountain			
SCADA System			
E. Main Street/I-5 Freeway Crossing Upgrade			
Replace Street Lights - N. Main Street			
Upgrade Business District Feeder Line - Underground Distribution			
<b>ELECTRIC</b>	<b>\$ 1,535,000</b>	<b>\$ 685,000</b>	<b>\$ 2,135,000</b>

**capital improvements plan**

2013-14	2014-15	2015-16	2016-17	2016-18	Unfunded	FY13-18 TOTAL COST
<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Unfunded</b>	<b>Project Totals</b>
\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		\$ 35,026
\$ 20,000	\$ 20,000	\$ 80,000	\$ 358,000	\$ 358,000		\$ 600,000
\$ 320,000	\$ 465,000	\$ 416,000	\$ 110,000	\$ 89,000		\$ 856,000
						\$ 1,646,000
	\$ 800,000					\$ 60,000
\$ 224,000	\$ 450,000	\$ 1,663,000	\$ 1,663,000			\$ 1,600,000
			\$ 90,000			\$ 4,000,000
			\$ 62,500	\$ 62,500		\$ 90,000
						\$ 125,000
<b>\$ 664,000</b>	<b>\$ 1,835,000</b>	<b>\$ 2,259,000</b>	<b>\$ 2,383,500</b>	<b>\$ 609,500</b>	<b>\$ -</b>	<b>\$ 9,012,026</b>
<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Unfunded</b>	<b>Project Totals</b>
						\$ -
						\$ 482,895
\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		\$ 310,000
						\$ 115,000
	\$ 350,000					\$ 350,000
\$ 99,840	\$ 561,600	\$ 561,600				\$ 1,248,000
\$ 9,440	\$ 106,200					\$ 118,000
\$ 3,200	\$ 36,000					\$ 40,000
\$ 41,760	\$ 94,000		\$ 375,800			\$ 522,000
\$ 22,000	\$ 123,500	\$ 124,000				\$ 275,000
		\$ 1,460	\$ 5,840	\$ 65,700		\$ 73,000
\$ 105,000	\$ 105,000					\$ 335,000
						\$ 60,000
						\$ 60,000
					\$ 125,000	\$ 125,000
					\$ 225,000	\$ 225,000
					\$ 450,000	\$ 450,000
					\$ 225,000	\$ 225,000
<b>\$ 331,240</b>	<b>\$ 1,426,300</b>	<b>\$ 737,060</b>	<b>\$ 431,640</b>	<b>\$ 115,700</b>	<b>\$ 1,025,000</b>	<b>\$ 5,013,895</b>
<b>\$ 995,240</b>	<b>\$ 3,261,300</b>	<b>\$ 2,996,060</b>	<b>\$ 2,815,140</b>	<b>\$ 725,200</b>	<b>\$ 1,025,000</b>	<b>\$ 14,025,921</b>
<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Unfunded</b>	<b>Project Totals</b>
						\$ 10,000
						\$ 315,000
						\$ 125,000
\$ 150,000						\$ 150,000
	\$ 52,000					\$ 52,000
					\$ 50,000	\$ 50,000
					\$ 186,000	\$ 186,000
					\$ 945,000	\$ 945,000
					\$ 215,000	\$ 215,000
					\$ 50,000	\$ 50,000
					\$ 160,000	\$ 160,000
					\$ 150,000	\$ 150,000
					\$ 85,000	\$ 85,000
					\$ 375,000	\$ 375,000
					\$ 200,000	\$ 200,000
					\$ 150,000	\$ 150,000
					\$ 150,000	\$ 150,000
					\$ 550,000	\$ 550,000
					\$ 30,000	\$ 30,000
<b>\$ 150,000</b>	<b>\$ 52,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,296,000</b>	<b>\$ 3,948,000</b>
2013-14	2014-15	2015-16	2016-17	2016-18	Unfunded	FY13-18 TOTAL COST
<b>FY 14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>Unfunded</b>	<b>Project Totals</b>
\$ 300,000	\$ 300,000	\$ 300,000	\$ 325,000	\$ 325,000		\$ 150,000
\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000		\$ 1,850,000
						\$ 650,000
						\$ 1,400,000
						\$ 50,000
\$ 50,000		\$ 25,000				\$ 125,000
						\$ 30,000
	\$ 75,000					\$ 75,000
			\$ 50,000			\$ 80,000
\$ 50,000						\$ 100,000
\$ 60,000			\$ 60,000			\$ 120,000
\$ 75,000	\$ 75,000	\$ 90,000	\$ 75,000			\$ 315,000
	\$ 20,000			\$ 25,000		\$ 45,000
		\$ 90,000			\$ 200,000	\$ 290,000
		\$ 20,000	\$ 20,000	\$ 20,000		\$ 60,000
				\$ 100,000		\$ 100,000
<b>\$ 635,000</b>	<b>\$ 570,000</b>	<b>\$ 650,000</b>	<b>\$ 655,000</b>	<b>\$ 595,000</b>	<b>\$ 200,000</b>	<b>\$ 5,440,000</b>

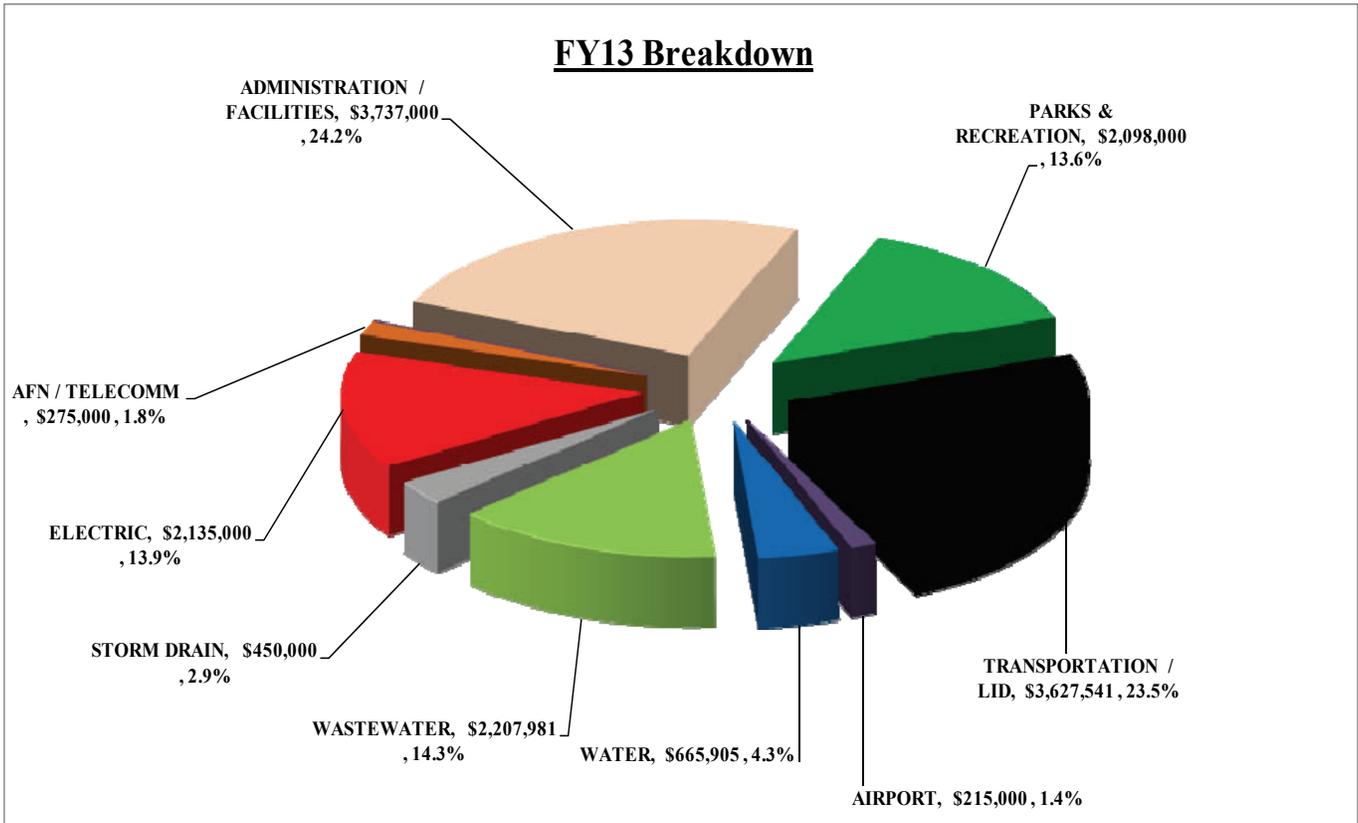
**capital improvements plan**

<b>Capital Improvements Plan 2012-2018 Construction Years</b>			
<b>AFN / TELECOMMUNICATIONS</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Telecommunications Services and Fiber Expansion	\$ 95,000	\$ 95,000	\$ 55,000
Telecommunications Installations, Extensions, and Undergrounding	\$ 30,000	\$ 30,000	\$ 30,000
Wireless Services Deployment	\$ 10,000	\$ 10,000	\$ 10,000
Replace Node Power Supply Batteries			\$ 20,000
Microstation to GIS			
<b>AFN / TELECOMM</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>	<b>\$ 115,000</b>
<b>INFORMATION TECHNOLOGY</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Desktop and Laptop Planned Replacement (25% Annually)	\$ 80,000	\$ 80,000	\$ 80,000
Server Replacements (Virtual Server Solution)	\$ 60,000	\$ 60,000	
Printer and Copier Replacements			\$ 20,000
Operating System and Office Productivity Software Required Upgrades			\$ 60,000
IP-Phones and Telephony Migration Project			
Email Migration			
Desktop Management Solution			
<b>INFORMATION TECHNOLOGY</b>	<b>\$ 140,000</b>	<b>\$ 140,000</b>	<b>\$ 160,000</b>
<b>GIS</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Citywide Aerial Photographs	\$ 75,000	\$ 75,000	
<b>GIS</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>
<b>ADMINISTRATIVE SERVICES / FINANCE</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Financial Software Upgrades	\$ 250,000	\$ 250,000	
<b>INFORMATION TECHNOLOGY / GIS / ADMINISTRATIVE SERVICES / FINANCE</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>
<b>ADMINISTRATION - City Facilities</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
EV Charging Stations Installations	\$ 20,000	\$ 20,000	
I/T Headend Room Fire Suppression System	\$ 40,000	\$ 40,000	
City Facility Upgrades & Maintenance	\$ 125,000	\$ 100,000	\$ 150,000
Miscellaneous Roof Replacement	\$ 310,000	\$ 310,000	\$ 150,000
Fire Station No. 2 Reconstruction	\$ 3,000,000	\$ 1,063,000	\$ 1,937,000
Police Department Building Improvements	\$ 78,000	\$ 30,000	\$ 1,500,000
Fire Department Public Safety Training Facility			
Administration Offices at Fire Station 1			
Pump Pit for NFPA Certification			
Council Chamber's Improvements			
Council Chamber's TV Facilities Improvements			
City Hall Computer Network			
Archive Building Construction			
Long Term Facilities Replacement			
City Facilities Upgrades - based on a Facilities Plan			
<b>ADMINISTRATION - FACILITIES</b>	<b>\$ 3,573,000</b>	<b>\$ 1,563,000</b>	<b>\$ 3,737,000</b>
<b>PARKS &amp; RECREATION</b>	<b>FY12</b>	<b>FY12 Est</b>	<b>FY13</b>
Tennis Courts Lighting Improvements	\$ 75,000	\$ 60,000	
Bluebird Park Stairs	\$ 25,000	\$ 70,000	
Oak Knoll Irrigation Replacement / Improvements	\$ 350,000	\$ 85,000	\$ 80,000
Open Space Acquisition / Park Development	\$ 400,000	\$ 60,000	\$ 400,000
Lower Clay Street Purchase	\$ 300,000	\$ 208,000	\$ 206,000
Lithia Park Master Plan / Rehabilitation	\$ 25,000	\$ -	\$ 150,000
Ashland Creek Park Development	\$ 500,000	\$ -	\$ 750,000
Calle Guanajuato Improvements	\$ 100,000	\$ 25,000	\$ 300,000
Ice Rink Cover Replacements and Improvements	\$ -	\$ -	\$ 112,000
Deferred Infrastructure Improvements / Replacements			\$ 75,000
Sign Plan	\$ -	\$ -	\$ 25,000
Garfield Park Water Play	\$ -	\$ -	
Nature Center Remodel	\$ 20,000	\$ -	
Lower Clay Street Development	\$ 50,000	\$ 21,000	
Upper Clay Street Development	\$ 30,000	\$ -	
Sherwood Park Restrooms	\$ 35,000	\$ 15,000	
Softball Field Lights at N. Mountain Park	\$ 90,000	\$ -	
Multi-Generational Recreation Center			
Artificial Turf Field			
Lithia Park Shop / Yard Relocation			
<b>PARKS &amp; RECREATION</b>	<b>\$ 2,000,000</b>	<b>\$ 544,000</b>	<b>\$ 2,098,000</b>
<b>TOTAL CIP OVER TIME</b>	<b>\$ 12,859,120</b>	<b>\$ 5,664,753</b>	<b>\$ 15,411,427</b>

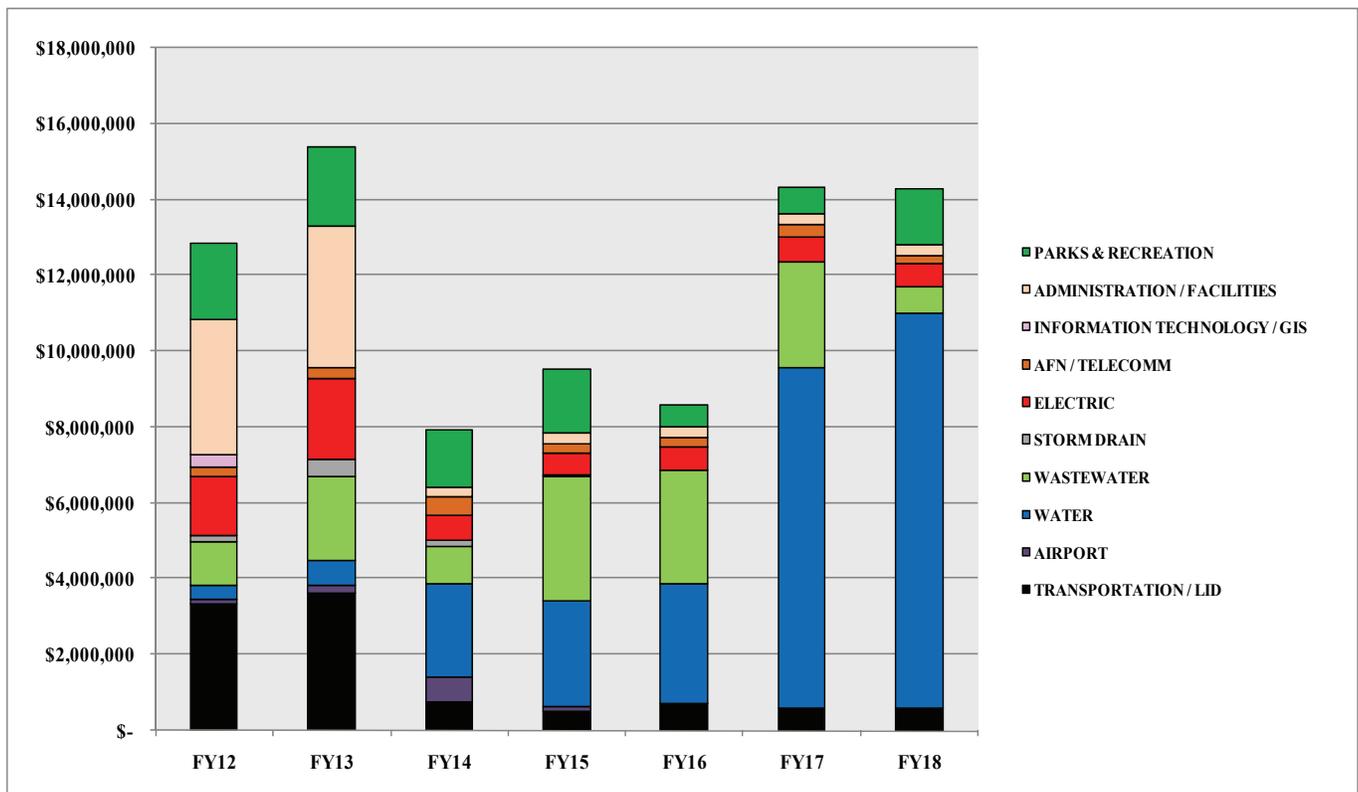
**capital improvements plan**

FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
\$ 175,000	\$ 40,000	\$ 110,000	\$ 80,000	\$ 80,000		\$ 540,000
\$ 15,000	\$ 45,000	\$ 30,000	\$ 45,000	\$ 45,000		\$ 210,000
						\$ 10,000
					\$ 20,000	\$ 40,000
					\$ 15,000	\$ 15,000
\$ 190,000	\$ 85,000	\$ 140,000	\$ 125,000	\$ 125,000	\$ 35,000	\$ 815,000
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 480,000
			\$ 60,000			\$ 60,000
	\$ 20,000			\$ 20,000		\$ 60,000
	\$ 60,000		\$ 60,000			\$ 180,000
\$ 193,700						\$ 193,700
\$ 25,200						\$ 25,200
					\$ 20,000	\$ 20,000
\$ 298,900	\$ 160,000	\$ 80,000	\$ 200,000	\$ 100,000	\$ 20,000	\$ 1,018,900
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ -
						\$ -
\$ 125,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000		\$ 795,000
\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		\$ 900,000
						\$ 1,937,000
						\$ 1,500,000
					\$ 800,000	\$ 800,000
					\$ 280,000	\$ 280,000
					\$ 42,000	\$ 42,000
					\$ 300,000	\$ 300,000
					\$ 40,000	\$ 40,000
					\$ 45,000	\$ 45,000
					\$ 1,500,000	\$ 1,500,000
					\$ 1,750,000	\$ 1,750,000
					\$ 1,200,000	\$ 1,200,000
\$ 275,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 5,957,000	\$ 11,089,000
FY14	FY15	FY16	FY17	FY18	Unfunded	Project Totals
						\$ -
						\$ -
						\$ 80,000
\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000		\$ 2,400,000
\$ 206,000	\$ 206,000	\$ 206,000	\$ 206,000	\$ 103,000		\$ 1,133,000
\$ 500,000	\$ 1,000,000					\$ 1,650,000
						\$ 750,000
						\$ 300,000
						\$ 112,000
					\$ 1,925,000	\$ 2,000,000
						\$ 25,000
\$ 400,000						\$ 400,000
\$ 20,000	\$ 80,000					\$ 100,000
			\$ 75,000	\$ 750,000		\$ 825,000
			\$ 20,000	\$ 200,000		\$ 220,000
					\$ 40,000	\$ 40,000
					\$ 75,000	\$ 75,000
					\$ 1,650,000	\$ 1,650,000
					\$ 1,750,000	\$ 1,750,000
					\$ 1,750,000	\$ 1,750,000
\$ 1,526,000	\$ 1,686,000	\$ 606,000	\$ 701,000	\$ 1,453,000	\$ 7,190,000	\$ 15,260,000
\$ 7,953,140	\$ 9,536,300	\$ 8,607,060	\$ 14,336,140	\$ 14,279,200	\$ 50,076,750	\$ 120,200,017

# FY 13 Breakdown



# FY12-FY18 CIP Summary by Department



**TITLE: RAILROAD CROSSING IMPROVEMENTS; Hersey & Laurel**

**PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>Funding Sources:</b>	
\$182,741	Grants
30,000	Fees & Rates
<u>\$212,741</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$212,741	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$212,741</u>	<u>Total</u>

**Project Description:**

This project will replace the crossing surfaces and widen crossing 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 not be installed under this project. ODOT Rail Division has approved the City's application for improvement of this crossing and has issued the necessary order for the work. The improvement of this dangerous railroad crossing project is funded with grant money provided through the Surface Transportation Program (STP), which is administered through the Local Metropolitan Planning Organization.



**capital improvements plan**

**TITLE: N. MAIN ST.-WIMMER/HERSEY INTERSECTION REALIGNMENT (Electric as well)**

**PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

**Funding Sources:**

\$226,272	Grants
623,728	Fees & Rates
<u>\$850,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$850,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$850,000</u>	<u>Total</u>

**Project Description:**

The intersection of N. Main/Wimer and Hersey Streets has long been Ashland's most problematic intersection. The 20-foot offset of Hersey and Wimer Street makes simultaneous left turn movement impossible, often causing stalled traffic and congestion. This project would re-align the two streets so that traffic can move more freely and safely. This work is being done in conjunction with the N. Main Road Diet project and is a key element for the success of that project.



TITLE: NORTH MAIN STREET ROAD DIET

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<b>Funding Sources:</b>	
\$100,000	Grants
30,000	Fees & Rates
<u>\$130,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$130,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$130,000</u>	<u>Total</u>

**Project Description:**

The N. Main Street Road Diet Project would reduce the existing four lanes of traffic to two vehicle travel lanes, one center turn lane and two bicycle lanes. Studies have shown that this type of lane re-configuration can effectively reduce the number and severity of vehicle crashes. The project limits are from the railroad overpass at the north City limits to Helman Street. The Road Diet will be first attempted as a pilot project which will remain in place for up to one year. The effectiveness of the road diet will be analyzed and a determination made whether or not the three lane configuration should remain.



**capital improvements plan**

**TITLE: TRANSPORTATION SYSTEM PLAN**

**PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY**

**RESPONSIBLE DEPARTMENT:**

**Public Works Department / Engineering Division**

**Funding Sources:**

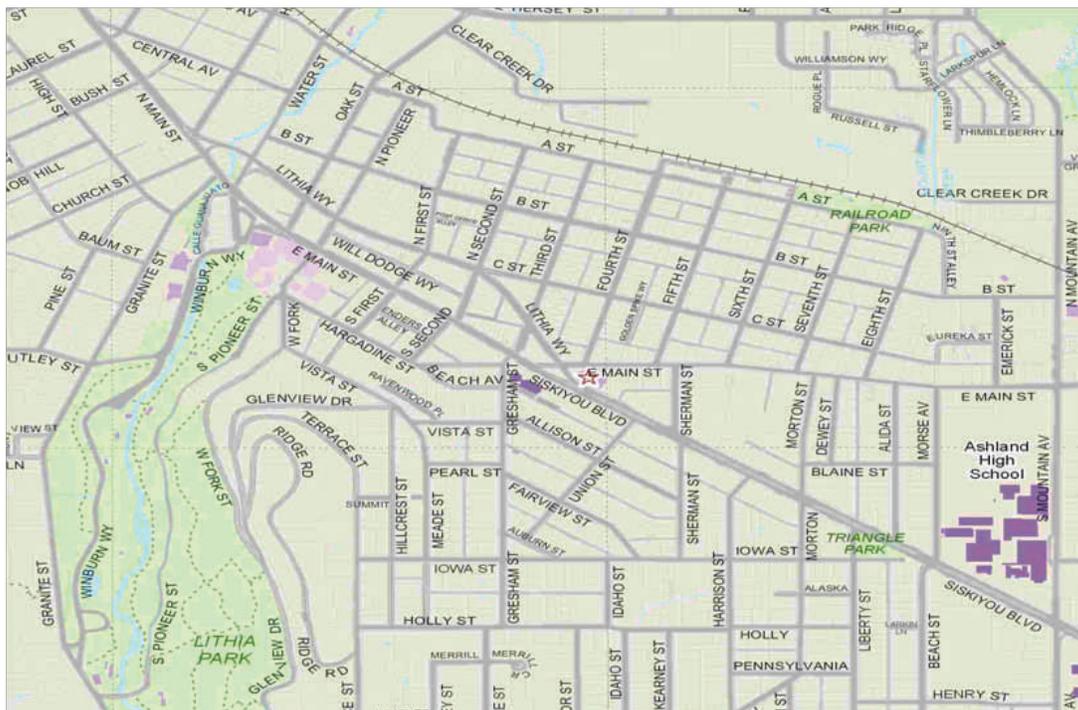
\$20,000	Street SDC
\$20,000	Total

**Project cost by Budget Year:**

\$20,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
\$20,000	Total

**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".



**TITLE: MISCELLANEOUS CONCRETE SAFETY REPAIRS**

**PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>Funding Sources:</b>	
\$695,000	Fees & Rates
<u>\$695,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$195,000	2013
\$100,000	2014
\$100,000	2015
\$100,000	2016
\$100,000	2017
\$100,000	2018
<u>\$695,000</u>	<u>Total</u>

**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 funds 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 improvements 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:**

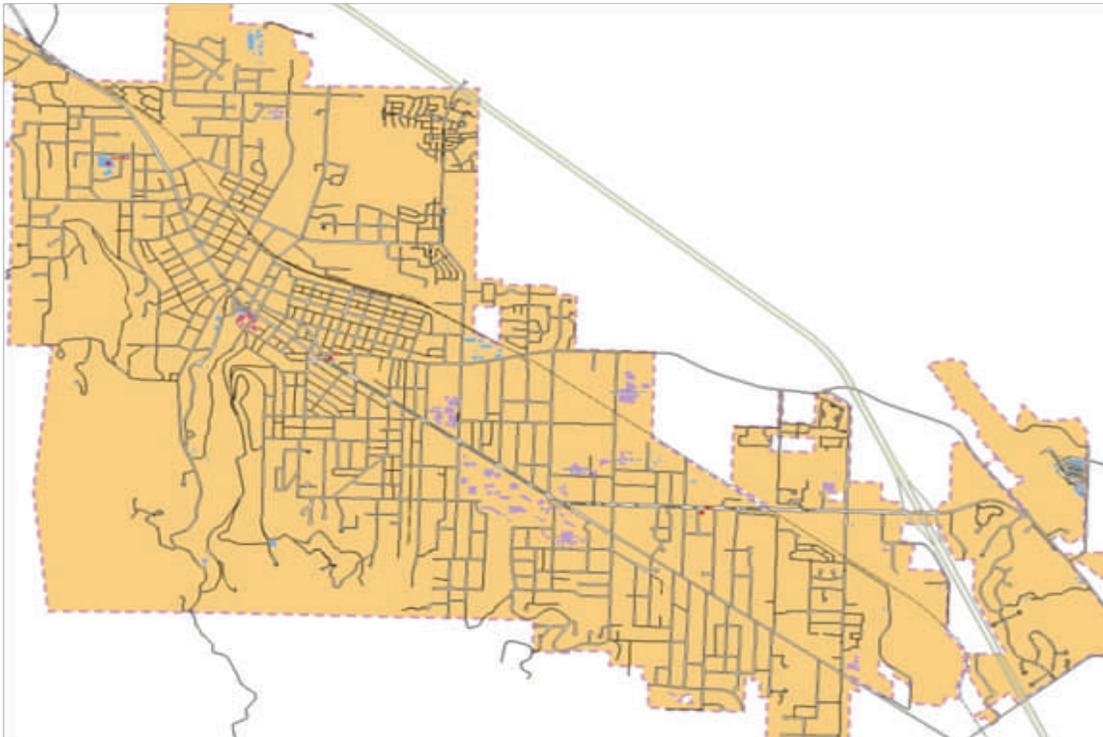
\$138,750	Street SDC
416,250	Fees & Rates
<u>\$555,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$155,000	2013
\$80,000	2014
\$80,000	2015
\$80,000	2016
\$80,000	2017
\$80,000	2018
<u>\$555,000</u>	<u>Total</u>

**Project Description:**

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, funding is allocated yearly. New sidewalk projects benefit the community as they provide important connectivity improvements that allow pedestrians to travel our community safely.



TITLE: SLURRY SEAL STREETS PER PMS

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

**Funding Sources:**

\$600,000	Fees & Rates
<u>\$600,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$100,000	2013
\$100,000	2014
\$100,000	2015
\$100,000	2016
\$100,000	2017
\$100,000	2018
<u>\$600,000</u>	<u>Total</u>

**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 improvements plan**

**TITLE: WALKER AVE IMPROVEMENTS - ASHLAND ST TO E MAIN (CMAQ)**

**PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>Funding Sources:</b>	
\$666,694	Grants
83,306	Fees & Rates
<u>\$750,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$750,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$750,000</u>	<u>Total</u>

**Project Description:**

This project is a Safe Routes to School Project and is funded under the CMAQ program. Improvement elements include construction of a six-foot wide sidewalk on the west side of the street and improvement of the railcrossing to include sidewalks and bike lanes, as well as a smoother crossing surface. The project limits are from Ashland Street to East Main Street.



TITLE: RAILROAD CROSSING IMPROVEMENTS; OAK STREET

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<b>Funding Sources:</b>	
\$35,000	Fees & Rates
<u>\$35,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$35,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$35,000</u>	<u>Total</u>

**Project Description:**

This project will replace the crossing surface and widen crossings to include bike and pedestrian crossings 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.



**capital improvements plan**

**TITLE: HIGH SCHOOL CROSSWALK BEACON**

**PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

**Funding Sources:**

\$40,000	Fees & Rates
<u>40,000</u>	<u>Other</u>
<u>\$80,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$80,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$80,000</u>	<u>Total</u>

**Project Description:**

This project will include the removal of the existing flashing beacon at the mid-block crosswalk between S. Mountain Avenue and the Beach Street/Morse Avenue Intersections. Once removed, a new Rectangular Rapid Flashing Beacon system will be installed to match the other flashing beacons along the Siskiyou Boulevard frontage of Southern Oregon University. All of those beacons will be upgraded as part of the North Campus Village Development.



**TITLE: CROMAN CENTRAL BOULEVARD**

**PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>Funding Sources:</b>	
<u>\$1,000,000</u>	<u>Grants</u>
<u>\$1,000,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$1,000,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$1,000,000</u>	<u>Total</u>

**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: ENTITLEMENT GRANT - AIRPORT IMPROVEMENTS - APRON EXTENSION

PROJECT TYPE: AIRPORT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<b>Funding Sources:</b>	
\$25,000	Fees & Rates
140,000	Other
<u>\$165,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$165,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$165,000</u>	<u>Total</u>

**Project Description:**

The City is currently looking to expand existing apron space to accommodate the development of onsite businesses. The apron expansion is an approved FAA Capital Improvement’s Project and is set over two phases as required to support airport development and growth.



**capital improvements plan**

TITLE: AIRPORT ZONING UPDATE

PROJECT TYPE: AIRPORT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

**Funding Sources:**

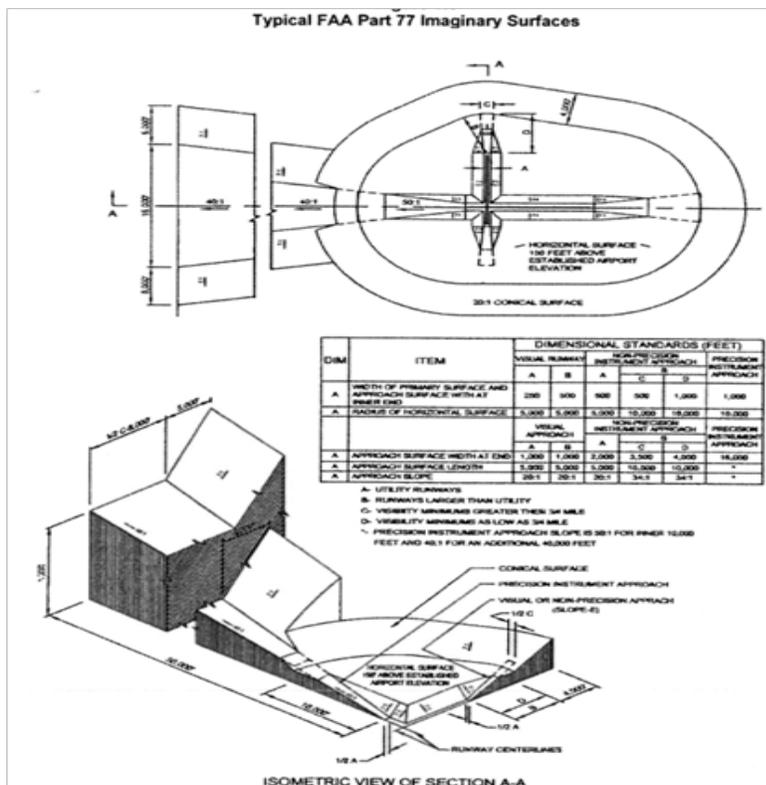
\$50,000	Grants
\$50,000	Total

**Project cost by Budget Year:**

\$50,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
\$50,000	Total

**Project Description:**

The current airport overlay zone is outdated and needs an update to allow for Airport appropriate development. The zoning update will entail updating the current airport overlay zone with requirements from FAR 77 for height restrictions and allowing for airport appropriate development without the encumbrance of sidewalks, street trees/landscaping and other issues presented from the E1 parent zone.



TITLE: FERC DAM SECURITY & TELEMTRY IMPROVEMENTS (50% ELECTRIC/50% WATER)

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<b>Funding Sources:</b>	
\$8,750	Fees & Rates
\$8,750	Street SDC
17,500	Other
<u>\$35,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$35,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$35,000</u>	<u>Total</u>

**Project Description:**

The Federal Energy Regulatory Commission (FERC) mandates security planning for the Hostler Dam that includes video surveillance of the Dam and the access gates, as well as implementation of improved fencing and replacement of outdated communication equipment.



**capital improvements plan**

**TITLE: FERC PART 12 HOSLER DAM SAFETY INSPECTION**

**PROJECT TYPE: WATER SUPPLY** (50% Electric/50% Water)

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

**Funding Sources:**

\$40,000	Fees & Rates
40,000	SDC's
80,000	Unfunded
<u>\$160,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$80,000	Unfunded
\$40,000	2013
\$0	2014
\$0	2015
\$0	2016
\$40,000	2017
<u>\$160,000</u>	<u>Total</u>

**Project Description:**

Hostler 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 seismic evaluation which is currently in process in advance of the 2013 inspection. The seismic evaluation is analyzing post-earthquake base shear structural stability at the contact between the structure and the bedrock.



TITLE: ASHLAND CREEK WEST FORK BRIDGE CONSTRUCTION

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering

<b>Funding Sources:</b>	
\$30,000	Fees & Rates
90,000	SDC's
<u>\$120,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$12,000	2013
\$108,000	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$120,000</u>	<u>Total</u>

**Project Description:**

Access to Reeder Reservoir's East and West Fork diversions has in the past been severely limited by high water and a washed out West Fork creek crossing. This crossing will construct a new bridge over the West Fork to ensure access and help to reduce erosion inputs into the Reservoir.



**capital improvements plan**

**TITLE: SEDIMENT TMDL IN REEDER RESERVOIR**

**PROJECT TYPE: WATER SUPPLY**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering**

**Funding Sources:**

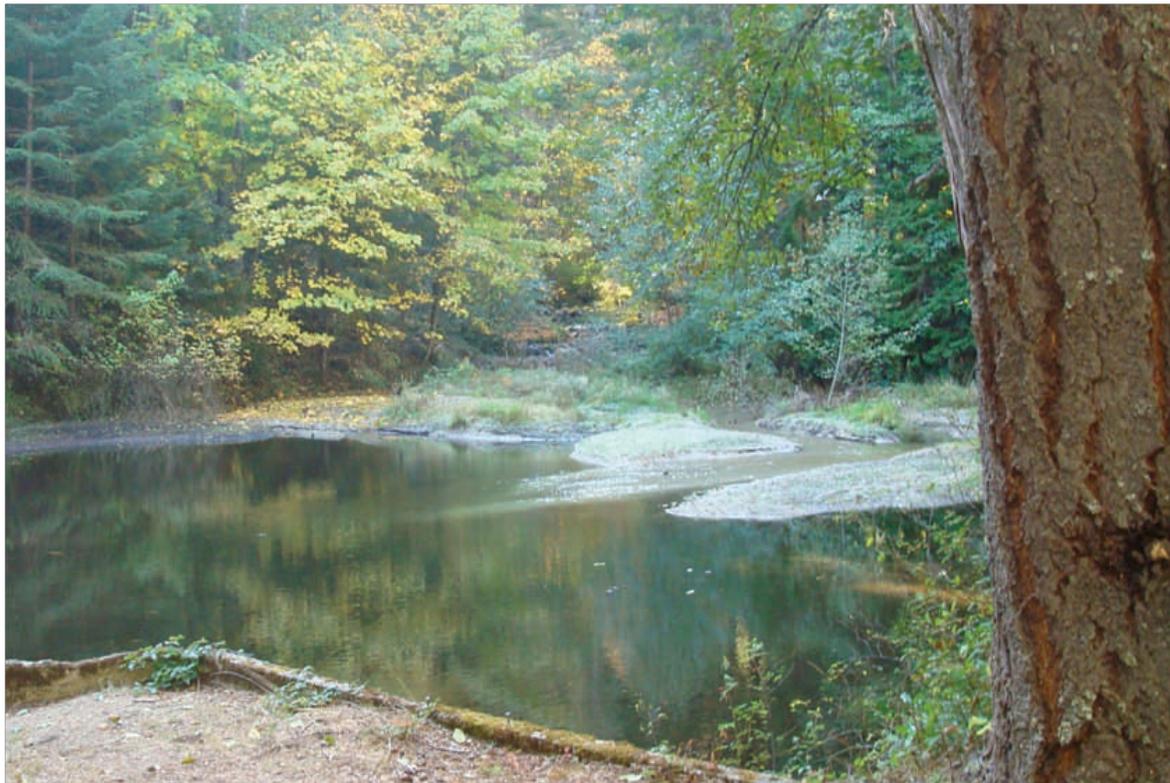
\$45,000	Fees & Rates
135,000	SDC's
<u>\$180,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$60,000	2013
\$0	2014
\$60,000	2015
\$0	2016
\$60,000	2017
\$0	2018
<u>\$180,000</u>	<u>Total</u>

**Project Description:**

Oregon DEQ has established a sedimentation total maximum daily load (TMDL) for Reeder Reservoir requiring that no more than 3.62 cubic yards per day shall be added to the Reservoir. The City is required to monitor the sediment and prevent excess accumulation. To do this and also preserve the water storage capacity of the reservoir, the City will be removing accumulated sediment every other year from the upper small dam impoundments in order to prevent it from entering Reeder Reservoir itself. An additional \$420,000 needed for this project is unfunded.



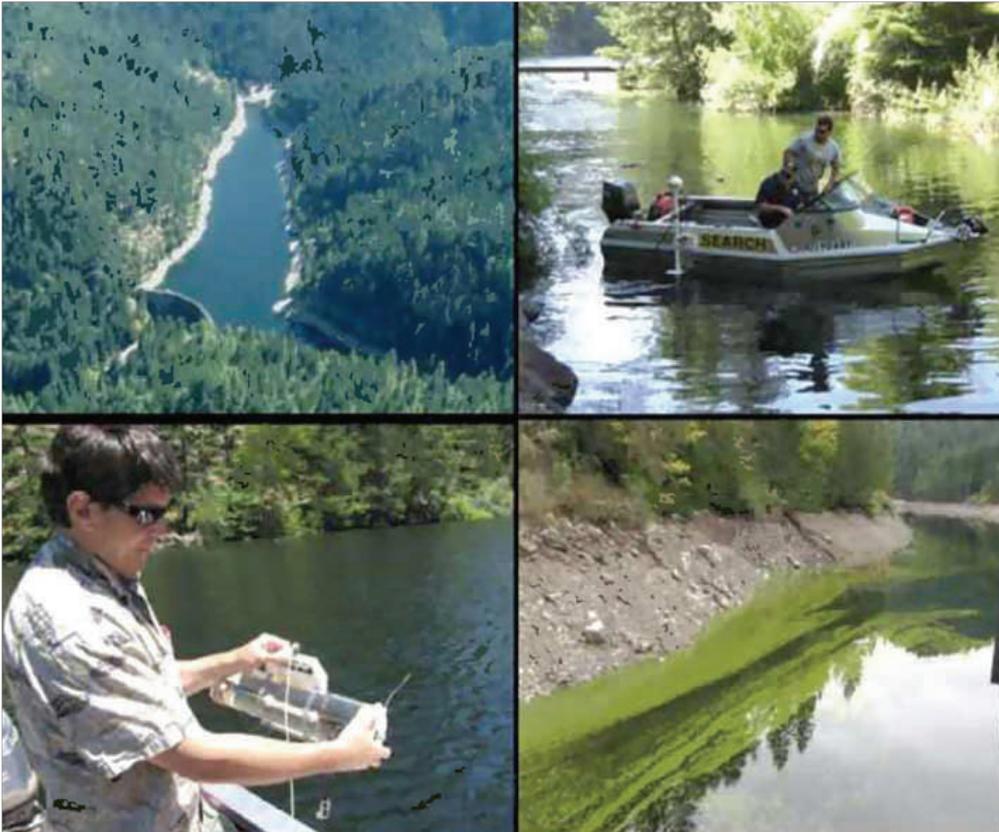
TITLE: REEDER RESERVOIR STUDY IMPLEMENTATION

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department /Engineering

<b>Funding Sources:</b>	
\$12,850	Fees & Rates
38,555	SDC's
<u>\$51,405</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$51,405	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$51,405</u>	<u>Total</u>

**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, and that several different types of monitoring be carried out in order to develop a model of the nutrient circulation. The goal is to create a management plan that protects water quality as well as minimizing nutrient accumulation and algae production.



**capital improvements plan**

**TITLE: TEST EXISTING HIGH CAPACITY WELLS**

**PROJECT TYPE: WATER SUPPLY**

**RESPONSIBLE DEPARTMENT: Public Works Department /Engineering**

**Funding Sources:**

<u>\$50,000</u>	<u>Fees &amp; Rates</u>
<u>\$50,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$50,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$50,000</u>	<u>Total</u>

**Project Description:**

The 2011 Water Conservation and Re-use study, funded by a grant from the Oregon Drinking Water Program, evaluated groundwater in the Ashland area and identified several high producing wells in or near Ashland that should be tested to determine if they can be utilized to produce high quality water during emergencies.



**TITLE: RAW WATER BYPASS MEASUREMENT**

**PROJECT TYPE: WATER TREATMENT & STORAGE**

**RESPONSIBLE DEPARTMENT: Public Works Department / Water Treatment**

<b>Funding Sources:</b>	
\$25,000	Fees & Rates
<u>\$25,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$25,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$25,000</u>	<u>Total</u>

**Project Description:**

The existing 12" piping and meter used to bypass the generator at the power-house are no longer functioning and need to be replaced. Installation will be performed by City crews.



**capital improvements plan**

**TITLE: SCADA RADIO FREQUENCY FCC COMPLIANCE**

**PROJECT TYPE: WATER TREATMENT & STORAGE**

**RESPONSIBLE DEPARTMENT: Public Works Department / Water Treatment**

**Funding Sources:**

<u>\$45,000</u>	<u>Fees &amp; Rates</u>
<u>\$45,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$45,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$45,000</u>	<u>Total</u>

**Project Description:**

The control components of the water storage and distribution system are interconnected by a telemetry system known as SCADA (supervisory control and data acquisition). The FCC recently changed the frequency ranges that utilities are allowed to operate within, and significant penalties will be assessed to entities that do not meet the new requirements by December 31, 2012.



TITLE: FINAL CT DISINFECTION IMPROVEMENTS

PROJECT TYPE: WATER TREATMENT & STORAGE

RESPONSIBLE DEPARTMENT: Public Works Department / Water Treatment

**Funding Sources:**

\$85,000	Fees & Rates
<u>\$85,000</u>	<u>Total</u>

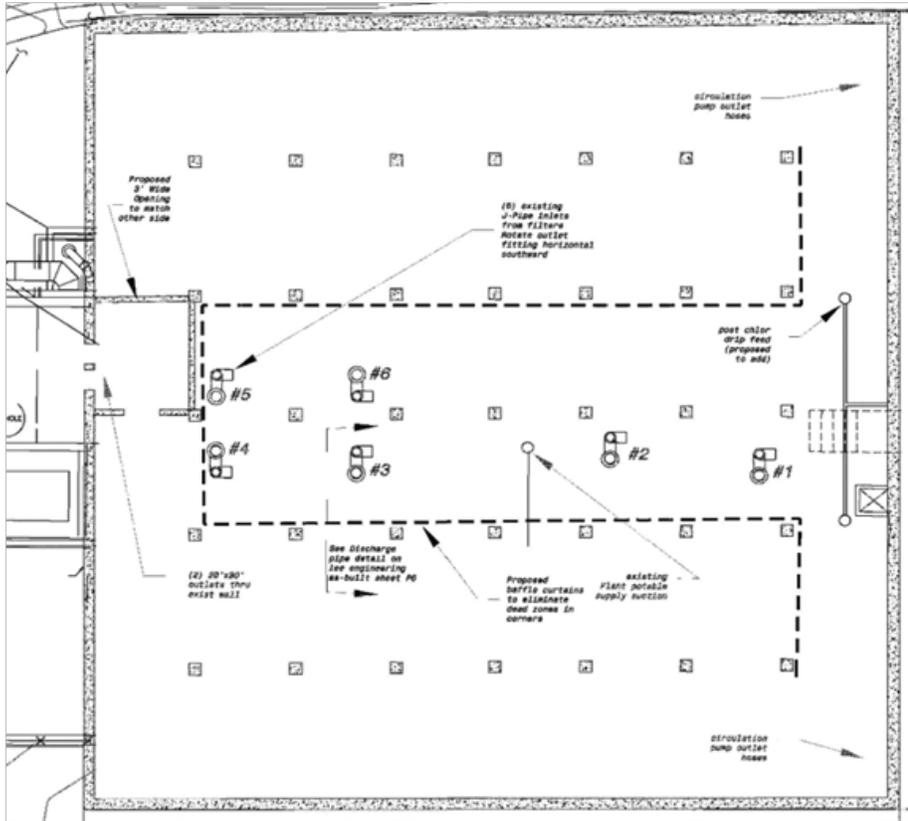
  

**Project cost by Budget Year:**

\$85,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$85,000</u>	<u>Total</u>

**Project Description:**

The Water Treatment plant has historically been challenged with a problem of inadequate clear well storage size. This causes fluctuations in chlorine concentration in waters leaving the plant during the back-wash cycling. Plant personnel will be implementing a pilot installation of circulation changes to the clearwell followed by installation of a circulation pump system. This system will be designed to smooth the variations in chlorine concentration during the backwash cycles.



**capital improvements plan**

**TITLE: PARK ESTATES PUMP STATION/LOOP RD RESERVOIR ALTERNATIVES**

**PROJECT TYPE: Water Distribution**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering**

**Funding Sources:**

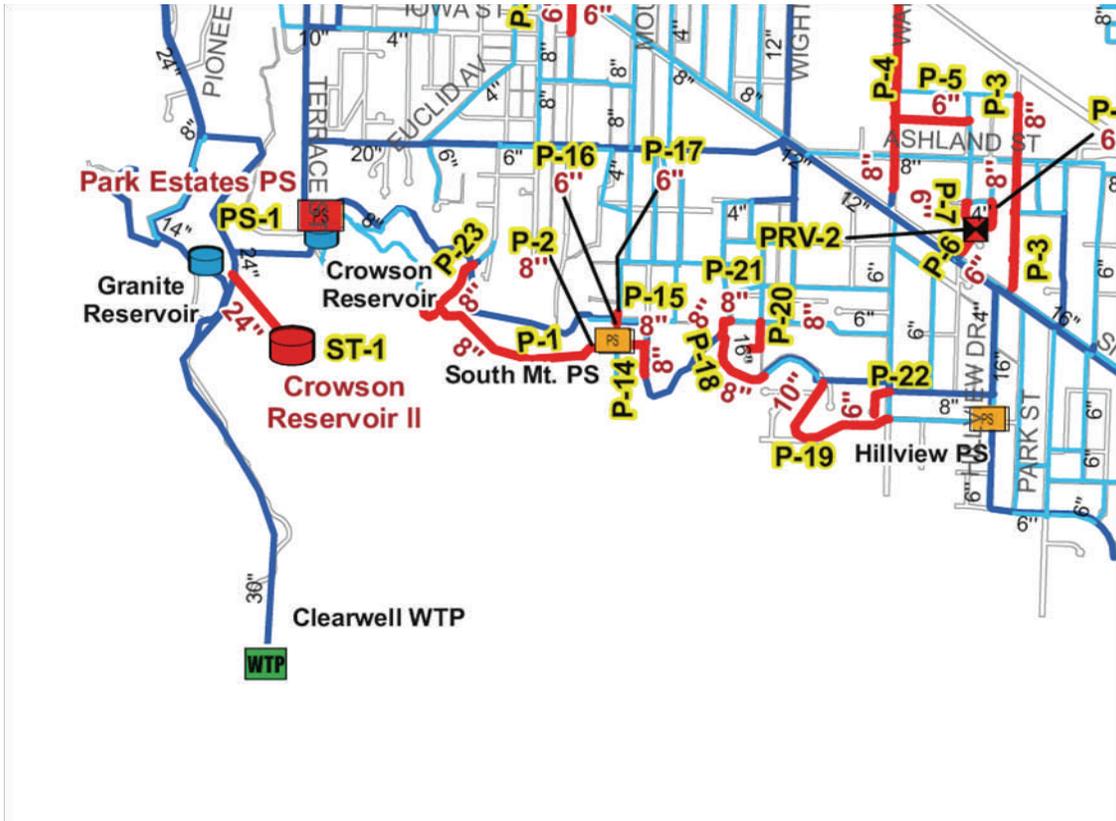
\$2,000,000	Fees & Rates
\$2,000,000	Total

**Project cost by Budget Year:**

\$200,000	2013
\$1,800,000	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
\$2,000,000	Total

**Project Description:**

This project addresses a fire flow deficiency in the Park Estates and South Mountain service areas after their distribution piping has been connected. This includes an alternatives analysis prior to determining the relative cost effectiveness of new pumping vs new storage. Several solutions will be compared, including replacement of the existing Park Estates Pump Station, and constructing a reservoir on Loop Road.



**TITLE: IVY LANE - MORTON STREET TO WEST END OF IVY LANE**

**PROJECT TYPE: WATER MAINLINE PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Water Distribution**

<b>Funding Sources:</b>	
<u>\$346,000</u>	<u>Fees &amp; Rates</u>
<u><u>\$346,000</u></u>	<u><u>Total</u></u>
<b>Project cost by Budget Year:</b>	
\$35,000	2013
\$311,000	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$346,000</u>	<u>Total</u>

**Project Description:**

The recommendation to connect the South Mountain and Park Estates Service Areas has been reviewed in previous studies. Connecting these service areas eliminates the need for two pump stations to meet the fire flows of two separate service areas. Once these areas are connected, only one pump station or reservoir will need to provide 1,500-gpm of fire flow. The following pipe projects are required for connecting these service areas and providing adequate flow for fires in both zones. 1,320-LF of new 8-inch diameter pipe from Morton Street to the west end of Ivy Lane will be installed during this phase of the project.



**capital improvements plan**

TITLE: IVY LANE - SOUTH MOUNTAIN TO FH-16AD-038

PROJECT TYPE: WATER MAINLINE PROJECTS

RESPONSIBLE DEPARTMENT: Public Works Department / Water Distribution

**Funding Sources:**

<u>\$94,000</u>	<u>Fees &amp; Rates</u>
<u>\$94,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$10,000	2013
\$84,000	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$94,000</u>	<u>Total</u>

**Project Description:**

The recommendation to connect the South Mountain and Park Estates service areas has been reviewed in previous studies. Connecting these service areas eliminates the need for two pump stations to meet the fire flows of two separate service areas. Once these areas are connected, only one pump station or reservoir will need to provide 1,500-gpm of fire flow. The following pipe projects are required for connecting these service areas and providing adequate flow for fires in both zones. 1,320-LF of new 8-inch diameter pipe from Morton Street to the west end of Ivy Lane will be installed during this phase of the project.



TITLE: WASTEWATER TREATMENT PLANT PROCESS IMPROVEMENTS

PROJECT TYPE: WASTEWATER TREATMENT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<b>Funding Sources:</b>	
\$525,000	Fees & Rates
<u>75,000</u>	<u>SDC's</u>
<u><u>\$600,000</u></u>	<u><u>Total</u></u>
<b>Project cost by Budget Year:</b>	
\$100,000	2013
\$100,000	2014
\$100,000	2015
\$100,000	2016
\$100,000	2017
<u>\$100,000</u>	<u>2018</u>
<u><u>\$600,000</u></u>	<u><u>Total</u></u>

**Project Description:**

Process improvements include new stainless steel piping in the membrane building. Additional air conditioning unit in the UV disinfection room to prevent electronic controls from overheating. Replacement of pump controls in the membrane building



**capital improvements plan**

**TITLE: OUTFALL RELOCATION / FISH SCREEN**

**PROJECT TYPE: WASTEWATER TREATMENT**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

**Funding Sources:**

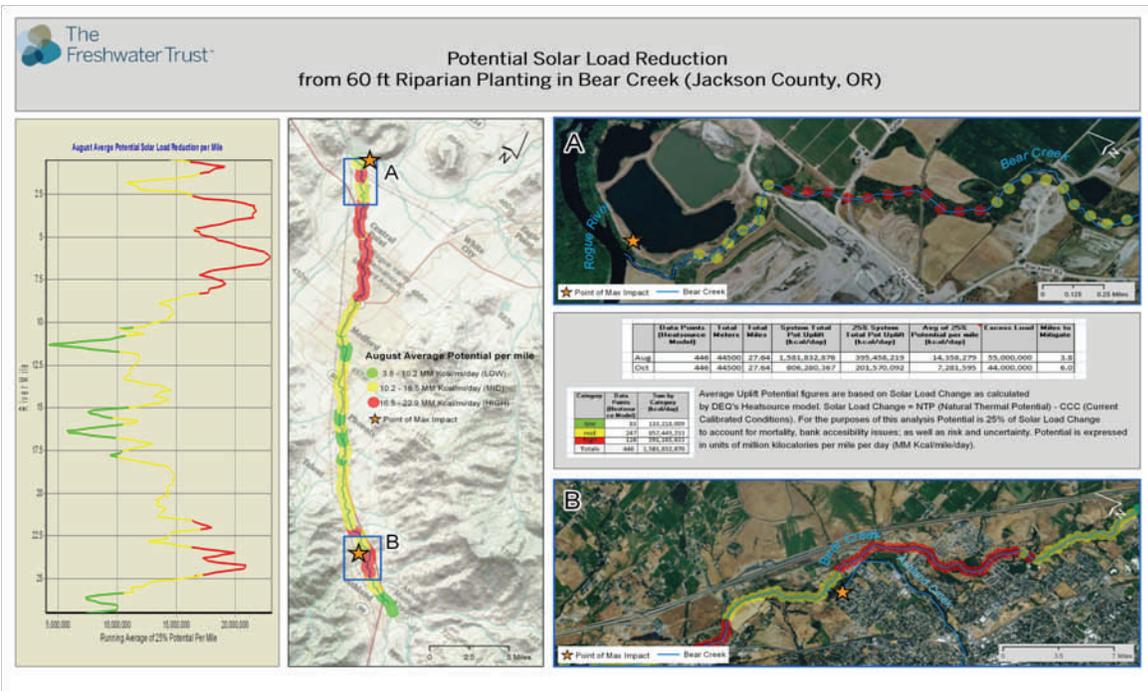
\$856,000	Fees & Rates
<u>\$856,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$20,000	2013
\$20,000	2014
\$50,000	2015
\$80,000	2016
\$358,000	2017
\$358,000	2018
<u>\$886,000</u>	<u>Total</u>

**Project Description:**

In order to meet NPDES permit requirements the City of Ashland will need to relocate the current effluent outfall from Ashland Creek to Bear Creek. This will reduce thermal issues associated with fish passage that are currently present in Ashland Creek.



TITLE: BACKUP (PORTABLE) PUMP

PROJECT TYPE: WASTEWATER TREATMENT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

**Funding Sources:**

\$60,000	Fees & Rates
<u>\$60,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$60,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$60,000</u>	<u>Total</u>

**Project Description:**

The existing capacity of the lift station may be insufficient for projected peak instantaneous conditions, but the lift station is adequately sized for average day conditions. It is recommended the City purchase a portable trash pump with enough capacity for use as a backup during a peak event. Use of a trash pump will effectively provide the City a buffer period during which increased flows can be monitored and the appropriate size of new pumps can then be determined based on actual conditions.



**capital improvements plan**

**TITLE: MEMBRANE REPLACEMENT (TWO TRAINS)**

**PROJECT TYPE: WASTEWATER TREATMENT**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

**Funding Sources:**

<u>\$1,600,000</u>	<u>Fees &amp; Rates</u>
<u>\$1,600,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$800,000	2013
\$0	2014
\$800,000	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$1,600,000</u>	<u>Total</u>

**Project Description:**

Membranes were installed at the WWTP in 2002 for removal of phosphorus. These membranes are at the end of their life expectancy and need to be replaced. Currently, 1/4 of the system is being replaced on a yearly basis. These membranes are the second part of a 4 part replacement plan.



**TITLE: WASTEWATER COLLECTIONS LINE REPLACEMENT; ASHLAND CREEK MAIN LINE**

**PROJECT TYPE: WASTEWATER COLLECTIONS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections**

<b>Funding Sources:</b>	
\$458,750	Fees & Rates
24,145	SDC's
<u>\$482,895</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$482,895	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$482,895</u>	<u>Total</u>

**Project Description:**

Rehabilitate 1700 LF of 21" concrete/clay sewer line built in 1905 by the process of Cured In Place Pipe installation. This process provides for the rehabilitation of old existing sewer pipe through the insertion of a steam cured liner and requires no excavation. The project also includes the reconstruction of 300 LF of 8" sewer through Ashland Creek Park as well as installing a new pipe crossing over Ashland Creek and tie into the existing 21" main trunk sewer located on the west side of the creek.



**capital improvements plan**

**TITLE: WASTEWATER COLLECTIONS LINE REPLACEMENT; MISCELLANEOUS IN-HOUSE**

**PROJECT TYPE: WASTEWATER COLLECTIONS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections**

<b>Funding Sources:</b>	
\$263,500	Fees & Rates
46,500	SDC's
<u>\$310,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$60,000	2013
\$50,000	2014
\$50,000	2015
\$50,000	2016
\$50,000	2017
\$50,000	2018
<u>\$310,000</u>	<u>Total</u>

**Project Description:**

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.

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.



TITLE: ABANDON NEVADA ST PUMP STATION AND REALIGN LINE

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<b>Funding Sources:</b>	
\$115,000	Fees & Rates
<u>\$115,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$115,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$115,000</u>	<u>Total</u>

**Project Description:**

This project will provide for the abandonment of the Nevada Street sanitary sewer pump station 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.



**capital improvements plan**

**TITLE: WASTEWATER LINE UPSIZING - 18" & 24" PARALLEL TRUNKLINE ALONG BEAR CR.**

**PROJECT TYPE: WASTEWATER COLLECTIONS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections**

**Funding Sources:**

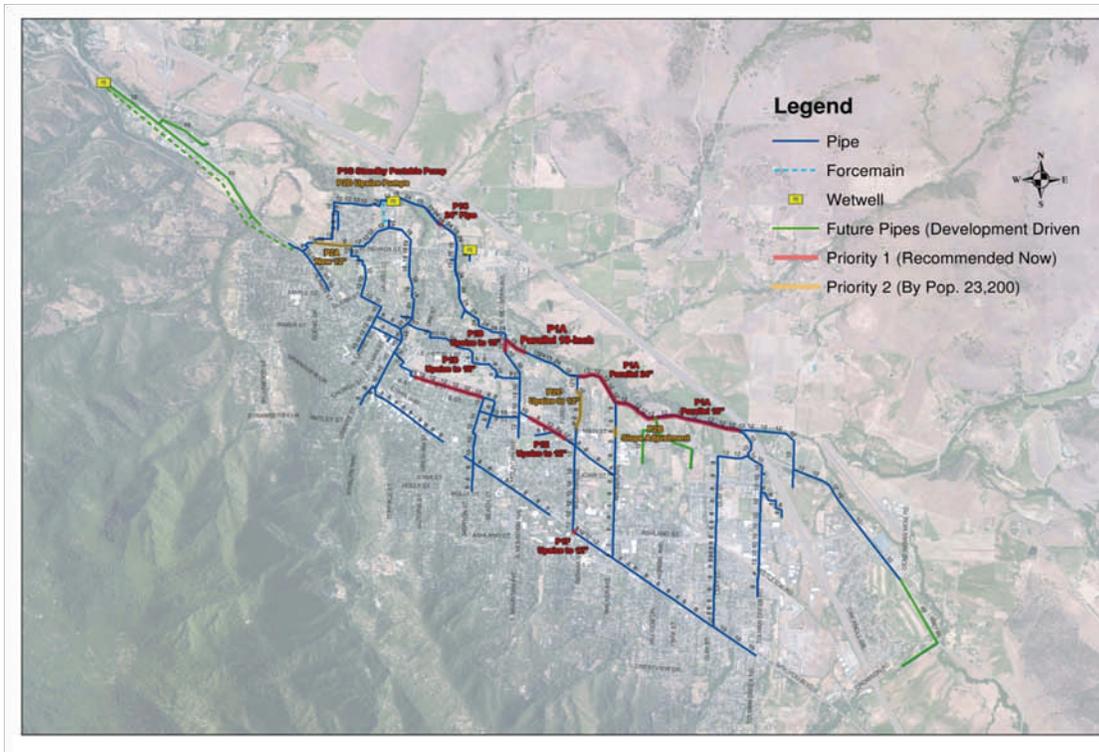
\$374,400	Fees & Rates
873,600	SDC's
<u>\$1,248,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$24,960	2013
\$99,840	2014
\$561,600	2015
\$561,600	2016
\$0	2017
\$0	2018
<u>\$1,248,000</u>	<u>Total</u>

**Project Description:**

Keller Associates recommends that the City install 18-inch and 24-inch trunk lines to parallel the existing 12-inch and 15-inch pipeline sections along Bear Creek. Completion of this line is a high priority, as the current 12-inch and 15-inch pipeline is surcharged along the majority of the length during peak hour conditions.



TITLE: WASTEWATER LINE REPLACEMENT - 15" MAIN ON MOUNTAIN AVE.

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections

<b>Funding Sources:</b>	
\$88,500	Fees & Rates
29,500	SDC's
<u>\$118,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$2,360	2013
\$9,440	2014
\$106,200	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$118,000</u>	<u>Total</u>

**Project Description:**

The current 10-inch pipeline is surcharging and should be replaced by a 15-inch pipeline with a steeper slope. The existing topography allows for only a slight slope adjustment (approximately 10" on the upstream side of the pipe), but the 15-inch pipe at the adjusted slope will be able to convey projected build-out flows.



**capital improvements plan**

**TITLE: WASTEWATER LINE REPLACEMENT - 24" TRUNKLINE ON OAK STREET**

**PROJECT TYPE: WASTEWATER COLLECTIONS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections**

<b>Funding Sources:</b>	
\$34,000	Fees & Rates
6,000	SDC's
<u>\$40,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$800	2013
\$3,200	2014
\$36,000	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$40,000</u>	<u>Total</u>

**Project Description:**

This improvement involves the installation of a 24-inch pipe along Oak Street. Currently a 15-inch diameter section pipe is installed between two 24-inch diameter pipes which is creating a bottleneck in the flow. This section of pipe should be investigated because it appears the pipes were constructed at the same time, and the 15-inch pipe could have been mislabeled. The new pipe will be able to convey all future build-out flows.



**TITLE: WASTEWATER LINE REPLACEMENT - 15" MAIN ON A STREET**

**PROJECT TYPE: WASTEWATER COLLECTIONS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections**

<b>Funding Sources:</b>	
\$469,800	Fees & Rates
52,200	SDC's
<u>\$522,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$10,440	2013
\$41,760	2014
\$94,000	2015
\$0	2016
\$375,800	2017
\$0	2018
<u>\$522,000</u>	<u>Total</u>

**Project Description:**

This improvement consists of replacing the existing 12-inch pipeline with a 15-inch pipeline along A Street from manhole 9AB-015 to manhole 9BA-011. The pipeline can be installed at the same slope as the current pipeline. Future flow can be diverted through this line at diversion 4 (manhole 9AC-041) to relieve surcharging in other downstream lines to the north on Mountain Avenue. An alternative to excavating and installing the new pipeline would be pipe bursting, since the current pipeline is at the correct slope to convey future flows.



**capital improvements plan**

---

**TITLE: WASTEWATER LINE REPLACEMENT - 12" MAIN - RAILROAD**

**PROJECT TYPE: WASTEWATER COLLECTIONS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections**

**Funding Sources:**

\$118,250	Fees & Rates
<u>156,750</u>	<u>SDC's</u>
<u><u>\$275,000</u></u>	<u><u>Total</u></u>

**Project cost by Budget Year:**

\$5,500	2013
\$22,000	2014
\$123,500	2015
\$124,000	2016
\$0	2017
<u>\$0</u>	<u>2018</u>
<u><u>\$275,000</u></u>	<u><u>Total</u></u>

**Project Description:**

The existing 8-inch line is not large enough to convey current peak flows. To accommodate current and future flows, the pipeline needs to be upsized to a 12-inch pipeline. The existing line is at an adequate slope; thus, pipe bursting should be considered as an alternative to open trench installation.



TITLE: WASTEWATER MASTER PLAN UPDATE - MISCELLANEOUS UPGRADES

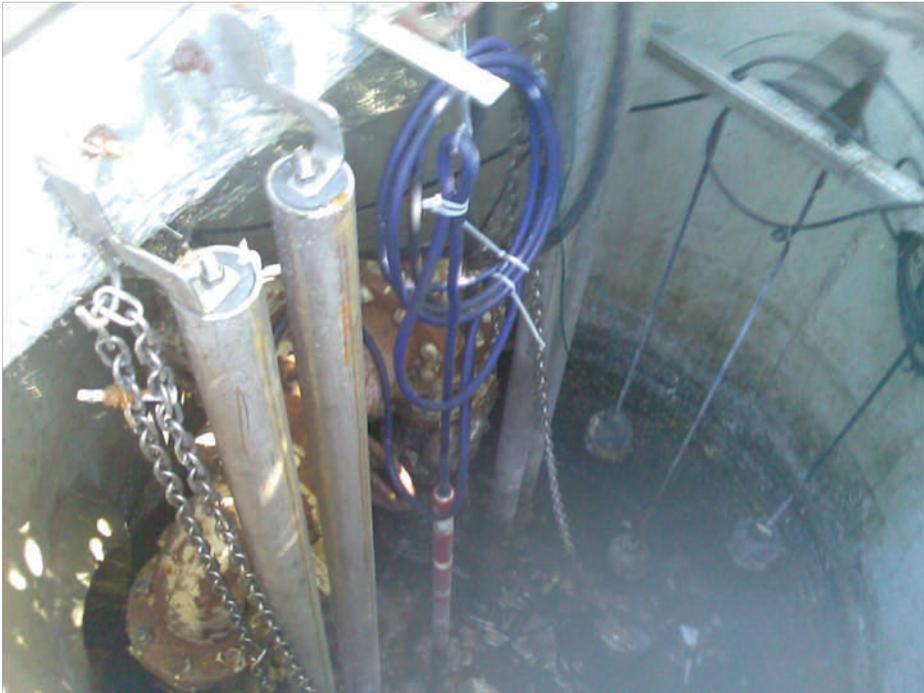
PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections

<b>Funding Sources:</b>	
\$301,500	Fees & Rates
33,500	SDC's
<u>\$335,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$125,000	2013
\$105,000	2014
\$105,000	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$335,000</u>	<u>Total</u>

**Project Description:**

The priority 1 miscellaneous upgrades, based on the Master Plan update recommendations, include Creek Drive lift station upgrades, abandoning the Nevada St. lift station, drain improvements at Windburn Way lift station, maintenance management software and programming upgrades, and setting up SCADA control at all lift stations.



**capital improvements plan**

**TITLE: WASTEWATER MASTER PLAN UPDATE - PORTABLE FLOW METERS**

**PROJECT TYPE: WASTEWATER COLLECTIONS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections**

<b>Funding Sources:</b>	
\$60,000	Fees & Rates
<u>\$60,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$60,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$60,000</u>	<u>Total</u>

**Project Description:**

Part of the master plan calls for the City of Ashland to perform an Inflow & Infiltration (I & I) study. Portable flow meters will allow the city to monitor various sections of the collection system to see if there is any inflow or infiltration that can be eliminated, thus reducing the need to upgrade the WWTP to handle increased flows.



TITLE: WASTEWATER MASTER PLAN UPDATE - STORMWATER INFLOW STUDY

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections

<b>Funding Sources:</b>	
\$60,000	Fees & Rates
<u>\$60,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$60,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$60,000</u>	<u>Total</u>

**Project Description:**

A storm water inflow study is required by DEQ as part of the Wastewater Facilities Plan in order to obtain Clean Water State Revolving monies for capital improvement projects. This study consists of smoke testing sewer lines throughout the various basins in order to determine areas of excess inflow via cross connections and areas of infiltration due to rain events.



**capital improvements plan**

**TITLE: STORMWATER MASTER PLAN UPDATE**

**PROJECT TYPE: STORM DRAIN**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

**Funding Sources:**

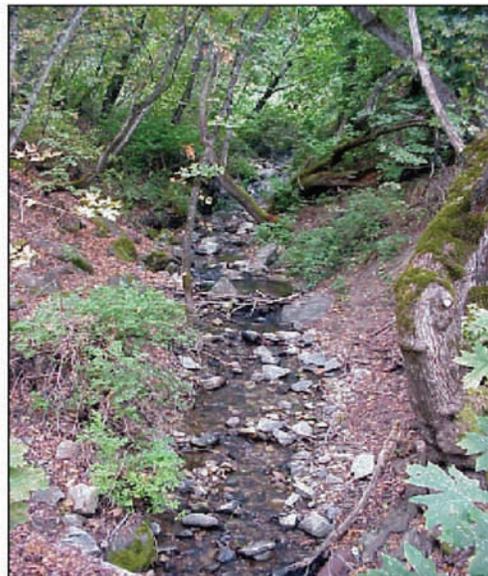
<u>\$10,000</u>	<u>SDC's</u>
<u>\$10,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$10,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$10,000</u>	<u>Total</u>

**Project Description:**

The existing Storm Drainage Master Plan that was adopted in June of 2000 is in need of updating due to the many changes that have occurred in the storm drainage permitting process. The Plan has been undergoing review and revision for the past several years, but final adoption has been delayed until the transportation system plan update is completed in order to update the street fund roadway and storm drainage budget simultaneously.



TITLE: WATER QUALITY IMPROVEMENTS - BASINS AND RIPARIAN AREAS

PROJECT TYPE: STORM DRAIN

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<b>Funding Sources:</b>	
\$157,500	Fees & Rates
157,500	SDC's
<u>\$315,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$315,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$315,000</u>	<u>Total</u>

**Project Description:**

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.



**capital improvements plan**

**TITLE: STORM DRAIN REPLACEMENT - WEBSTER ST TO IOWA ST**

**PROJECT TYPE: STORM DRAIN**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

**Funding Sources:**

\$43,750	Fees & Rates
31,250	SDC's
50,000	Miscellaneous
<u>\$125,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$125,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$125,000</u>	<u>Total</u>

**Project Description:**

As part of Southern Oregon University's replacement of an outdated dorm on Indiana St, the opportunity to partner with the university arose to replace an undersized main that cannot be maintained because of excess depth and location directly under the football field. The existing 24" main will be replaced with sections of 30" and 36" pipe beginning near the east edge of McNeal Hall and terminating at Iowa St.



TITLE: **INSTALL NEW SERVICES & NEW INFRASTRUCTURE**

PROJECT TYPE: **ELECTRIC UTILITY UPGRADE**

RESPONSIBLE DEPARTMENT: **City of Ashland Electric Utilities**

<b>Funding Sources:</b>	
<u>\$1,850,000</u>	<u>Fees &amp; Rates</u>
<u>\$1,850,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$300,000	2013
\$300,000	2014
\$300,000	2015
\$300,000	2016
\$325,000	2017
\$325,000	2018
<u>\$1,850,000</u>	<u>Total</u>

**Project Description:**

This represents the annual expenses related to the installation of new services and transformers needed for new developments throughout the City. Some 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 improvements plan**

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

**PROJECT TYPE: ELECTRIC UTILITY UPGRADE**

**RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities**

**Funding Sources:**

<u>\$650,000</u>	<u>Fees &amp; Rates</u>
<u>\$650,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$75,000	2013
\$100,000	2014
\$100,000	2015
\$125,000	2016
\$125,000	2017
<u>\$125,000</u>	<u>2018</u>
<u>\$650,000</u>	<u>Total</u>

**Project Description:**

This annual item includes all capitalized line replacement, service upgrades and other electric utility connections and loops.



**TITLE: UPGRADE ASHLAND STREET SUBSTATION**

**PROJECT TYPE: ELECTRIC UTILITY UPGRADE**

**RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities**

**Funding Sources:**

\$125,000	Fees & Rates
\$125,000	Total

**Project cost by Budget Year:**

\$50,000	2013
\$50,000	2014
\$0	2015
\$25,000	2016
\$0	2017
\$0	2018
\$125,000	Total

**Project Description:**

This is the next phase of a multi-year upgrade to the Ashland Substation. The initial phase of building a substation control house is scheduled for completion in 2012. In 2013, the Form 6 Cooper controls for the existing vacuum breakers will be installed in the control house. This upgrade allows SCADA indication and remote operation of the substation breakers. This will increase our system reliability for switching, troubleshooting and outage restoration.



**capital improvements plan**

**TITLE: UPGRADE FEEDER LINE-MORTON STREET**

**PROJECT TYPE: ELECTRIC UTILITY UPGRADE**

**RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities**

**Funding Sources:**

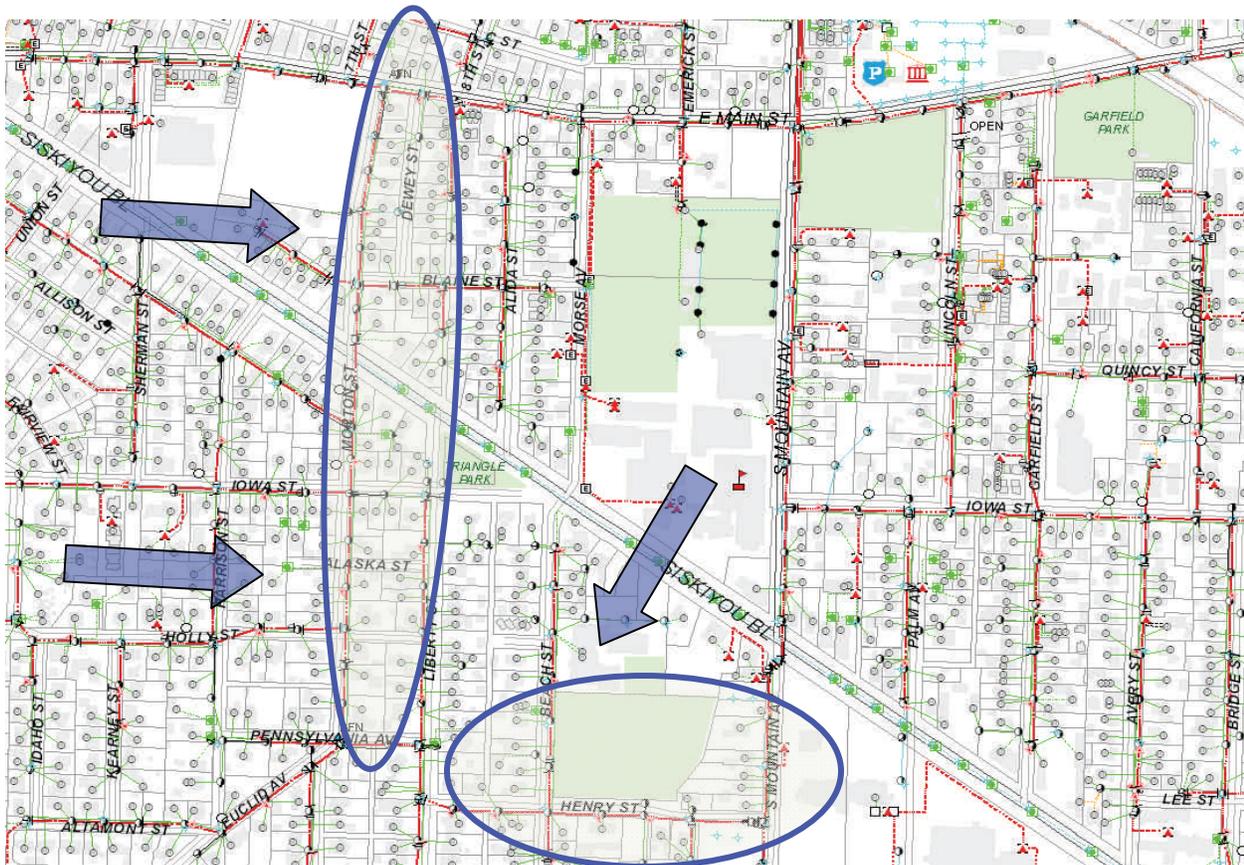
\$80,000	Fees & Rates
\$80,000	Total

**Project cost by Budget Year:**

\$30,000	2013
\$0	2014
\$0	2015
\$0	2016
\$50,000	2017
\$0	2018
\$80,000	Total

**Project Description:**

The electric distribution system has two feeders that are fed from Mountain Ave substation that cannot be tied together due to conductor sizing. (M3009 – M3012). This project reconductors the line, thus increasing reliability and reduce outage time by providing the flexibility to move customers/load between the two feeders. In addition, this will increase system reliability for Southern Oregon University.



TITLE: UPGRADE OAK KNOLL SUBSTATION FEEDERS

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

<b>Funding Sources:</b>	
<u>\$100,000</u>	<u>Fees &amp; Rates</u>
<u>\$100,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$50,000	2013
\$50,000	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$100,000</u>	<u>Total</u>

**Project Description:**

This project will install three line reclosers outside of the substation that will provide SCADA indication and remote operation of the three distribution feeders. In addition, the reclosers will provide flexibility in operating and switching the feeders circuits since they are currently managed by Pacific Power through their dispatch center.



**capital improvements plan**

**TITLE: UNDERGROUND UTILITY LINES – OAK STREET FACILITY VAN NESS TO NEVADA**

**PROJECT TYPE: ELECTRIC UTILITY UPGRADE**

**RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities**

**Funding Sources:**

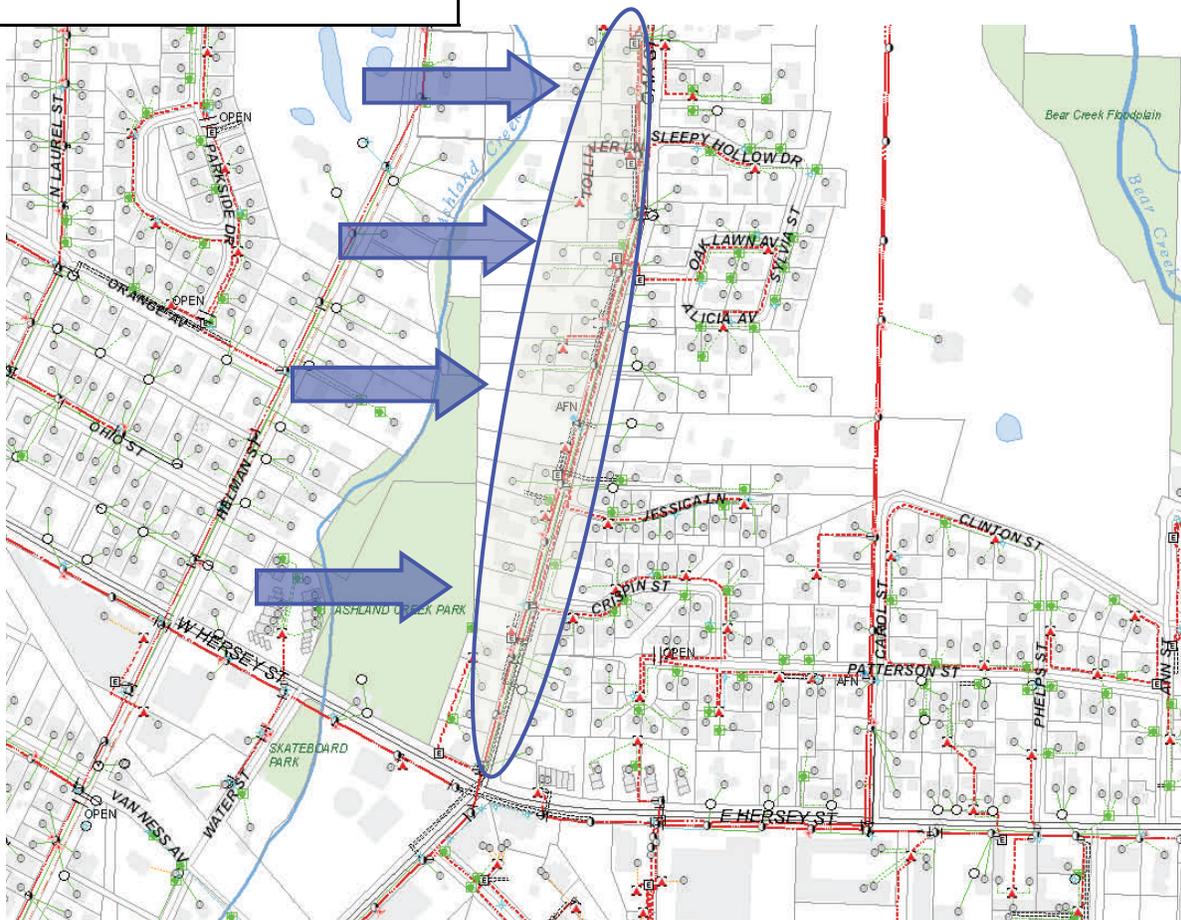
\$30,000	Fees & Rates
\$30,000	Total

**Project cost by Budget Year:**

\$30,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
\$30,000	Total

**Project Description:**

This project continues the undergrounding efforts along Oak Street. Once completed the three phase feeder will be underground and the only remaining overhead facilities will be miscellaneous customer services and one single phase line.



TITLE: MOUNTAIN AVENUE SUBSTATION PURCHASE

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric

**Funding Sources:**

\$1,400,000	Fees & Rates
<u>\$1,400,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$1,400,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$1,400,000</u>	<u>Total</u>

**Project Description:**

The City may purchase the Mountain Ave Substation that is owned by Bonneville Power Administration. Ownership would allow system improvements identified in the Electric 10-year system plan. The City would become responsible for maintenance, repair and future replacement of the Substation. It would eliminate the transformation cost charged by BPA for that site (estimated to soon be \$200,000 per year and rising). Annual savings would fund any financing costs, annual O&M, provide for a set-aside for replacement and have a positive impact on electric rates.



**capital improvements plan**

**TITLE: UPGRADE NORTH MAIN FEEDER LINE – HELMAN ST. TO MAPLE ST.**

**PROJECT TYPE: ELECTRIC UTILITY UPGRADE**

**RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities**

**Funding Sources:**

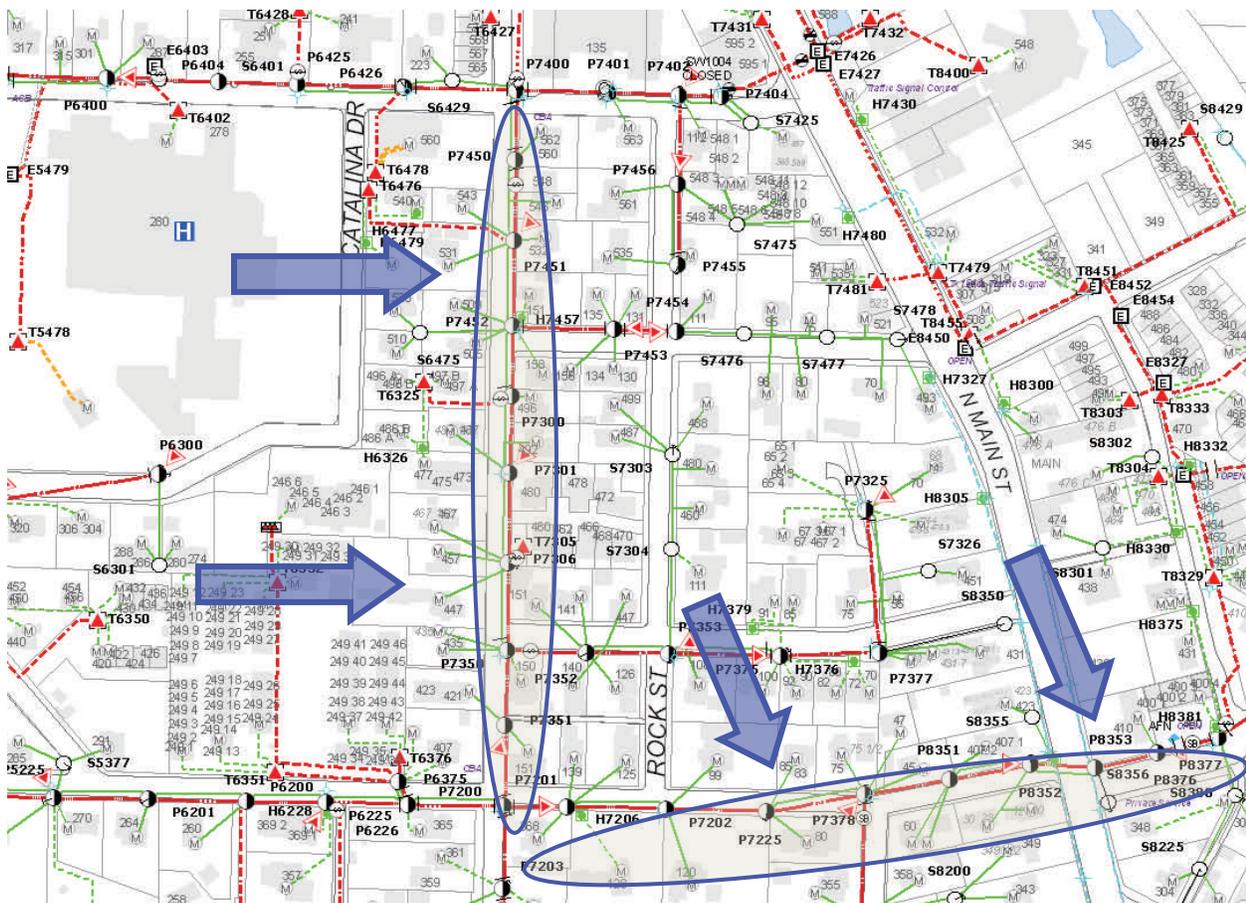
\$50,000	Fees & Rates
\$50,000	Total

**Project cost by Budget Year:**

\$50,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
\$50,000	Total

**Project Description:**

The electric distribution system has two feeders that are critical to the City’s commercial load, the North Main Feeder, which serves the hospital, and the Business Feeder which serves the downtown merchants. Both of these feeders are fed from Ashland substation. Currently the overhead conductor size is too small to allow these feeders to be tied together. This project is phase two of a project to increase reliability and reduce outage time by providing the flexibility to move customers/load between the two feeders.



**TITLE: N MAIN ST-WIMER/HERSEY INTERSECTION RE-ALIGNMENT**

**PROJECT TYPE: ELECTRIC UTILITY NEW PROJECT**

**RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities**

**Project Description:**

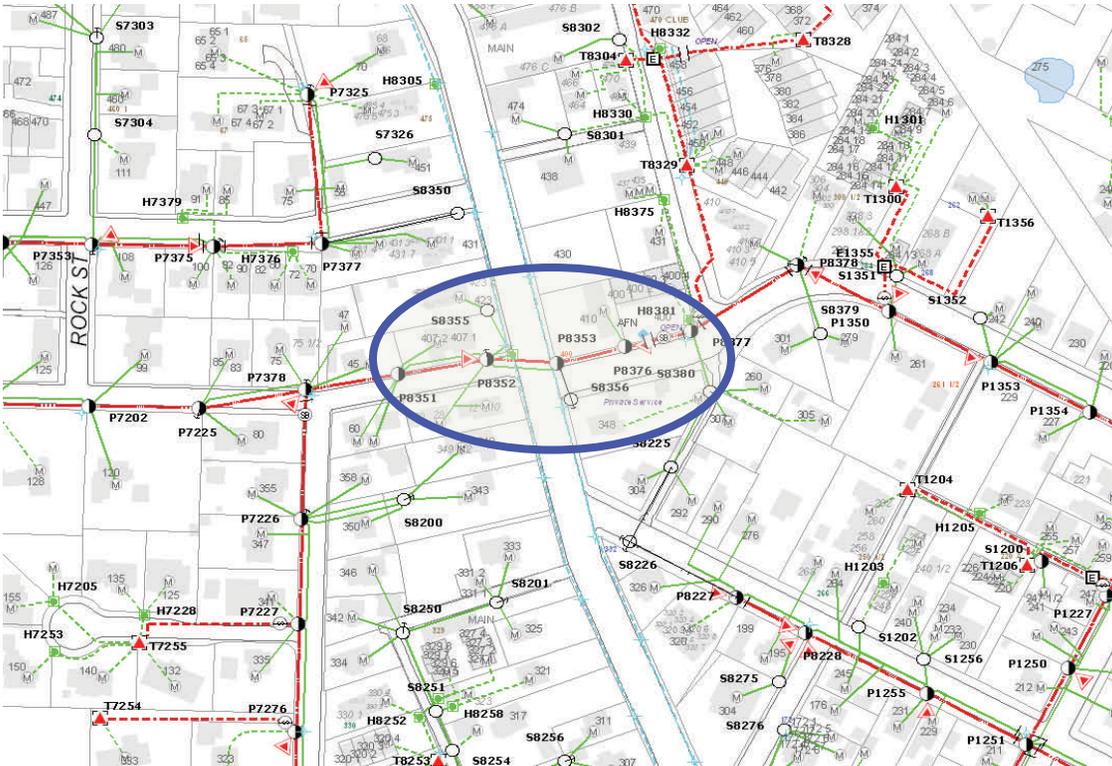
The electric department is relocating existing overhead facilities that are in conflict with the road realignment project. The road project will align Wimer Street and Hersey Street in preparation for the North Main Street *Road Diet Project*.

**Funding Sources:**

\$150,000	Fees & Rates
\$150,000	Total

**Project cost by Budget Year:**

\$150,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
\$150,000	Total



**capital improvements plan**

---

**TITLE: TELECOMMUNICATIONS INSTALLATIONS, EXTENSIONS, AND UNDERGROUNDING**

**PROJECT TYPE: TECHNOLOGY**

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

**Funding Sources:**

<u>\$210,000</u>	<u>Fees &amp; Rates</u>
<u>\$210,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$30,000	2013
\$15,000	2014
\$45,000	2015
\$30,000	2016
\$45,000	2017
\$45,000	2018
<u>\$210,000</u>	<u>Total</u>

**Project Description:**

These projects incorporate the plant extension and undergrounding of the Ashland Fiber Network coaxial plant, and includes extending out to new areas and moving overhead aerial lines to underground utility easements. This is an existing and ongoing project which provides for the installation of new facilities, and the maintenance and repair of existing coaxial and fiber telecommunication facilities.

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



TITLE: TELECOMMUNICATIONS SERVICES AND FIBER EXPANSION

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

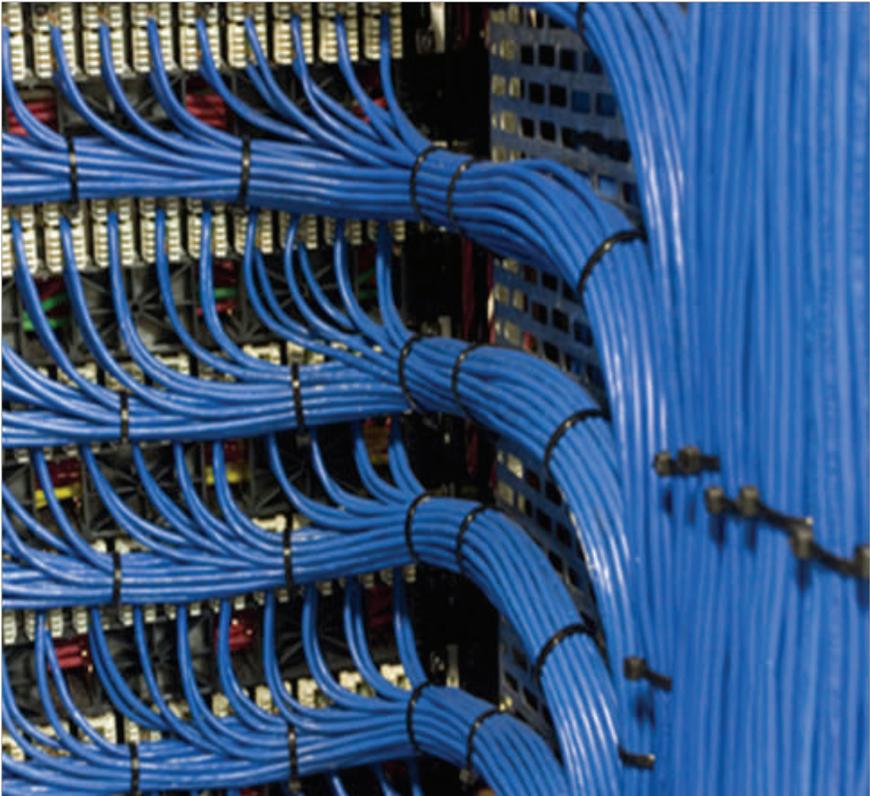
<b>Funding Sources:</b>	
<u>\$540,000</u>	<u>Fees &amp; Rates</u>
<u>\$540,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$55,000	2013
\$175,000	2014
\$40,000	2015
\$110,000	2016
\$80,000	2017
\$80,000	2018
<u>\$540,000</u>	<u>Total</u>

**Project Description:**

Perform improvements to the Ashland Fiber Network physical plant to create new product offerings, upgrade product services, and extend service reach. Fiber extensions to new business locations as requested.

FY 2014 Cable Modem Termination System (CMTS) router and Channel Bonding equipment purchases.

FY 2016 Virtualization servers.



**capital improvements plan**

TITLE: WIRELESS SERVICES DEPLOYMENT

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

**Funding Sources:**

<u>\$10,000</u>	<u>Fees &amp; Rates</u>
<u>\$10,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$10,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$10,000</u>	<u>Total</u>

**Project Description:**

WiMax is the wireless broadband technology standard that delivers high-speed data communications over longer distances than existing WiFi standards. AFN's WiMax service *AFNMax*, enables the utility to offer services areas of the community that AFN's wired plant cannot reach.

*Funds allocated in fiscal year 2013 cover improvements to communications facilities, hardware, and power supplies.*



TITLE: REPLACE NODE POWER SUPPLY BATTERIES

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

<b>Funding Sources:</b>	
\$10,000	Fees & Rates
<u>\$10,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$10,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$10,000</u>	<u>Total</u>

**Project Description:**

AFN's outside network plant includes **38 node power supplies** converting alternating current to direct current ("DC") powering the active devices in the neighborhood node. In the event of an electrical power outage, the node power supply will operate for a two hour period on backup 12 volt batteries. As AFN's node distribution design does not precisely follow the electric distribution design, a real world situation does exist where an AFN node could experience an electric outage, while the neighborhood served with AFN internet by this node power supply is not affected by the electric outage. Hence the need for backup battery power to feed the neighborhood with electricity with internet service from the node power supply operating for up to two hours on back up battery power from a location with a temporary electric outage.



**capital improvements plan**

**TITLE: DESKTOP AND LAPTOP PLANNED REPLACEMENT**

**PROJECT TYPE: TECHNOLOGY**

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

<b>Funding Sources:</b>	
\$480,000	Central Services Fees
\$480,000	Total
<b>Project cost by Budget Year:</b>	
\$80,000	2013
\$80,000	2014
\$80,000	2015
\$80,000	2016
\$80,000	2017
\$80,000	2018
\$480,000	Total

**Project Description:**

The City’s PC Allocation Policy sets standards to control inventory, reduce long-term costs, minimize staff down-time, 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: PRINTER AND COPIER REPLACEMENT

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology Department

<b>Funding Sources:</b>	
\$60,000	Central Services Fees
<u>\$60,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$20,000	2013
	2014
\$20,000	2015
	2016
	2017
<u>\$20,000</u>	<u>2018</u>
<u>\$60,000</u>	<u>Total</u>

**Project Description:**

As part of an adopted maintenance and upgrade schedule, City equipment is required to be replaced to accommodate software upgrades, device end-of-life cycle, and equipment failure. Replacement of City printers ensures that energy efficient, multi-functional devices are fully operational to enhance work flow and staff efficiencies.



**capital improvements plan**

**TITLE: OPERATING SYSTEM AND OFFICE PRODUCTIVITY SOFTWARE UPGRADES**

**PROJECT TYPE: TECHNOLOGY**

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

**Funding Sources:**

<u>\$180,000</u>	<u>Central Services Fees</u>
<u>\$180,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$60,000	2013
	2014
\$60,000	2015
	2016
\$60,000	2017
	2018
<u>\$180,000</u>	<u>Total</u>

**Project Description:**

Critical operating system, office suite software, and specialized software require timely upgrading as the vendors stop supporting older versions of their software and newer specialized software won't interface with older non-supported operating systems. The City will perform upgrading to Windows 7 operating system software which includes software licensing and maintenance agreements for 320 individual work stations used by City staff. Other software programs used by various specialized City staff will require upgrading to maximize their operational performance with the newer operating system.



**TITLE: CITY FACILITY UPGRADES & MAINTENANCE**

**PROJECT TYPE: ADMINISTRATION**

**RESPONSIBLE DEPARTMENT: Public Works Department / Facilities**

<b>Funding Sources:</b>	
<u>\$795,000</u>	<u>Fees &amp; Rates</u>
<u>\$795,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$150,000	2013
\$125,000	2014
\$130,000	2015
\$130,000	2016
\$130,000	2017
\$130,000	2018
<u>\$795,000</u>	<u>Total</u>

**Project Description:**

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.



**capital improvements plan**

---

**TITLE: MISCELLANEOUS ROOF REPLACEMENT**

**PROJECT TYPE: ADMINISTRATION**

**RESPONSIBLE DEPARTMENT: Public Works Department / Facilities**

**Funding Sources:**

<u>\$900,000</u>	<u>Fees &amp; Rates</u>
<u>\$900,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$150,000	2013
\$150,000	2014
\$150,000	2015
\$150,000	2016
\$150,000	2017
\$150,000	2018
<u>\$900,000</u>	<u>Total</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.



**TITLE:** Fire Station No. 2 Reconstruction

**PROJECT TYPE:** Administrative Services

**RESPONSIBLE DEPARTMENT:** Fire Department

<b>Funding Sources:</b>	
\$1,937,000	GO Bond
<u>\$1,937,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$1,937,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$1,937,000</u>	<u>Total</u>

**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.



**capital improvements plan**

TITLE: Police Department Building Improvements

PROJECT TYPE: Facility Upgrade and Expansion

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities and Police Department

**Funding Sources:**

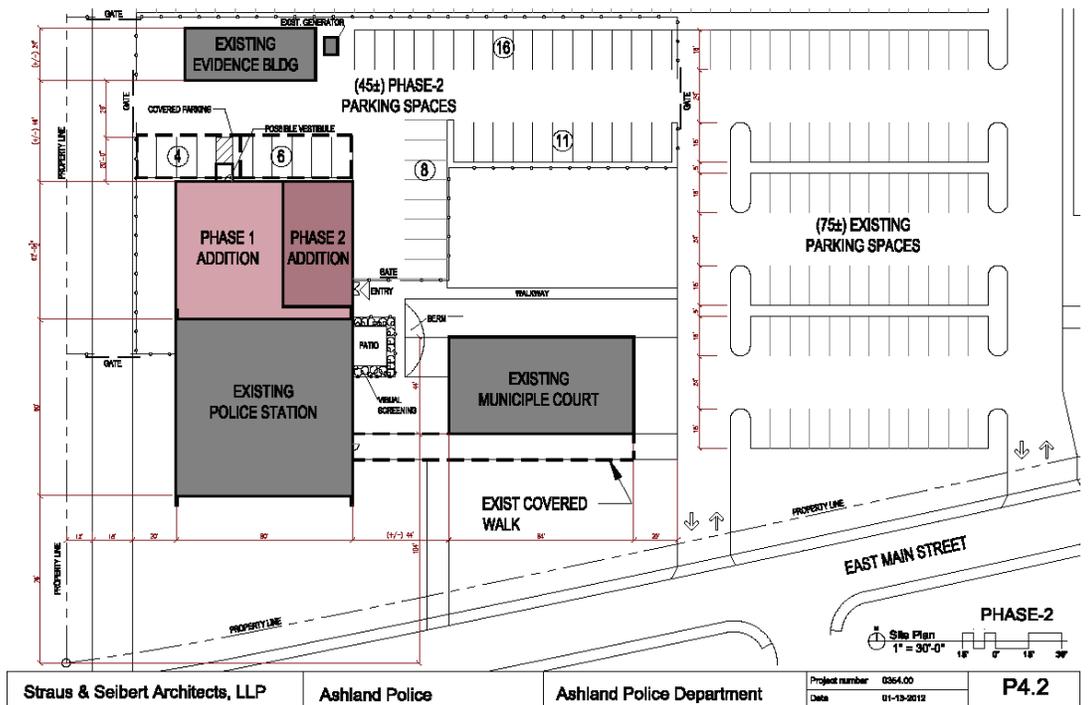
\$1,500,000	Fees & Rates
<u>\$1,500,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$1,500,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$1,500,000</u>	<u>Total</u>

**Project Description:**

This project will expand and remodel the existing Police Department. The expansion will add space to accommodate storage of evidence, increase office space and improve on building efficiency and security.



TITLE: OAK KNOLL IRRIGATION AND IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

**Funding Sources:**

\$80,000	Food & Beverage Tax
\$80,000	Total

**Project cost by Budget Year:**

\$80,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
\$80,000	Total

**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 and deteriorating greens and tees. This project will upgrade the current system and improve the greens and tees to enhance the quality of the course.



**capital improvements plan**

**TITLE: OPEN SPACE ACQUISITION**

**PROJECT TYPE: PARKS AND RECREATION**

**RESPONSIBLE DEPARTMENT: Parks and Recreation Department**

**Funding Sources:**

\$2,400,000	Food & Beverage Tax
<u>\$2,400,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$400,000	2013
\$400,000	2014
\$400,000	2015
\$400,000	2016
\$400,000	2017
\$400,000	2018
<u>\$2,400,000</u>	<u>Total</u>

**Project Description:**

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 23 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.

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 upon 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.



TITLE: LOWER CLAY STREET PURCHASE

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

**Funding Sources:**

\$1,133,000	Food & Beverage Tax
<u>\$1,133,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$206,000	2013
\$206,000	2014
\$206,000	2015
\$206,000	2016
\$206,000	2017
\$103,000	2018
<u>\$1,133,000</u>	<u>Total</u>

**Project Description:**

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.



**capital improvements plan**

**TITLE: ASHLAND PARK PLAN / REHABILITATION**

**PROJECT TYPE: PARKS AND RECREATION**

**RESPONSIBLE DEPARTMENT: Parks and Recreation Department**

**Funding Sources:**

\$1,650,000	Food & Beverage Tax
<u>\$1,650,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$150,000	2013
\$500,000	2014
\$1,000,000	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$1,650,000</u>	<u>Total</u>

**Project Description:**

In response to the new water resource protection ordinance, the Parks 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 and implement areas for improvement, replacement, or relocation of amenities, with many existing amenities rehabilitated.



TITLE: **ASHLAND CREEK PARK DEVELOPMENT**

PROJECT TYPE: **PARKS AND RECREATION**

RESPONSIBLE DEPARTMENT: **Parks and Recreation Department**

**Funding Sources:**

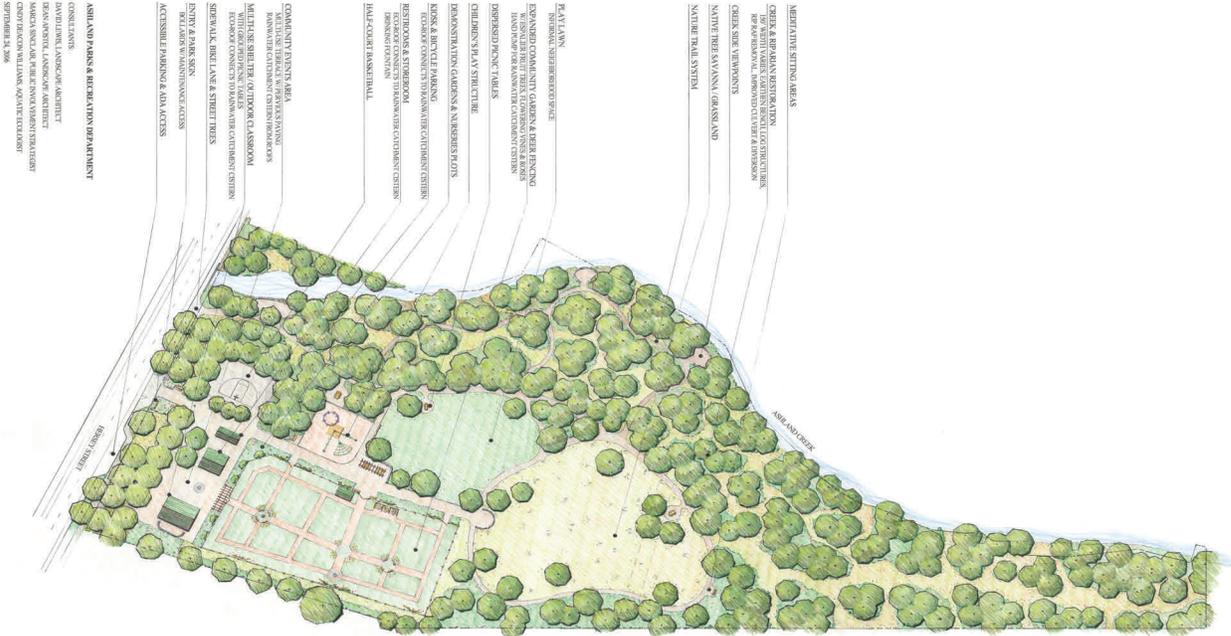
\$400,000	Grants
200,000	Food & Beverage Tax
150,000	SDC's
<u>\$750,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$750,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$750,000</u>	<u>Total</u>

**Project Description:**

Ashland Creek Park is located along Hersey Street between Oak and Helman streets. The park will feature a large community garden, outdoor learning space, pathways, a basketball pad, and riparian restoration. It will also serve as a trailhead for a future path system along Ashland Creek connecting Lithia Park to the Dog Park.



ASHLAND CREEK PARK MASTER PLAN  
FINAL PLAN

**capital improvements plan**

---

**TITLE: CALLE GUANAJUATO IMPROVEMENTS**

**PROJECT TYPE: PARKS AND RECREATION**

**RESPONSIBLE DEPARTMENT: Parks and Recreation De-**

**Funding Sources:**

\$100,000	Partnerships
170,000	Food & Beverage Tax
30,000	Fees & Charges
<u>\$300,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$300,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$300,000</u>	<u>Total</u>

**Project Description:**

Resurface the Calle Guanajuato to provide a safe, clean surface that eliminates current trip hazards. Update lighting to make it more effective and lower energy consumptive.



TITLE: ICE RINK COVER AND IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:

\$56,000	Food & Beverage Tax
56,000	Donations
<u>\$112,000</u>	<u>Total</u>

Project cost by Budget Year:

\$112,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$112,000</u>	<u>Total</u>

Project Description:

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



**capital improvements plan**

---

TITLE: **PARK SIGNS PLAN**

PROJECT TYPE: **PARKS AND RECREATION**

RESPONSIBLE DEPARTMENT: **Parks and Recreation Department**

**Funding Sources:**

<u>\$25,000</u>	<u>Food &amp; Beverage Tax</u>
<u>\$25,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$25,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$25,000</u>	<u>Total</u>

**Project Description:**

Design and replace park signs throughout the Ashland Parks and Recreation system. Remove swans from logo, as swans were relocated from Lithia Park in 2000.



TITLE: DEFERRED INFRASTRUCTURE IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

**Funding Sources:**

\$75,000	Food & Beverage Tax
<u>\$75,000</u>	<u>Total</u>

**Project cost by Budget Year:**

\$75,000	2013
\$0	2014
\$0	2015
\$0	2016
\$0	2017
\$0	2018
<u>\$75,000</u>	<u>Total</u>

**Project Description:**

Replace playground equipment and make deferred infrastructure improvements at Garfield Park and Hunter Park.



**capital improvements plan**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>NEVADA STREET EXTENSION &amp; BRIDGE CONSTRUCTION</b>                      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, and east-west travel. The new street, which will require construction of a bridge over Bear Creek will contain bicycle lanes and sidewalks.</p>	<b>\$2,400,000</b>
<p><b>DOWNTOWN PLAN – PHASE II</b>                      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>	<b>\$1,500,000</b>
<p><b>NORTH ASHLAND BIKEWAY PHASE II; CENTRAL ASHLAND BIKEWAY</b>                      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>	<b>\$1,800,000</b>
<p><b>SIGNAL INSTALLATION AT TOLMAN CREEK ROAD AND SISKIYOU BOULEVARD</b>                      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>	<b>\$500,000</b>
<p><b>SIGNAL INSTALLATION AT OAK STREET AND HERSEY STREET</b>                      This project is planned as a future installation as traffic volumes on Oak and Hersey Streets increase to meet signal installation warrants. The 1998 Transportation System Plan anticipated a 2009 date of installation, however traffic volumes have not increased as anticipated. The current Transportation Plan will re-examine this project.</p>	<b>\$500,000</b>
<p><b>FIRE STATION #1 CONCRETE REPAIR</b>                      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>	<b>\$72,000</b>

**TITLE: UNFUNDED TRANSPORTATION / PUBLIC SAFETY PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>PARK AND RIDE CREATION</b></p> <p>The City of Ashland, in cooperation with RVTB, 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>	<b>\$30,000</b>
<p><b>OVERLAYS:</b></p> <p>The City's Pavement Management System (PMS) continually evaluates and rates the condition of all paved and City maintained streets. Repairs and improvements are categorized by the type of repair needed including crack sealing, slurry sealing, asphalt overlay or full rebuild. The following streets have been shown to be in need of a full overlay:</p>	
<p><b>OVERLAY; OAK STREET - RAILROAD TRACKS TO OAKLAWN</b></p>	<b>\$350,000</b>
<p><b>OVERLAY; HELMAN STREET - N. MAIN TO OHIO</b></p>	<b>\$200,000</b>
<p><b>OVERLAY; ASHLAND STREET - MORTON TO TAYLOR</b></p>	<b>\$110,000</b>
<p><b>OVERLAY; NUTLEY STREET - SCENIC TO WINBURN</b></p>	<b>\$100,000</b>
<p><b>OVERLAY; HOLLY STREET - MORTON TO IDAHO</b></p>	<b>\$95,000</b>
<p><b>OVERLAY; MORTON STREET - IOWA TO PENNSYLVANIA</b></p>	<b>\$75,000</b>
<p><b>OVERLAY; LIBERTY STREET - SISKIYOU TO IOWA</b></p>	<b>\$20,000</b>
<p><b>CROWN GRIND/OVERLAY; IOWA STREET - LIBERTY TO IDAHO</b></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>	<b>\$650,000</b>
<p><b>OVERLAY/PARTIAL REBUILD; HARRISON STREET BETWEEN SISKIYOU AND EUCLID ST</b></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>	<b>\$600,000</b>

**capital improvements plan**

**TITLE: UNFUNDED TRANSPORTATION / PUBLIC SAFETY PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>OVERLAY/PARTIAL REBUILD; HERSEY STREET - N. MOUNTAIN TO HELMAN</b></p> <p>This project will reconstruct portions of the street section as well as repave the entire section of Hersey Street from N. Mountain Avenue to Helman Street. Related curb, gutter and storm drain improvements will also be included with the project.</p>	<b>\$1,200,000</b>
<p><b>OVERLAY/PARTIAL REBUILD; N. MOUNTAIN AVENUE - E. MAIN STREET TO HERSEY STREET</b></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>	<b>\$950,000</b>
<p><b>OVERLAY/PARTIAL REBUILD; HARGADINE STREET - GRESHAM STREET TO 1ST STREET</b></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>	<b>\$400,000</b>
<p><b>OVERLAY/PARTIAL REBUILD; ASHLAND STREET - SISKIYOU BOULEVARD TO R/R TRACKS</b></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>	<b>\$850,000</b>
<p><b>OVERLAY/PARTIAL REBUILD; B STREET – OAK STREET TO 5<sup>TH</sup> STREET</b></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>	<b>\$800,000</b>
<p><b>REPAVE/REBUILD GRANITE STREET – NUTLEY TO PIONEER STREET</b></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>	<b>\$700,000</b>
<p><b>REPAVE/REBUILD EAST MAIN STREET – N MOUNTAIN TO RR TRACKS</b></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>	<b>\$850,000</b>

**TITLE: UNFUNDED TRANSPORTATION / PUBLIC SAFETY PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

PROJECT	COST
<p><b>REPAVE/REBUILD NORMAL AVE – ASHLAND STREET TO SISKIYOU BLVD</b>                      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><b>\$200,000</b></p>
<p><b>PAVEMENT PLUS; WATERLINE ROAD LOCAL IMPROVEMENT DISTRICT</b>                      Roadway improvements for the currently unimproved portion would include regrading, asphalt paving, retaining walls, curb and gutters, sidewalks, driveway improvements, and related storm drain system improvement.</p>	<p><b>\$400,000</b></p>
<p><b>PAVEMENT PLUS; CLAY STREET LOCAL IMPROVEMENT DISTRICT</b>                      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><b>\$1,000,000</b></p>
<p><b>MISCELLANEOUS LOCAL IMPROVEMENT DISTRICTS</b>                      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><b>\$200,000</b></p>

**capital improvements plan**

**TITLE: UNFUNDED WATER PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>FERC PART 12 DAM SAFETY INSPECTION (50% Electric/50% Water)</b>                      \$80,000 of this project is funded in the fiscal years of 2013 and 2017. The remaining \$80,000 is unfunded.</p>	<b>\$80,000</b>
<p><b>SEDIMENT TMDL IN REEDER RESERVOIR</b>                      \$180,000 of this project is funded in the fiscal years of 2013, 2015, and 2017. The remaining \$420,000 is unfunded.</p>	<b>\$420,000</b>
<p><b>REEDER RESERVOIR VARIABLE DEPTH INTAKE</b>                      As a result of the Reeder Reservoir Study implementation, the need to be able to draw from different levels during different times in the year has become more likely to be effective. The final reservoir report will confirm or discount the need for this improvement</p>	<b>\$100,000</b>
<p><b>EXISTING PLANT MECHANICAL, ELECTRICAL &amp; SCADA UPGRADES</b>                      The current plant was re-built in 1995. It contains electrical and control systems that will be in need of replacement or are obsolete, as well as mechanical equipment that is nearing end of useful life. Since the plant will need to continue to provide peak capacity into the foreseeable future, these components must be replaced.</p>	<b>\$1,500,000</b>
<p><b>OZONE/UV ANALYSIS AND INSTALLATION</b>                      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>	<b>\$1,750,000</b>
<p><b>WATER PLANT SECURITY FENCING</b>                      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.</p>	<b>\$35,000</b>
<p><b>WATER MASTER PLAN UPDATES</b>                      \$100,000 is funded in FY16 for master plan updates. The remaining \$600,000 is unfunded</p>	<b>\$600,000</b>

**TITLE: UNFUNDED WATER PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>LIT WAY NEW PRV</b>                      Install new 6-inch PRV station between Crowson zone 5 and Granite zone 1 at intersection of Harmony Lane and Lit Way. This new PRV is recommended for providing 1,500-gpm of fire flow to the hydrants in Lit Way. Currently Crowson Zone 5 and Granite Zone 1 are isolated by a closed valve. Replacing this valve with a PRV would allow fire flow to enter the system during a fire. The project includes installing a new 6-inch PRV Station between Crowson Zone 5 and Granite Zone 1 at intersection of Harmony Lane and Lit Way</p>	<b>\$341,000</b>
<p><b>TOLMAN CREEK ROAD NEW PRV</b>                      A new PRV is recommended at the intersection of Tolman Creek Road and Siskiyou Blvd. This PRV connects the Alsing Zone 2 to Crowson Zone 1, thereby expanding the Alsing Reservoir. This project is important for improving turnover and subsequent water quality in the Alsing Reservoir. By utilizing additional storage in the Alsing Reservoir, the volume of a second Crowson Reservoir is reduced</p>	<b>\$341,000</b>
<p><b>PIPE REPLACEMENT PROGRAM</b>                      The 2012 Water Master Plan recommends that the City begin an annual pipe replacement program to target the pipes that have reached the end of their useful life, and to offset the depreciation of this city asset.</p>	<b>\$3,700,000</b>
<p>Existing meters will be replaced as needed with new radio . Until now, the City has not had a continuous implemented program to systematically instll this type of meter. It is also recommended that large meters by inspected, maintained, and calibrated annually</p>	<b>\$1,351,000</b>
<p><b>HYDRANT REPLACEMENT PROGRAM</b>                      All hydrants are inspected, maintained and replaced if necessary on an annual basis. The annual inspection and maintenance includes the following: pressure check, valve exercise, and inspection for damage</p>	<b>\$616,000</b>
<p><b>ELKADER STREET - IVY LANE TO PINECREST TRAIL MAINLINE PROJECT</b>                      Upsize 359 feet of 6-inch pipe with 8-inch diameter pipe.</p>	<b>\$72,000</b>
<p><b>IVY LANE - S. MOUNTAIN AVE TO ELKADER STREET MAINLINE PROJECT</b>                      Upsize 310 feet of 6-inch pipe with 8-inch diameter pipe.</p>	<b>\$64,000</b>

**capital improvements plan**

**TITLE: UNFUNDED WATER PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<b>SOUTH MOUNTAIN AVE. - S. MOUNTAIN TO EMMA</b> Install 30 feet of 6-inch new pipe.	<b>\$6,000</b>
<b>SOUTH MOUNTAIN AVE. - S. MOUNTAIN TO FH 16AD-043</b> Install 90 feet of 6-inch new pipe.	<b>\$17,000</b>
<b>PINECREST TERRACE - PENNY DR. TO WOODLAND DR.</b> Install 880 feet of new 8-inch pipe.	<b>\$178,000</b>
<b>PINECREST TERRACE - WALKER AVE. TO STARLIGHT PLACE</b> Upsize 1833 feet of 6-inch pipe with 10-inch diameter pipe.	<b>\$396,000</b>
<b>PENNY DRIVE - WOODLAND DR. TO WEISSENBACK WAY</b> Upsize 413 feet of 6-inch pipe with 8-inch diameter pipe.	<b>\$83,000</b>
<b>WOODLAND DRIVE - LEONARD ST. TO PINECREST TERRACE</b> Upsize 250 feet of 6-inch pipe with 8-inch diameter pipe.	<b>\$52,000</b>
<b>HIAWATHA PLACE - WALKER AVE. TO FH 15CA-020</b> Upsize 300 feet of 4-inch pipe with 6-inch diameter pipe.	<b>\$58,000</b>
<b>MORTON STREET - FH 16AC-023 TO PRV 12</b> Upsize 644 feet of 6-inch pipe with 8-inch diameter pipe.	<b>\$130,000</b>
<b>ASHLAND MINE RD. - CEDAR WAY TO FOX STREET</b> Upsize 611 feet of 4-inch pipe with 6-inch diameter pipe.	<b>\$115,000</b>
<b>FOX STREET - ASHLAND MINE RD. TO N. MAIN STREET</b> Upsize 286 feet of 4-inch pipe with 6-inch diameter pipe.	<b>\$54,000</b>
<b>ALMEDA DRIVE - ALMEDA DR. TO DOG PARK ROAD</b> Install 180 feet of new 6-inch diameter pipe.	<b>\$35,000</b>
<b>SKYCREST DRIVE - ORCHARD ST. TO SOUTH END OF SKYCREST DR.</b> Replace 747 feet of 8-inch pipe with 10-inch diameter.	<b>\$162,000</b>
<b>CRISPIN STREET - OAK STREET TO PATTERSON STREET</b> Replace 650 feet of 6-inch pipe with 8-inch diameter.	<b>\$131,000</b>

**TITLE: UNFUNDED WATER PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>OAK LAWN AVE. - OAK STREET TO SYLVIA STREET</b>                      Replace 150 feet of 4-inch pipe with 6-inch diameter.</p>	<b>\$29,000</b>
<p><b>SYLVIA STREET - OAK LAWN AVE TO FH 04CA-019</b>                      Replace 330 feet of 4-inch pipe with 6-inch diameter.</p>	<b>\$64,000</b>
<p><b>BLACK OAK WAY - TOLMAN CREEK ROAD TO BELLVIEW AVE.</b>                      Replace 456 feet of 4-inch pipe with 6-inch diameter.</p>	<b>\$85,000</b>
<p><b>OAK KNOLL DR. - TWIN PINES CIRCLE TO CYPRESS POINT LOOP</b>                      Replace 1427 feet of 6-inch pipe with 8-inch diameter.</p>	<b>\$287,000</b>
<p><b>ASHLAND STREET - TOLMAN CREEK RD. TO WASHINGTON ST.</b>                      Replace 2000 feet of 8-inch pipe with 10-inch diameter.</p>	<b>\$432,000</b>
<p><b>I-5 CROSSING - WASHINGTON ST. TO CLOVER LANE</b>                      Replace 720 feet of 6-inch pipe with 12-inch diameter.</p>	<b>\$794,000</b>
<p><b>WATERLINE UPSIZING; AHS/IOWA STREET - S. MOUNTAIN AVE. TO WIGHTMAN ST</b>                      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>	<b>\$640,000</b>
<p><b>WATERLINE REPLACEMENT; GRANITE STREET - STRAWBERRY LANE TO PIONEER STREET</b>                      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>	<b>\$300,000</b>
<p><b>WATERLINE REPLACEMENT; B STREET - OAK STREET TO 5<sup>TH</sup> STREET</b>                      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>	<b>\$250,000</b>
<p><b>WATERLINE REPLACEMENT; TERRACE STREET - IOWA STREET TO TID DITCH</b>                      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>	<b>\$350,000</b>

**capital improvements plan**

**TITLE: UNFUNDED STORM DRAIN PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>STORM DRAIN RELOCATION - INTERSECTION OF WOODLAND DRIVE AND INDIANA STREET</b></p> <p>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>	<b>\$50,000</b>
<p><b>HERSEY WETLANDS 18" HIGH FLOW BYPASS</b></p> <p>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>	<b>\$186,000</b>
<p><b>OPEN DRAINAGE IMPROVEMENTS; O AND M PLAN; CEMETERY CREEK, CLAY CREEK, RAILROAD PARK</b></p> <p>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>	<b>\$945,000</b>
<p><b>BEACH / MOUNTAIN CREEK; N. MOUNTAIN AVENUE - C STREET TO RAILROAD TRACKS</b></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 &amp; Eureka CMAQ Paving Project). This approach has yielded significant cost savings, and is continued in the following projects.</p>	<b>\$215,000</b>

**TITLE: UNFUNDED STORM DRAIN PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>BEACH / MOUNTAIN CREEK; HERSEY STREET / STARFLOWER LANE</b>                      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>	<b>\$50,000</b>
<p><b>BEACH / MOUNTAIN CREEK; C STREET / ALLEYS</b>                      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>	<b>\$160,000</b>
<p><b>BEACH / MOUNTAIN CREEK; ENERGY / VELOCITY DISIPATOR</b>                      This project was also initiated in the 2000 Storm Water Master Plan as alternative #5 for the Beach and Mountain Creek basins.</p>	<b>\$150,000</b>
<p><b>LIBERTY STREET – IOWA STREET TO PRACTH STREET STORM DRAIN INSTALLATION</b>                      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>	<b>\$85,000</b>
<p><b>HERSEY STREET BRIDGE BOTTOM REPLACEMENT</b>                      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>	<b>\$375,000</b>
<p><b>STORM DRAIN LINE REPLACEMENT / UPSIZE, PER STORM WATER MASTER PLAN</b>                      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>	<b>\$200,000</b>

**capital improvements plan**

**TITLE: UNFUNDED STORM DRAIN PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>CLAY CREEK CULVERT AT EAST MAIN (JACKSON COUNTY)</b> 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>	<b>\$150,000</b>
<p><b>CEMETERY CREEK CULVERT AT EAST MAIN (JACKSON COUNTY)</b> 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>	<b>\$150,000</b>
<p><b>LITHIA WAY CULVERT (ODOT)</b> 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>	<b>\$550,000</b>
<p><b>MOUNTAIN CR WATER QUALITY IMPROVEMENTS-B ST YARD OUTFALL</b> Construct one water quality improvement manhole or structure on City property to treat runoff from the City's corporate yard.</p>	<b>\$30,000</b>

**capital improvement plan**

**TITLE: UNFUNDED WASTEWATER PROJECTS**

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>TREATMENT PLANT CAPACITY EVALUATION</b></p> <p>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>	<b>\$250,000</b>
<p><b>TREATMENT PLANT – THERMAL IMPROVEMENTS (DEQ – TMDL)</b></p> <p>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>	<b>\$2,000,000</b>

**RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division**

<b>PROJECT</b>	<b>COST</b>
<p><b>WASTEWATER LINE REPLACEMENT; OAK STREET – LITHIA WAY TO B STREET</b></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>	<b>\$125,000</b>
<p><b>WASTEWATER LINE REPLACEMENT; N MOUNTAIN AVENUE – HERSEY STREET TO BEAR CREEK TRUNK LINE</b></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>	<b>\$225,000</b>

**capital improvements plan**

**TITLE: UNFUNDED ELECTRIC PROJECTS**

RESPONSIBLE DEPARTMENT: Various Departments

PROJECT	COST
<b>E. MAIN STREET/I-5 FREEWAY CROSSING UPGRADE</b> 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	<b>\$200,000</b>

**TITLE: AFN/TELECOMMUNICATIONS**

RESPONSIBLE DEPARTMENT: AFN/Telecommunications & Information Technology

PROJECT	COST
<b>REPLACE NODE SUPPLY BATTERIES</b> \$20,000 of this project is funded in FY12. An additional \$20,000 is unfunded.	<b>\$20,000</b>
<b>MICROSTATION TO GIS</b> Currently the entire AFN network diagrams (blueprints) reside exclusively on non-supported Microstation software on one isolated workstation. Migrating AFNs network infrastructure design to the GIS platform will then overlay AFNs network diagrams onto the widely used GIS mapping along with other city utility services. Vastly improves troubleshooting and system build out design work.	<b>\$15,000</b>
<b>DESKTOP MANAGEMENT SOLUTION</b> Reduces the time and resources required to perform configuration and deployment of new computer workstations and laptops by streamlining the imaging of new PC's. Increases Help Desk support efficiencies with management tools	<b>\$20,000</b>

RESPONSIBLE DEPARTMENT: Various Departments

PROJECT	COST
<b>FIRE DEPARTMENT PUBLIC SAFETY TRAINING FACILITY</b> 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.	<b>\$800,000</b>

*capital improvements plan*

<b>RESPONSIBLE DEPARTMENT: Various Departments</b>	
<b>PROJECT</b>	<b>COST</b>
<p><b>FIRE DEPARTMENT PUBLIC SAFETY TRAINING FACILITY</b>                      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>	<b>\$800,000</b>
<p><b>FIRE DEPARTMENT ADMINISTRATIVE OFFICES</b>                      Fund the construction of two offices for administrative personnel at Fire Station 1. St is currently doubling and tripling up in existing offices.</p>	<b>\$280,000</b>
<p><b>PUMP PIT FOR NFPA CERTIFICATION</b>                      Construct a fire engine pump pit for the annual mandatory fire pump certification testing. Currently staff travels to Fire District #3 to conduct these tests over a number of days.</p>	<b>\$42,000</b>
<p><b>COUNCIL CHAMBERS IMPROVEMENTS</b>                      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>	<b>\$300,000</b>
<p><b>COUNCIL CHAMBERS TV FACILITIES IMPROVEMENTS</b>                      Equipment purchases for upgrading current analog audio and video signal to digital for improved picture and sound.</p>	<b>\$40,000</b>
<p><b>CITY HALL COMPUTER NETWORK</b>                      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>	<b>\$45,000</b>
<p><b>ARCHIVE BUILDING CONSTRUCTION</b>                      This project is included in the facilities master plan that was adopted in 2009.</p>	<b>\$1,500,000</b>
<p><b>LONG TERM FACILITIES REPLACEMENT</b>                      Specific long term facilities replacement needs are identified in the facilities master plan.</p>	<b>\$1,750,000</b>
<p><b>CITY FACILITIES UPGRADES-BASED ON A FACILITIES PLAN</b>                      The specific upgrades are based on the master plan that was adopted in 2009</p>	<b>\$1,200,000</b>

**capital improvements plan**

---

**TITLE: DEFERRED INFRASTRUCTURE IMPROVEMENTS/  
REPLACEMENTS**

**PROJECT TYPE: PARKS AND RECREATION**

**RESPONSIBLE DEPARTMENT: Parks and Recreation Department**

**Funding Sources:**

<u>\$1,925,000</u>	<u>Unfunded</u>
<u><u>\$1,925,000</u></u>	<u><u>Total</u></u>

**Project cost by Budget Year:**

\$	2013
\$	2014
\$	2015
\$	2016
\$	2017
<u>Unfunded</u>	<u>2018</u>
<u><u>\$1,925,000</u></u>	<u><u>Total</u></u>

**Project Description:**

The need for facility improvements and replacements

TITLE: **SHERWOOD PARK RESTROOMS**

PROJECT TYPE: **PARKS AND RECREATION**

RESPONSIBLE DEPARTMENT: **Parks and Recreation Department**

<b>Funding Sources:</b>	
\$40,000	Unfunded
\$40,000	Total
<b>Project cost by Budget Year:</b>	
\$	2013
\$	2014
\$	2015
\$	2016
\$	2017
Unfunded	2018
\$40,000	Total

**Project Description:**

The need for facility improvements and replacements

**capital improvements plan**

**TITLE: SOFTBALL FIELD LIGHTS**

**PROJECT TYPE: PARKS AND RECREATION**

**RESPONSIBLE DEPARTMENT: Parks and Recreation Department**

**Funding Sources:**

\$50,000	Unfunded
\$25,000	Contributions
<u>\$75,000</u>	<u>Total</u>

**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.

**Project cost by Budget Year:**

\$	2013
\$	2014
\$	2015
\$	2016
\$	2017
TBA	2018
<u>\$0</u>	<u>Total</u>



**TITLE: MULTI-GENERATIONAL RECREATION CENTER**

**PROJECT TYPE: PARKS AND RECREATION**

**RESPONSIBLE DEPARTMENT: Parks and Recreation Department**

<b>Funding Sources:</b>	
\$1,650,000	Unfunded
<u>\$1,650,000</u>	<u>Total</u>
<b>Project cost by Budget Year:</b>	
\$	2013
\$	2014
\$	2015
\$	2016
\$	2017
Unfunded	2018
<u>\$1,650,000</u>	<u>Total</u>

**Project Description:**

The need for facility improvements and additional recreation space creates the needs for multi-generational activity space that could accommodate a variety of uses for youth through seniors.



**capital improvements plan**

TITLE: **ARTIFICIAL TURF FIELD**

PROJECT TYPE: **PARKS AND RECREATION**

RESPONSIBLE DEPARTMENT: **Parks and Recreation Depart-**

**Funding Sources:**

\$1,750,000	Unfunded
<u>\$1,750,000</u>	<u>Total</u>

**Project Description:**

Possible multi-sport artificial playing surface.

**Project cost by Budget Year:**

\$	2013
\$	2014
\$	2015
\$	2016
\$	2017
Unfunded	2018
<u>\$1,750,000</u>	<u>Total</u>



**TITLE: LITHIA PARK SHOP / YARD RELOCATION**

**PROJECT TYPE: PARKS AND RECREATION**

**RESPONSIBLE DEPARTMENT: Parks and Recreation Department**

<b>Funding Sources:</b>	
<u>\$1,750,000</u>	<u>Unfunded</u>
<u><u>\$1,750,000</u></u>	<u><u>Total</u></u>
<b>Project cost by Budget Year:</b>	
\$	2013
\$	2014
\$	2015
\$	2016
\$	2017
<u>Unfunded</u>	<u>2018</u>
<u><u>\$1,750,000</u></u>	<u><u>Total</u></u>

**Project Description:**

The maintenance shop and yards are positioned in a highly visible location in the park. The current space, adjacent to the creek, poses as both a potential negative influence on the health of the creek and as an eyesore to an entrance area of the park.





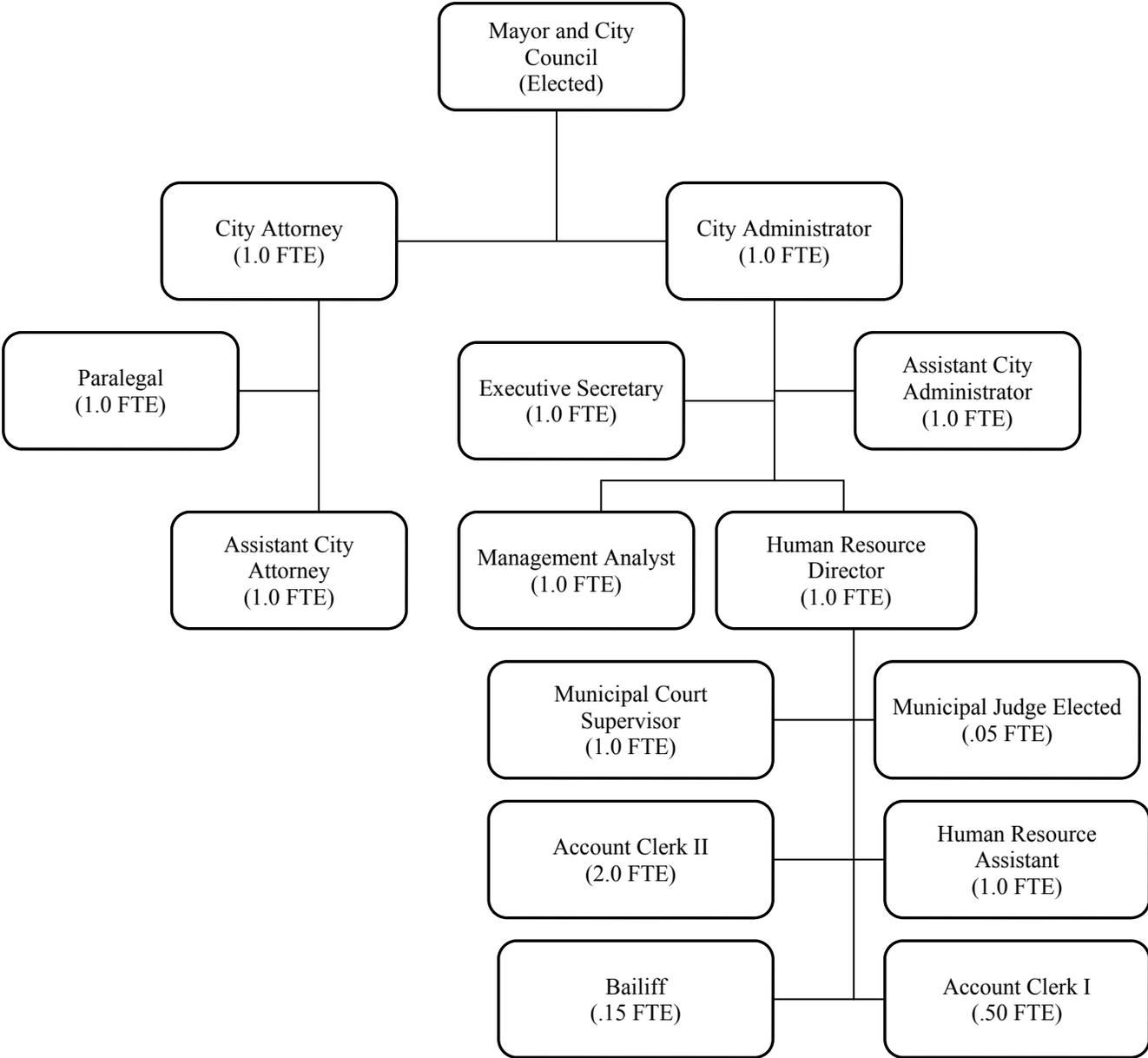
---

## Departments

Administration Department.....	3-3
Information Technology Department.....	3-19
Administrative Services Department .....	3-29
City Recorder / Treasurer .....	3-49
Police Department.....	3-53
Fire and Rescue Department .....	3-67
Public Works Department .....	3-79
Community Development Department .....	3-113
Electric Department .....	3-129
Parks and Recreation Department.....	3-139
Non-Departmental Activities .....	3-158



# administration department 13.15 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 Services 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 by PEG fees paid by cable television subscribers), 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).

## Significant Budget Changes

- Personal Services increase reflects implementation of the class and compensation study for Department heads.
- A placeholder for the Assistant City Administrator
- 6.5% increase in health benefits
- Materials and Services include an increase for the citizen survey.

**COUNCIL VALUE:**

**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.

**Budget Criteria:** Federal and State Mandates; City Charter and Municipal Code; Operational Efficiency, Risk Management, Fiscal Health; Support for Economic Health; Quality Citizen Service.

**Desired Outcomes:** Minimize employment related claims; Timely response to Council direction/goals; Clear, comprehensive and applicable municipal code; City FTE per 1,000 population; Reduce worker’s compensation claims; Increase Ashland tourism and repeat visitors; Support economic development; A community well informed about local government; Citizen participation.

<b>Action/Performance</b>	<b>2012 Results</b>	<b>2013 Goal</b>
<ul style="list-style-type: none"> <li>• Provide regular training on employment law, changes to the law and educate employees on policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• 0 claims</li> </ul>	<ul style="list-style-type: none"> <li>• 0 claims</li> </ul>
<ul style="list-style-type: none"> <li>• Complete council goals during the approved time frame.</li> <li>• Review and update ordinances as needed for Council approval</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of goals completed</li> <li>• 12 new and updated ordinances approved by Council</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of goals completed</li> <li>• 10 updated or new ordinances for Council approval</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain appropriate ratio of FTE per 1,000 citizens (includes Parks FTE) unless new services/programs are added</li> <li>• Provide workforce safety training and conduct job hazard analysis to minimize injuries</li> </ul>	<ul style="list-style-type: none"> <li>• 12 FTE/1000 citizens</li> <li>• 17 claims (<i>OSHA log</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• 12 FTE/1000 citizens</li> <li>• 10 claims</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to work with community partners to enhance tourism.</li> <li>• % of Ashland residents who report the community is good or excellent at economic development</li> </ul>	<ul style="list-style-type: none"> <li>• 48.2% annual average lodging occupancy</li> <li>• 35% report the community is good or excellent at economic development (<i>2011 survey results</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• 48.5% annual average lodging occupancy</li> <li>• 35% report the community is good or excellent at economic development</li> </ul>
<ul style="list-style-type: none"> <li>• Provide and distribute information in a variety of ways to ensure citizens are aware of local government programs and services.</li> <li>• % of citizens who report the City does a good or excellent job at welcoming citizen involvement</li> </ul>	<ul style="list-style-type: none"> <li>• 74% rate public information as excellent or good (<i>2011 survey results</i>)</li> <li>• 66% report the City is good or excellent at welcoming citizen involvement(<i>2011 survey results</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• 75% rate public information as excellent or good</li> <li>• 67% report the City is good or excellent at welcoming citizen involvement</li> </ul>

**administration department****ADMINISTRATION DEPARTMENT**

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Department Total By Function</b>						
500 Personal Services	\$ 1,334,575	\$ 1,311,428	\$ 1,431,689	\$ 1,566,405	\$ 1,566,405	\$ 1,549,305
600 Materials and Services	824,342	853,132	1,020,784	1,028,057	1,028,057	1,028,057
700 Capital Outlay	1,000	-	-	-	-	-
	<u>\$ 2,159,917</u>	<u>\$ 2,164,560</u>	<u>\$ 2,452,473</u>	<u>\$ 2,594,462</u>	<u>\$ 2,594,462</u>	<u>\$ 2,577,362</u>
<b>Department Total By Fund</b>						
110 General Fund	\$ 941,627	\$ 970,501	\$ 1,087,672	\$ 1,089,119	\$ 1,089,119	\$ 1,072,019
710 Central Services Fund	1,218,290	1,194,059	1,364,801	1,505,343	1,505,343	1,505,343
	<u>\$ 2,159,917</u>	<u>\$ 2,164,560</u>	<u>\$ 2,452,473</u>	<u>\$ 2,594,462</u>	<u>\$ 2,594,462</u>	<u>\$ 2,577,362</u>

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Administration Division</b>						
Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Administrator				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	-	-	-	-
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00
<b>Human Resource Division</b>						
Human Resources Manager	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
<b>Legal Division</b>						
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
<b>Municipal Court Division</b>						
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
Court Services Clerk				2.50	2.50	2.50
Account Clerk II	2.00	2.00	2.00	-	-	-
Account Clerk I			0.50	-	-	-
Bailiff	0.15	0.15	0.15	0.15	0.15	0.15
	<u>12.65</u>	<u>12.65</u>	<u>12.15</u>	<u>13.15</u>	<u>13.15</u>	<u>13.15</u>

## 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.

- Personal Services is increased to allow for six months of full family medical insurance for newly elected officials to be determined in November, 2012.

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. Council Goals are listed in the budget message in the Introduction Section of the budget.

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 funded through Central Service fees paid by each department.

CENTRAL SERVICE FUND  
ADMINISTRATION DEPARTMENT  
MAYOR AND COUNCIL DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 710						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
520 Fringe Benefits	68,485	48,413	45,070	76,010	76,010	76,010
<b>Total Personal Services</b>	<b>71,085</b>	<b>51,013</b>	<b>47,670</b>	<b>78,610</b>	<b>78,610</b>	<b>78,610</b>
<b>Materials and Services</b>						
601 Supplies	188	1,417	1,000	1,000	1,000	1,000
603 Communications	664	641	600	600	600	600
604 Contractual Services	18,060	120	7,500	7,500	7,500	7,500
605 Misc. Charges and Fees	-	-	100	100	100	100
606 Other Purchased Services	46,672	37,288	42,490	43,000	43,000	43,000
608 Commissions	2,167	1,737	2,900	2,900	2,900	2,900
<b>Total Materials and Services</b>	<b>67,751</b>	<b>41,203</b>	<b>54,590</b>	<b>55,100</b>	<b>55,100</b>	<b>55,100</b>
	<b>\$ 138,836</b>	<b>\$ 92,216</b>	<b>\$ 102,260</b>	<b>\$ 133,710</b>	<b>\$ 133,710</b>	<b>\$ 133,710</b>

## **Administration**

Administration includes the City Administrator, Executive Secretary and Management Analyst. The City Administrator is responsible for implementing the City Council's goals and policies and managing 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, and provides leadership, coordination, and management for the City organization to ensure effective community services.

Administration is funded through the Central Service Fund. General Fund monies are used for 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 2012-2013
- ⇒ 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**

- Personal Services increase reflects implementation of the class and compensation study for Department Heads, a placeholder for the Assistant City Administrator and 6.5% increase in health benefits. Materials and Services include an increase for the citizen survey.

**administration department - administration division**

GENERAL FUND  
ADMINISTRATION DEPARTMENT  
ADMINISTRATION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
510 Salaries and Wages	\$ 67,829	\$ 72,059	\$ 25,000	\$ 45,000	\$ 45,000	\$ 34,740
520 Fringe Benefits	31,869	34,714	15,000	27,180	27,180	20,340
<b>Total Personal Services</b>	<b>99,698</b>	<b>106,773</b>	<b>40,000</b>	<b>72,180</b>	<b>72,180</b>	<b>55,080</b>
<b>Materials and Services</b>						
601 Supplies	2,066	1,210	2,000	2,000	\$ 2,000	\$ 2,000
603 Communications	-	-	400	400	400	400
604 Contractual Services	21,941	14,454	137,300	137,300	137,300	137,300
605 Misc. Charges and Fees	1,000	1,000	2,300	2,300	2,300	2,300
606 Other Purchased Services	1,162	4,193	8,000	8,000	8,000	8,000
<b>Total Materials and Services</b>	<b>26,169</b>	<b>20,857</b>	<b>150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
	<b>\$ 125,867</b>	<b>\$ 127,630</b>	<b>\$ 190,000</b>	<b>\$ 222,180</b>	<b>\$ 222,180</b>	<b>\$ 205,080</b>

GENERAL FUND  
ADMINISTRATION DEPARTMENT  
ADMINISTRATION DIVISION  
Public Arts Program

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Materials and Services</b>						
604 Contractual Services	\$ 2,003	\$ 1,817	\$ 14,739	\$ -	\$ -	\$ -
<b>Total Materials and Services</b>	<b>2,003</b>	<b>1,817</b>	<b>14,739</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 2,003</b>	<b>\$ 1,817</b>	<b>\$ 14,739</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

GENERAL FUND  
ADMINISTRATION DEPARTMENT  
ADMINISTRATION DIVISION  
RVTV Program

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Materials and Services</b>						
604 Contractual Services	\$ 49,500	\$ 53,436	\$ 54,090	\$ 54,090	\$ 54,090	\$ 54,090
<b>Total Materials and Services</b>	<b>49,500</b>	<b>53,436</b>	<b>54,090</b>	<b>54,090</b>	<b>54,090</b>	<b>54,090</b>
	<b>\$ 49,500</b>	<b>\$ 53,436</b>	<b>\$ 54,090</b>	<b>\$ 54,090</b>	<b>\$ 54,090</b>	<b>\$ 54,090</b>

**administration department - administration division****CENTRAL SERVICE FUND  
ADMINISTRATION DEPARTMENT  
ADMINISTRATION DIVISION**

<u>Description</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Amended</u>	<u>2013 Proposed</u>	<u>2013 Approved</u>	<u>2013 Adopted</u>
Fund# 710						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 269,792	\$ 269,092	\$ 294,958	\$ 360,648	\$ 360,648	\$ 360,648
520 Fringe Benefits	93,793	98,105	128,551	155,730	155,730	155,730
<b>Total Personal Services</b>	<b>363,585</b>	<b>367,197</b>	<b>423,509</b>	<b>516,378</b>	<b>516,378</b>	<b>516,378</b>
<b>Materials and Services</b>						
601 Supplies	12,660	13,112	18,200	18,200	18,200	18,200
602 Rental, Repair, Maintenance	2,200	2,363	2,200	2,200	2,200	2,200
603 Communications	3,006	2,904	3,700	3,700	3,700	3,700
604 Contractual Services	7,343	29,482	21,000	24,000	24,000	24,000
605 Misc. Charges and Fees	11,909	11,909	12,500	12,500	12,500	12,500
606 Other Purchased Services	11,539	7,937	15,550	15,550	15,550	15,550
608 Commissions	393	-	740	740	740	740
610 Programs	15,690	16,941	17,500	13,000	13,000	13,000
<b>Total Materials and Services</b>	<b>64,740</b>	<b>84,648</b>	<b>91,390</b>	<b>89,890</b>	<b>89,890</b>	<b>89,890</b>
	<b>\$ 428,325</b>	<b>\$ 451,845</b>	<b>\$ 514,899</b>	<b>\$ 606,268</b>	<b>\$ 606,268</b>	<b>\$ 606,268</b>



## 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. Continue efforts to assist departments with organizational transitions and budget related changes.
- ⇒ Work with City Council and departments to address employee recruitment and retention efforts through full implementation of the comprehensive job classification and employee compensation study.
- ⇒ Negotiate new Labor Agreements with 3 of the City's 5 collective bargaining units; IBEW Clerical/Technical, Ashland Police Association and the Ashland Firefighter's Association.
- ⇒ Continue efforts to implement Safety and Risk Management "Best Practices" to prevent and mitigate costs due to accidents, injuries and claims against the city.
- ⇒ Continue to evaluate the City's utilization of health insurance and determine whether the City should move to a partially or fully self-insured health plan.
- ⇒ Evaluate web-based HR application software and applicant tracking alternatives to make the selection process more efficient and reduce paper.
- ⇒ Continue to focus on fostering a positive work environment and organizational culture.

## Significant Budget Changes

- The City continues to see high employee turnover, largely due to PERS retirement eligibility. The higher turnover is a cost driver for recruitment and selection costs as well as on-boarding.
- A combination of higher turnover and following Best Risk Management Practices have lead to an increase in New Hire on-boarding costs. This includes obtaining a thorough background and criminal history check on all new hires, obtaining DMV reports, checking references and verifying academic or professional credentials.
- The transition to a new healthcare provider last FY resulted in some additional costs that HR absorbed. For FY 2012-2013, funds have been budgeted to cover administrative fees for the Flexible Spending Account and Employee Assistance Program.

**administration department - human resource division**

CENTRAL SERVICE FUND  
ADMINISTRATION DEPARTMENT  
HUMAN RESOURCE DIVISION

<u>Description</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Amended</u>	<u>2013 Proposed</u>	<u>2013 Approved</u>	<u>2013 Adopted</u>
Fund# 710						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 140,039	\$ 128,050	\$ 128,927	\$ 139,117	\$ 139,117	\$ 139,117
520 Fringe Benefits	59,741	56,190	67,004	73,340	73,340	73,340
<b>Total Personal Services</b>	<b>199,780</b>	<b>184,240</b>	<b>195,931</b>	<b>212,457</b>	<b>212,457</b>	<b>212,457</b>
<b>Materials and Services</b>						
601 Supplies	5,177	3,389	6,300	6,300	6,300	6,300
603 Communications	512	262	500	500	500	500
604 Contractual Services	66,484	39,797	50,000	60,000	60,000	60,000
605 Miscellaneous Charges and Fees	8,688	8,835	19,076	19,076	19,076	19,076
606 Other Purchased Services	5,392	12,238	19,900	20,900	20,900	20,900
<b>Total Materials and Services</b>	<b>86,253</b>	<b>64,521</b>	<b>95,776</b>	<b>106,776</b>	<b>106,776</b>	<b>106,776</b>
	<b>\$ 286,033</b>	<b>\$ 248,761</b>	<b>\$ 291,707</b>	<b>\$ 319,233</b>	<b>\$ 319,233</b>	<b>\$ 319,233</b>

## **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.

The Court has been impacted by legislative activities that have reduced the share of fines and fees retained locally by the City, and increased the share that is passed on to the State and County. Therefore, we have seen a decline in Court revenue over the past two fiscal years. The economic downturn has also impacted Ashland Citizens. An increasing number of offenders are financially unable to pay. The Court offers Community Service opportunities to offset fines and fees. In FY 2011, the Ashland Municipal Court was responsible for assigning approximately 1,500 community service hours to non-criminal offenders. These offenders fulfilled their obligation to repay the community by providing skilled and unskilled labor to the City on clean-up and maintenance crews at North Mountain Park, Lithia Park, the YMCA and Goodwill. Many student offenders are assigned to work at the Southern Oregon University Library.

## **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:

1. The nature of the charges faced,
2. What the choices and possible consequences are,
3. What financial or other obligations, if any, have been ordered, and
4. How to avoid future problems.

⇒ Ashland Municipal Court staff delivers courteous, professional, prompt service to our customers.

## **Significant Budget Changes**

- Funds were added to support training and development for Municipal Court staff and the Elected Judge.

**administration department - municipal court division**

GENERAL FUND  
ADMINISTRATION DEPARTMENT  
MUNICIPAL COURT DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 212,092	\$ 220,027	\$ 237,243	\$ 202,593	\$ 202,593	\$ 202,593
520 Fringe Benefits	92,433	98,628	108,026	114,680	114,680	114,680
<b>Total Personal Services</b>	<b>304,525</b>	<b>318,655</b>	<b>345,269</b>	<b>317,273</b>	<b>317,273</b>	<b>317,273</b>
<b>Materials and Services</b>						
601 Supplies	3,162	3,079	4,900	4,900	4,900	4,900
602 Rental, Repair, Maintenance	4,155	4,182	2,954	2,954	2,954	2,954
603 Communications	18	21	200	200	200	200
604 Contractual Services	16,313	12,865	15,900	15,900	15,900	15,900
605 Misc. Charges and Fees	88,896	91,229	80,800	80,800	80,800	80,800
606 Other Purchased Services	1,400	2,455	2,100	2,800	2,800	2,800
<b>Total Materials and Services</b>	<b>113,944</b>	<b>113,831</b>	<b>106,854</b>	<b>107,554</b>	<b>107,554</b>	<b>107,554</b>
<b>Capital Outlay</b>						
703 Equipment	1,000	-	-	-	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 419,469</b>	<b>\$ 432,486</b>	<b>\$ 452,123</b>	<b>\$ 424,827</b>	<b>\$ 424,827</b>	<b>\$ 424,827</b>

\*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 Legal Department (City Attorney's Office) provides legal advice and representation on city matters to elected city officials and departments, employees, and city commissions and committees, including the Ashland Parks and Recreation Commission and keeps city officers and employees apprised of changes in the law. Ordinances, resolutions, contracts, and other documents from city departments are reviewed and approved by the Legal Department. The Department also assists in property purchases, employee grievances, union negotiations, code enforcement, and land use matters and represents the city in civil litigation and administrative forums. The Department works with risk management in resolving tort claims and assists in collection efforts in support of the Finance Department. One independent function of the City Attorney's Office is to prosecute misdemeanors, traffic offenses, and city code violations in Municipal and Circuit Court. 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.

**Division Goals**

- ⇒ Provide clear analyses of the legal consequences of potential decisions.
- ⇒ Provide suggestions for alternative legal approaches to resolution of city issues.
- ⇒ Provide timely, accurate, and thorough legal advice.
- ⇒ Defend the city in challenges to its decisions.
- ⇒ Work with Municipal Court staff and Judge to streamline Municipal Court forms and procedures.

**Significant Budget Changes**

The proposed budget for supplies is increased to provide additional subscriptions for legal publications for the law library. The increase is more than offset by reductions elsewhere, principally in expenditures related to training. The new subscriptions are expected to make it possible to reduce costly electronic research services in future years.

**CENTRAL SERVICE FUND  
ADMINISTRATION DEPARTMENT  
LEGAL DIVISION**

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Fund# 710</b>						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 218,984	\$ 224,145	\$ 259,157	\$ 252,057	\$ 252,057	\$ 252,057
520 Fringe Benefits	76,918	59,405	120,153	117,450	117,450	117,450
<b>Total Personal Services</b>	<b>295,902</b>	<b>283,550</b>	<b>379,310</b>	<b>369,507</b>	<b>369,507</b>	<b>369,507</b>
<b>Materials and Services</b>						
601 Supplies	9,184	7,379	10,200	14,800	14,800	14,800
602 Rental, Repair, Maintenance	2,192	2,704	3,000	2,500	2,500	2,500
603 Communications	317	937	1,525	1,525	1,525	1,525
604 Contractual Services	33,454	87,361	34,500	34,200	34,200	34,200
605 Misc. Charges and Fees	12,000	12,000	12,400	12,400	12,400	12,400
606 Other Purchased Services	12,047	7,306	15,000	11,200	11,200	11,200
<b>Total Materials and Services</b>	<b>69,194</b>	<b>117,687</b>	<b>76,625</b>	<b>76,625</b>	<b>76,625</b>	<b>76,625</b>
	<b>\$ 365,096</b>	<b>\$ 401,237</b>	<b>\$ 455,935</b>	<b>\$ 446,132</b>	<b>\$ 446,132</b>	<b>\$ 446,132</b>

## Library

In November of 2008, Ashland voters passed a local option tax of up to \$.21 per \$1000 of assessed property value for enhances 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 FY13 enhanced library services.

### Significant Budget Changes

- A 3% increase over FY12 per existing contract with Jackson County and LSSI.

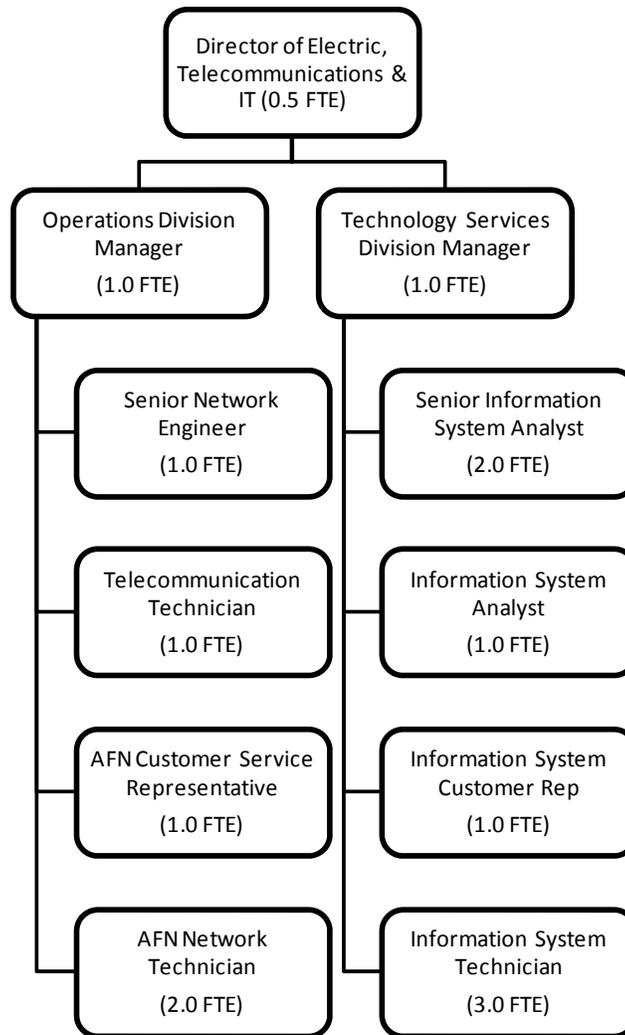
GENERAL FUND  
ADMINISTRATION DEPARTMENT  
ADMINISTRATION DIVISION  
Library Program

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
Materials and Services						
604 Contractual Services	\$ 344,788	\$ 355,132	\$ 376,720	\$ 388,022	388,022	388,022
Total Materials and Services	<u>344,788</u>	<u>355,132</u>	<u>376,720</u>	<u>388,022</u>	<u>388,022</u>	<u>388,022</u>
	<u>\$ 344,788</u>	<u>\$ 355,132</u>	<u>\$ 376,720</u>	<u>\$ 388,022</u>	<u>\$ 388,022</u>	<u>\$ 388,022</u>



# information technology department

## 14.5 FTE



## Overview

The Information Technology Department consists of two divisions: Technology Services and Telecommunications. Technology Services is responsible for the internal technology, computer and phone support while the all activities relating to Ashland Fiber Network (AFN) are managed within the Telecommunications Division. The department's director is also responsible for the Electric Department operations and 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

- Maintained consistent level of debt service support for AFN.
- Reduced staffing by 1.0 FTE through attrition and other costs to better match work requirements in the field.
- Increased electricity costs for controllers used throughout the network consistent with amounts paid by other telecommunication systems.
- Increased bandwidth to meet customer demands. Cost increase in reflected in 602.
- Restored second division manager position to balance work load and provide focused supervisory perspective in both divisions.
- Increased licensing costs for programs in 605.

**information technology department**

TELECOMMUNICATIONS FUND  
INFORMATION TECHNOLOGY DEPARTMENT

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Department Total By Function</b>						
500 Personal Services	\$ 1,414,694	\$ 1,443,405	\$ 1,571,516	\$ 1,491,290	\$ 1,491,290	\$ 1,491,290
600 Materials and Services	1,443,279	1,811,110	1,528,105	1,573,545	1,573,545	1,573,545
700 Capital Outlay	67,876	251,236	165,640	120,000	120,000	120,000
	<b>\$ 2,925,849</b>	<b>\$ 3,505,751</b>	<b>\$ 3,265,261</b>	<b>\$ 3,184,835</b>	<b>\$ 3,184,835</b>	<b>\$ 3,184,835</b>
<b>Department Total By Fund</b>						
691 Telecommunications Fund	\$ 1,803,785	\$ 2,394,986	\$ 2,077,219	\$ 2,025,862	\$ 2,025,862	\$ 2,025,862
710 Central Services	1,122,064	1,110,765	1,188,042	1,158,973	1,158,973	1,158,973
	<b>\$ 2,925,849</b>	<b>\$ 3,505,751</b>	<b>\$ 3,265,261</b>	<b>\$ 3,184,835</b>	<b>\$ 3,184,835</b>	<b>\$ 3,184,835</b>

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Assistant City Administrator			0.50			
Director of Information Technology/Electric				0.50	0.50	0.50
Information Technology Director	1.00	1.00				
Information Technology Manager	1.00	1.00	1.00			
<b>Technology Services Division</b>						
Computer Services Manager				1.00	1.00	1.00
Senior Information Systems Analyst	2.00	2.00	2.00	1.00	1.00	1.00
Information Systems Analyst	1.00	1.00	1.00	1.00	1.00	1.00
City Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00
User Support Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
User Support Technician	3.00	3.00	3.00	3.00	3.00	3.00
Telecommunication/Computers Technician	0.50	1.00	0.50	0.50	0.50	0.50
<b>Internet Division</b>						
Operations Manager	-	-	-	1.00	1.00	1.00
Network Technician	2.00	2.00	3.00	2.00	2.00	2.00
AFN Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Telecommunication/Computers Technician	1.00	1.00	0.50	0.50	0.50	0.50
	<b>15.50</b>	<b>16.00</b>	<b>15.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>

## **Telecommunications (AFN) Internet Division**

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—Reestablish the system's direction and desired performance after recruiting a new chief information officer. Identify and address options for broadband services provided by and through City of Ashland's network with a corresponding business plan for implementation.
- ⇒ System Planning—Complete an alternatives analysis of options and costs for the City's obsolete telephony system.
- ⇒ Public Safety Communications—Finish 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.
- ⇒ Public Utilities Compliance—Resolve any AFN telecommunications line issues for the North Main Circuit 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**

- Reduced staffing costs that are consistent with less work required in the field for cable television work. This balances changes in revenue with reductions in costs.
- Increased Supplies costs reflecting the cost of added bandwidth to meet customer needs.
- Increased utility costs that relate to paying for electricity for internet equipment in the field. This ensures fair and consistent treatment of AFN with other technology service providers whose equipment draws energy from the City's electric system.
- Reduced expenses where possible in an attempt to match costs with revenues
- (completing sentence) enabling continued debt contribution payment.

**information technology department - telecommunications division**

---

**COUNCIL VALUE(s):**

**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.

**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 arts and culture, connects to 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.

**Budget Criteria:** Operational efficiency and fiscal health

**Desired Outcomes:** Provide technology solutions that allow public safety departments to effectively communicate.

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
Ensure 99.99% uptime and availability of Emergency Notification System and have >5,000 enrollees.	Not available	Not available	100% 2000	100% 4000

**Budget Criteria:** Emergency preparedness Service only available from government/Not offered by private or non-profit provider

**Desired Outcomes:** Meet AFN marketing goals for growth.

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
Improve Internet customer count to $\geq 4,600$ by 2013 with <20% churn.				
Counts	4230	4328	4200	4200
Churn	25%	25%	20%	20%

**information technology department - telecommunications division**

TELECOMMUNICATIONS FUND  
 INFORMATION TECHNOLOGY DEPARTMENT  
 INTERNET

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 691						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 394,879	\$ 438,291	\$ 447,710	\$ 415,320	\$ 415,320	\$ 415,320
520 Fringe Benefits	172,595	191,270	222,910	213,725	213,725	213,725
<b>Total Personal Services</b>	<b>567,474</b>	<b>629,561</b>	<b>670,620</b>	<b>629,045</b>	<b>629,045</b>	<b>629,045</b>
<b>Materials and Services</b>						
601 Supplies	236,105	270,960	208,500	233,250	233,250	233,250
602 Rental, Repair, Maintenance	66,473	69,988	68,189	92,489	92,489	92,489
603 Communications	16,783	13,280	10,954	10,800	10,800	10,800
604 Contractual Services	-	4,566	2,700	2,000	2,000	2,000
605 Misc. Charges and Fees	819,495	1,170,874	936,400	921,500	921,500	921,500
606 Other Purchased Services	29,579	28,824	39,216	36,778	36,778	36,778
<b>Total Materials and Services</b>	<b>1,168,435</b>	<b>1,558,492</b>	<b>1,265,959</b>	<b>1,296,817</b>	<b>1,296,817</b>	<b>1,296,817</b>
<b>Capital Outlay</b>						
703 Equipment	39,533	206,343	140,050	100,000	100,000	100,000
704 Improvements Other Than Bldgs.	28,343	590	590	-	-	-
<b>Total Capital Outlay</b>	<b>67,876</b>	<b>206,933</b>	<b>140,640</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	<b>\$ 1,803,785</b>	<b>\$ 2,394,986</b>	<b>\$ 2,077,219</b>	<b>\$ 2,025,862</b>	<b>\$ 2,025,862</b>	<b>\$ 2,025,862</b>



## **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, finish implementation of the City's new Springbrook utility billing system, supporting electric, water, and waste water operations. This project is partially in response to audit comments.
- ⇒ 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 restore business systems and resources in the event of disaster.
- ⇒ Upgrade City's video surveillance system in City Hall.

### **Significant Budget Changes**

- Personnel costs held flat due to change in allocation of costs for a "shared" Department Head with the Electric Department.
- Change in organizational structure to restore a division manager position to provide more consistent support for internal customers and programs.
- Computers line increased a net \$8,000 to represent equipment needing replacement in FY 2013.
- Miscellaneous Fees & Charges increased \$11,000 representing added license costs for software used and paid for by this division in the Central Service Fund.
- Several areas of expense were able to be reduced to offset the above increases for the coming year.
- Capital Outlay decreased after the higher cost in the prior year to implement the virtualized server environment for the City's needs.

**information technology department - technology services division**

---

**COUNCIL VALUE(s):**

**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.

**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 arts and culture, connects to 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.

**Budget Criteria:** Federal and State Mandates; City Charter and Code

**Desired Outcomes:** Administration of City IT contracts and agreements to achieve zero violations/lapses and \$0 in penalties. Manage information and systems security incidents in adherence with regulations and laws.

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
Adhere to processes and standards to approve/ monitor/renew 100% of contracts and licenses.	100%	100%	100%	100%
Penalties	\$0	\$0	\$0	\$0
Maintain Information Security Policy and related guidelines. Maintain 100% security form compliance.	100%	100%	100%	100%

**Budget Criteria:** Operational efficiency and fiscal health

**Desired Outcomes:** Provide high availability and uptime, increase efficiency through use of technology and effectively resolve customer support cases.

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
Achieve $\geq 99\%$ uptime for solutions and systems.	99%	99.2%	99.2%	99.5%
Resolve $\geq 80\%$ of cases within one business day.	75%	77%	80%	85%
Implement an IT project management function to achieve $\geq 75\%$ project success rate on time, budget, and scope measures.	Not available	77%	77%	80%

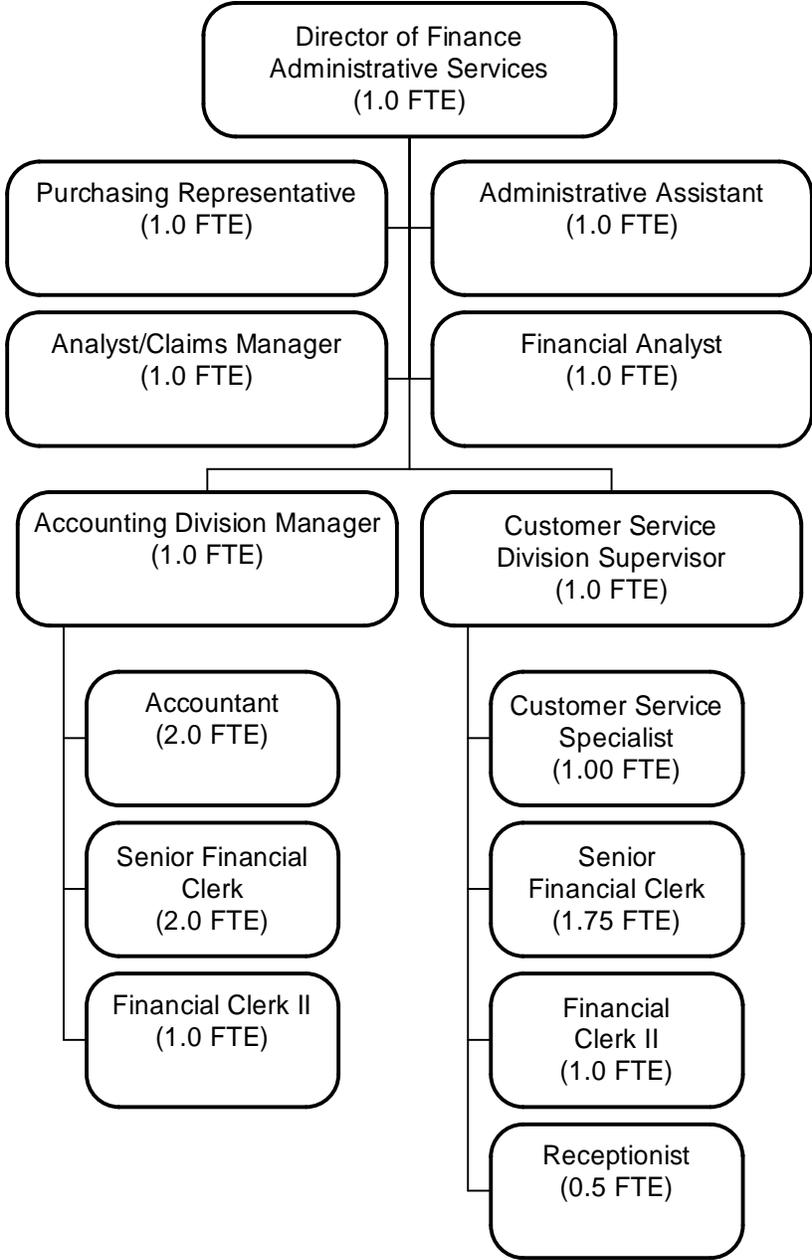
**information technology department - technology services division**

CENTRAL SERVICE FUND  
INFORMATION TECHNOLOGY DEPARTMENT  
TECHNOLOGY SERVICES DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 710						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 610,392	\$ 571,868	\$ 609,090	\$ 574,680	\$ 574,680	\$ 574,680
520 Fringe Benefits	236,828	241,976	291,806	287,565	287,565	287,565
<b>Total Personal Services</b>	<b>847,220</b>	<b>813,844</b>	<b>900,896</b>	<b>862,245</b>	<b>862,245</b>	<b>862,245</b>
<b>Materials and Services</b>						
601 Supplies	5,289	10,714	15,000	14,150	14,150	14,150
602 Rental, Repair, Maintenance	65,044	59,242	66,400	66,400	66,400	66,400
603 Communications	121,791	121,919	89,390	97,350	97,350	97,350
604 Contractual Services	2,862	9,526	14,000	10,000	10,000	10,000
605 Misc. Charges and Fees	74,027	48,316	67,250	79,928	79,928	79,928
606 Other Purchased Services	5,831	2,901	10,106	8,900	8,900	8,900
<b>Total Materials and Services</b>	<b>274,844</b>	<b>252,618</b>	<b>262,146</b>	<b>276,728</b>	<b>276,728</b>	<b>276,728</b>
<b>Capital Outlay</b>						
703 Equipment	-	44,303	25,000	20,000	20,000	20,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>44,303</b>	<b>25,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
	<b>\$ 1,122,064</b>	<b>\$ 1,110,765</b>	<b>\$ 1,188,042</b>	<b>\$ 1,158,973</b>	<b>\$ 1,158,973</b>	<b>\$ 1,158,973</b>

# administrative services department

## 16.25 FTE



## Overview

**Vision Statement:** *The Administrative Services Department (ASD) 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 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; insurance coverages and the handling of all property and liability claims; 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 and Public Works during transitional stages for these departments and their staff. In FY 2010-2011 and FY 2011-2012 the department provided increased administrative support to the Information Technology and Electric departments including Conservation, 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 years, ending when cable television services were outsourced. 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 2013-2014 and 2014-2015.
- **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. 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 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. City has met these criteria and received the award.

**COUNCIL VALUE:**

**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.

**Budget Criteria:** Federal and State Mandates

**Desired Outcomes:** Legal Compliance - No violations of Oregon Budget Law, IRS, DOR or GAAP Accounting

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
Adopt annual budget by June 30 including a property tax rate set within the legal limits.	100%	100%	100%	100%
Issue CAFR within 6 months.	100%	100%	100%	100%
Resolve Auditor comments within 1 year.	33%	50%	75%	100%

**Budget Criteria:** Operational efficiency and fiscal health

**Desired Outcomes:** Manage Risk & Insurances Meet Ending Fund Balance Policy; Manage/Account for Assets; Manage Risk & Insurances

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
Manage revenue and expenses to 100% meet (exceed) minimum, operational ending fund balances.	85%	85%	90%	100%
Bill and collect utilities on cycle basis collecting 95% of receivables within 60 days and keep loss (write-off ratio) to <1.5%.	.25%	.60%	.50%	.75%
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)	\$275,971	\$269,946	\$260,000	\$260,000
Cost of Claims	\$32,200	\$60,900	\$25,000	\$25,000
Number of Claims	28	25	25	25

**Budget Criteria:** Contractual Obligations and Bond Covenants

**Desired Outcomes:** Comply with financial requirements including disclosures.

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
Maintain cash reserves and coverage ratios as required: Water Revenue Bonds >1.30	2.22	2.28	2.95	3.00

**administrative services department**

**Significant Budget Changes**

- Anticipate full staffing in 2013 including Finance Director position returning from Electric and I.T.
- Implementation of Class & Compensation for Department head
- Health benefits increase of 6.5%, changes in staff affects benefits budgeted
- Increased costs to complete Spring Brook Utility Billing implementation
- Licensing costs for existing Eden software increased 11%
- Training for new employees in use of accounting software and the new billing package

**ADMINISTRATIVE SERVICES DEPARTMENT**

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Department Total By Function</b>						
500 Personal Services	\$ 1,341,978	\$ 1,289,936	\$ 1,353,345	\$ 1,464,307	\$ 1,464,307	\$ 1,464,307
600 Materials and Services	1,829,117	1,831,179	2,074,170	2,057,087	2,057,087	2,057,087
700 Capital Outlay	-	52,509	1,907,000	1,942,000	1,942,000	1,942,000
800 Debt Service	381,906	714,874	315,156	303,755	303,755	303,755
	<u>\$ 3,553,001</u>	<u>\$ 3,888,498</u>	<u>\$ 5,649,671</u>	<u>\$ 5,767,149</u>	<u>\$ 5,767,149</u>	<u>\$ 5,767,149</u>
<b>Department Total By Division:</b>						
<b>Operating Divisions</b>						
710 Administration	\$ 512,754	\$ 536,376	\$ 564,794	\$ 605,021	605,021	605,021
710 Accounting	658,445	605,180	646,104	690,931	690,931	690,931
710 Customer Services	484,253	474,634	525,703	606,827	606,827	606,827
720 Insurance	739,897	697,676	756,080	759,630	759,630	759,630
	<u>\$ 2,395,349</u>	<u>\$ 2,313,866</u>	<u>\$ 2,492,681</u>	<u>\$ 2,662,409</u>	<u>\$ 2,662,409</u>	<u>\$ 2,662,409</u>
<b>Non-operating Divisions</b>						
110 Social Services	\$ 118,605	\$ 118,568	\$ 122,710	\$ 125,125	\$ 125,125	\$ 125,125
110 Economic and Cultural	555,817	571,455	626,078	678,360	678,360	678,360
110 Band	56,720	56,214	58,500	58,500	58,500	58,500
110 Miscellaneous	44,604	61,012	127,546	47,000	47,000	47,000
410 S.D.C. - Parks Open Space	-	52,509	1,907,000	1,892,000	1,892,000	1,892,000
530 Bancroft Debt	-	-	200,000	200,000	200,000	200,000
530 Notes and Contracts Debt	381,906	714,874	115,156	103,755	103,755	103,755
	<u>\$ 1,157,652</u>	<u>\$ 1,574,632</u>	<u>\$ 3,156,990</u>	<u>\$ 3,104,740</u>	<u>\$ 3,104,740</u>	<u>\$ 3,104,740</u>

**administrative services department**

<b>Position Profile</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Amended</b>	<b>2013 Proposed</b>	<b>2013 Approved</b>	<b>2013 Adopted</b>
<b>Administration Division</b>						
Director of Administrative Services/Finance	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
Purchasing Representative	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
<b>Accounting Division</b>						
Accounting Division Manager	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	2.00	2.00	2.00	2.00	2.00	2.00
Account Representative (Projects)	1.00	1.00	-	-	-	-
Senior Financial Clerk			2.00	2.00	2.00	2.00
Financial Clerk II	3.00	3.00	1.00	1.00	1.00	1.00
<b>Customer Services Division</b>						
Customer Service Division Manager	1.00					
Customer Service Division Supervisor		1.00	1.00	1.00	1.00	1.00
Customer Service Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Senior Financial Clerk			1.75	1.75	1.75	1.75
Financial Clerk II	2.75	2.75	1.00	1.00	1.00	1.00
Receptionist	0.50	0.50	0.50	0.50	0.50	0.50
	<b>17.25</b>	<b>17.25</b>	<b>16.25</b>	<b>16.25</b>	<b>16.25</b>	<b>16.25</b>

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**

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Amended</b>	<b>2013 Adopted</b>
Total Administration Division	3.00	3.00	4.00	3.00	2.00	5.00	5.00	5.00	5.00	5.00
Total Accounting Division	5.80	6.00	6.00	6.00	7.00	7.00	7.00	7.00	6.00	6.00
Total Customer Service Division	6.00	6.50	6.50	5.50	5.75	5.25	5.25	5.25	5.25	5.25
Total Purchasing Division	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						
<b>Total Department</b>	<b>15.80</b>	<b>20.25</b>	<b>23.65</b>	<b>22.65</b>	<b>19.90</b>	<b>17.25</b>	<b>17.25</b>	<b>17.25</b>	<b>16.25</b>	<b>16.25</b>

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

## **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 Administrative Assistant's, 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	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 710						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 263,683	\$ 264,701	\$ 270,326	\$ 292,586	\$ 292,586	\$ 292,586
520 Fringe Benefits	110,127	115,705	130,713	148,680	148,680	148,680
<b>Total Personal Services</b>	<b>373,810</b>	<b>380,406</b>	<b>401,039</b>	<b>441,266</b>	<b>441,266</b>	<b>441,266</b>
<b>Materials and Services</b>						
601 Supplies	6,700	7,773	4,725	4,725	4,725	4,725
602 Rental, Repair, Maintenance	6,585	6,411	10,690	10,690	10,690	10,690
603 Communications	457	608	950	950	950	950
604 Contractual Services	93,406	104,332	110,970	110,970	110,970	110,970
605 Misc. Charges and Fees	19,501	19,476	20,000	20,000	20,000	20,000
606 Other Purchased Services	12,295	17,370	16,420	16,420	16,420	16,420
<b>Total Materials and Services</b>	<b>138,944</b>	<b>155,970</b>	<b>163,755</b>	<b>163,755</b>	<b>163,755</b>	<b>163,755</b>
	<b>\$ 512,754</b>	<b>\$ 536,376</b>	<b>\$ 564,794</b>	<b>\$ 605,021</b>	<b>\$ 605,021</b>	<b>\$ 605,021</b>

## 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

- ⇒ 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.
- ⇒ Respond to audit requirements identified by the municipal auditor and state or national oversight entities.
- ⇒ Continue to educate and train new managers in accounting policies.

	FY 2008		FY 2009		FY 2010		FY 2011		FY 2012		FY 2013	
	City	Parks										
Pay Checks	6,418	1,444	6,436	1,667	6,423	1,890	6,540	1,893	6,400	1,900	6,400	1,900
Percentage as Direct Deposits	74%	68%	74%	55%	75%	52%	75%	49%	78%	55%	80%	55%
Payables Checks Processed	7,401	2,674	6,978	2,656	6,892	2,683	7,292	2,419	6,900	2,700	6,900	2,700
Electronic Fund Transfers	307	168	372	159	406	207	496	222	500	216	600	216
Percentage electronically	4%	6%	5%	6%	6%	7%	7%	9%	7%	8%	9%	8%
Accounts Receivable Billed	601	241	679	214	844	185	1387	192	1500	200	1600	200
Collection Rate	97%	91%	97%	95%	97%	97%	96%	97%	97%	97%	97%	97%

**administrative services department - accounting division**

CENTRAL SERVICES FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
ACCOUNTING DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Fund# 710</b>						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 333,045	\$ 296,022	\$ 298,851	\$ 320,011	\$ 320,011	\$ 320,011
520 Fringe Benefits	175,134	159,877	174,556	190,170	190,170	190,170
<b>Total Personal Services</b>	<b>508,179</b>	<b>455,899</b>	<b>473,407</b>	<b>510,181</b>	<b>510,181</b>	<b>510,181</b>
<b>Materials and Services</b>						
601 Supplies	6,941	9,066	11,000	11,000	11,000	11,000
602 Rental, Repair, Maintenance	1,394	1,305	1,597	1,650	1,650	1,650
603 Communications	26,089	25,836	34,100	34,100	34,100	34,100
604 Contractual Services	41,475	40,285	45,100	45,100	45,100	45,100
605 Misc. Charges and Fees	72,190	68,950	74,500	82,500	82,500	82,500
606 Other Purchased Services	2,177	3,839	6,400	6,400	6,400	6,400
<b>Total Materials and Services</b>	<b>150,266</b>	<b>149,281</b>	<b>172,697</b>	<b>180,750</b>	<b>180,750</b>	<b>180,750</b>
	<b>\$ 658,445</b>	<b>\$ 605,180</b>	<b>\$ 646,104</b>	<b>\$ 690,931</b>	<b>\$ 690,931</b>	<b>\$ 690,931</b>

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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Goal
<b>Comprehensive Annual Financial Report (CAFR)</b>						
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
<b>Award Grading</b>						
Award received	Yes	Yes	Yes	Yes	Yes	Yes
Comments	3	2	3	3	2	1
Comments cleared the following year	10	2	1	0	2	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 \$26 million in receipts each year. Approximately 46% 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 \$7.5 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, 556 customers were assisted with either an ongoing commitment due to age or disability or short-term support to pay winter heating bills. Approximately \$122,000 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 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target
ACH Checking Account # of Payments	11,876	12,492	13,137	13,595	14,200	14,500
Automatic Credit Card # of Payments	15,599	16,730	18,095	18,709	19,600	20,000
Telephone Credit Card # of Payments	8,355	9,593	9,875	9,999	9,480	8,500
On Line # of Payments	-	218	2,451	6,215	12,000	18,000
Total	35,830	39,033	43,558	48,518	55,280	61,000
Percentage of Total Processing	30%	33%	36% 	34%	46%	51%

Business Licenses Processed	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target
Renewals Completed	2,017	1,975	1,886	1,863	2,075	2,200
Applications Completed	318	327	245	310	275	275
Revenue Collected	\$ 201,259	\$ 201,387	\$ 196,953	\$ 197,099	\$ 200,000	\$ 204,000

**administrative services department - customer services division**

CENTRAL SERVICES FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
CUSTOMER SERVICES DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Fund# 710</b>						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 252,150	\$ 232,054	\$ 242,760	\$ 260,590	\$ 260,590	\$ 260,590
520 Fringe Benefits	126,271	140,784	152,759	165,340	165,340	165,340
<b>Total Personal Services</b>	<b>378,421</b>	<b>372,838</b>	<b>395,519</b>	<b>425,930</b>	<b>425,930</b>	<b>425,930</b>
<b>Materials and Services</b>						
601 Supplies	15,343	15,007	19,407	18,500	18,500	18,500
602 Rental, Repair, Maintenance	45	-	300	1,400	1,400	1,400
603 Communications	55,648	52,682	73,270	73,270	73,270	73,270
604 Contractual Services	15,169	14,224	15,080	15,200	15,200	15,200
605 Miscellaneous Charges and Fees	19,627	19,627	21,127	21,127	21,127	21,127
606 Other Purchased Services	-	256	1,000	1,400	1,400	1,400
<b>Total Materials and Services</b>	<b>105,832</b>	<b>101,796</b>	<b>130,184</b>	<b>130,897</b>	<b>130,897</b>	<b>130,897</b>
<b>Capital Outlay</b>						
703 Equipment	-	-	-	50,000	50,000	50,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
	<b>\$ 484,253</b>	<b>\$ 474,634</b>	<b>\$ 525,703</b>	<b>\$ 606,827</b>	<b>\$ 606,827</b>	<b>\$ 606,827</b>

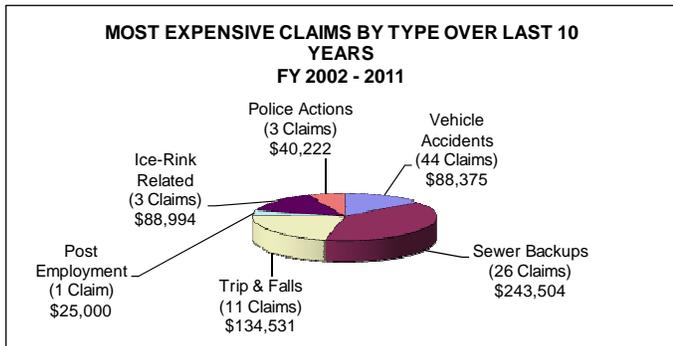
City-funded Assistance Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target
<b>Low Income Energy Assistance</b>						
Applications	277	345	405	442	422	430
Distributed	\$ 65,212	\$ 72,522	\$ 81,915	\$ 91,948	\$ 85,000	\$ 88,000
Average relief/applicant-family	\$ 235	\$ 210	\$ 202	\$ 208	\$ 201	\$ 205
<b>Senior/Disabled Program</b>						
Applications	128	118	125	124	125	127
Distributed	\$ 28,006	\$ 20,979	\$ 29,163	\$ 30,496	\$ 32,000	\$ 33,500
Average relief/applicant-family	\$ 219	\$ 178	\$ 233	\$ 246	\$ 256	\$ 264

Donation-funded Assistance Program	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target
<b>Donations from the Public</b>						
Heat	\$ 1,711	\$ 1,121	\$ 2,086	\$ 3,053	\$ 3,300	\$ 3,100
Roundup	3,208	3,301	3,621	3,446	3,400	3,300
<b>Total Donated</b>	<b>\$ 4,919</b>	<b>\$ 4,422</b>	<b>\$ 5,707</b>	<b>\$ 6,499</b>	<b>\$ 6,700</b>	<b>\$ 6,400</b>

Total Assistance Programs	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Target
<b>Distributed Amount</b>						
Low Income Energy Assistance	\$ 65,212	\$ 72,522	\$ 81,915	\$ 91,948	\$ 85,000	\$ 88,000
Senior/Disabled Program	28,006	20,979	29,163	30,496	32,000	33,500
Heat Program	160	7,490	2,460	5,500	5,500	5,500
	<b>\$ 93,378</b>	<b>\$ 100,991</b>	<b>\$ 113,538</b>	<b>\$ 127,944</b>	<b>\$ 122,500</b>	<b>\$ 127,000</b>
Budget	\$ 91,775	\$ 91,775	\$ 91,775	\$ 91,775	\$ 110,500	\$ 110,500
<b>% of Distributed/Budget</b>	<b>102%</b>	<b>110%</b>	<b>124%</b>	<b>139%</b>	<b>111%</b>	<b>115%</b>

## 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 against the city as well as subrogation claims against those individuals that damage city property. Claims are analyzed by cost, type, number, and department/division.



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 for staff scheduled in the areas costing the city the most in claims – those areas currently being sewer backups, trip and fall claims, ice-rink related claims and vehicle accidents. 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.

### AMOUNT COLLECTED IN SUBROGATION CLAIMS FOR THE LAST FIVE FISCAL YEARS

(For Damages to City Property)

Fiscal Year	No. of Claims	Amount Collected	Percent Collected
2006-07	12	\$15,562	100%
2007-08	22	\$28,892	100%
2008-09	23	\$22,373	98.4%
2009-10	13	\$8,565	98.9%
2010-11	13	\$10,485	2 Claims Pending
<b>TOTAL COLLECTED</b>		<b>\$85,877</b>	

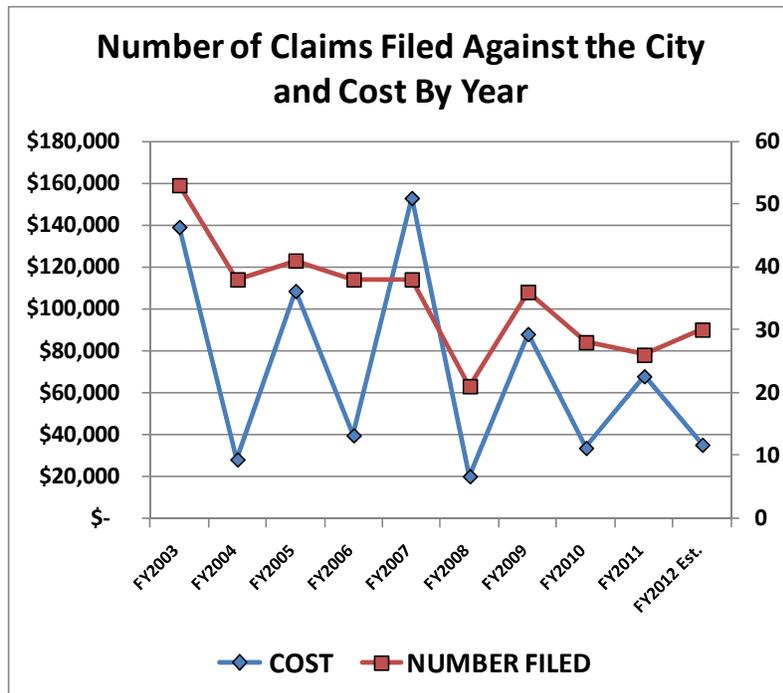
## Program Goals

- ◆ 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.

**administrative services department - administration division**

INSURANCE SERVICES FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
ADMINISTRATION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 720						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 51,896	\$ 51,908	\$ 51,710	\$ 53,400	\$ 53,400	\$ 53,400
520 Fringe Benefits	26,013	25,226	27,870	29,730	29,730	29,730
<b>Total Personal Services</b>	<b>77,909</b>	<b>77,134</b>	<b>79,580</b>	<b>83,130</b>	<b>83,130</b>	<b>83,130</b>
<b>Materials and Services</b>						
603 Communications	-	-	-	-	-	-
604 Contractual Services	25,778	21,933	35,000	35,000	35,000	35,000
605 Misc. Charges and Fees	2,803	2,803	26,500	26,500	26,500	26,500
606 Other Purchased Services	120	120	15,000	15,000	15,000	15,000
607 Premiums, Claims & Judgments	626,387	592,001	575,000	575,000	575,000	575,000
610 Programs	6,900	3,685	25,000	25,000	25,000	25,000
<b>Total Materials and Services</b>	<b>661,988</b>	<b>620,542</b>	<b>676,500</b>	<b>676,500</b>	<b>676,500</b>	<b>676,500</b>
	<b>\$ 739,897</b>	<b>\$ 697,676</b>	<b>\$ 756,080</b>	<b>\$ 759,630</b>	<b>\$ 759,630</b>	<b>\$ 759,630</b>



**administrative services department - non operating**

GENERAL FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
ECONOMIC AND CULTURAL SERVICES DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
Materials and Services						
609 Grants	\$ 555,817	\$ 571,455	\$ 626,078	\$ 678,360	\$ 678,360	\$ 678,360
Total Materials and Services	<u>\$ 555,817</u>	<u>\$ 571,455</u>	<u>\$ 626,078</u>	<u>\$ 678,360</u>	<u>\$ 678,360</u>	<u>\$ 678,360</u>

**City of Ashland  
Grant History for Budget**

**Economic and Cultural Development Grants - Small Grantees**

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted
Number of Applicants	23	25	22	30	28	26
Number of Applicants Granted Funds	21	21	16	25	26	20
Amount Available	\$ 155,749	\$ 125,410	\$ 157,709	\$ 167,080	\$ 188,758	\$ 199,501
Amount of Requests	271,632	320,690	302,970	488,265	406,004	387,925
Amount Above Available	115,883	195,280	145,261	321,185	217,246	188,424

**Report on Use of Grant Funds**

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted
% Reported Timely	84%	87%	90%	95%	95%	n/a
% Reported Late	12%	13%	10%	5%	5%	n/a
% Did not report	4%	0%	0%	0%	0%	n/a

**Use of Funds**

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted
Tourism	\$ 60,106	\$ 40,898	\$ 47,038	\$ 55,000	64,423	59,540
Economic	32,267	30,494	42,765	45,112	52,625	42,835
Cultural	63,376	54,019	67,276	54,468	56,750	64,425
Sustainability	-	-	-	12,500	14,960	32,701

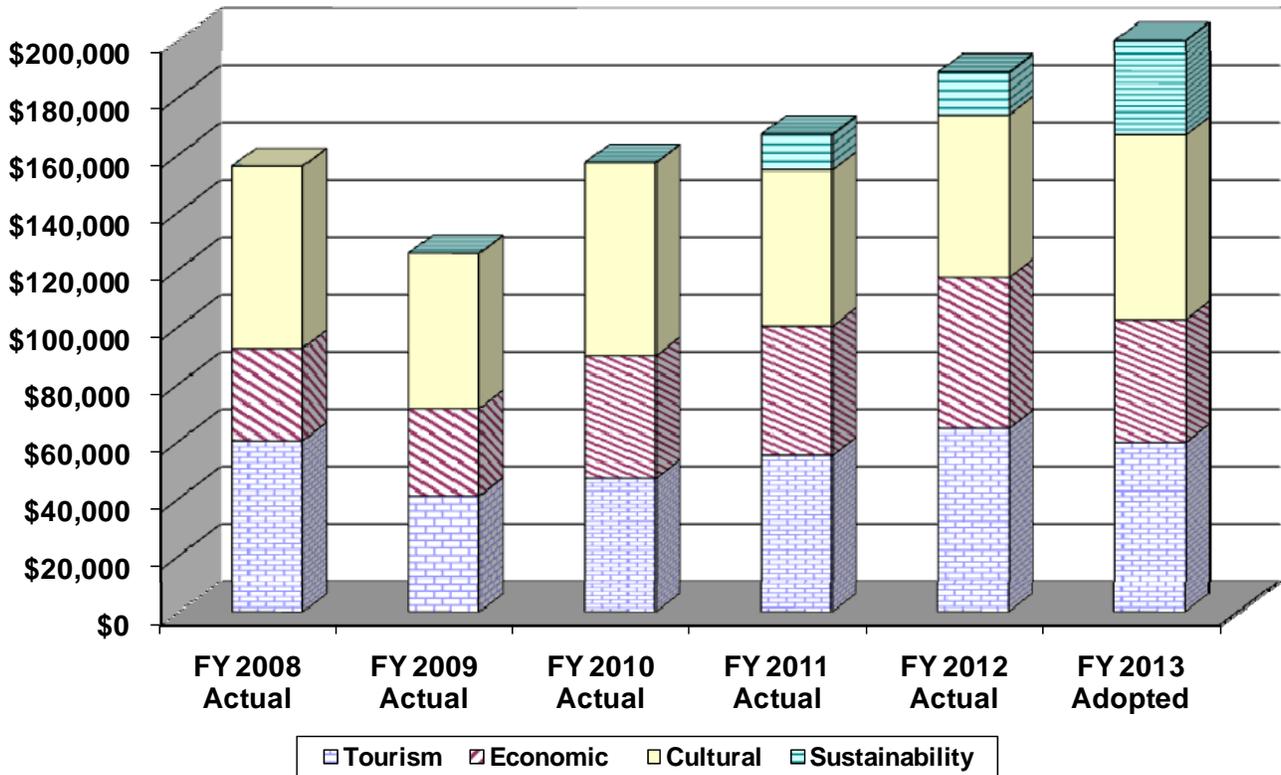
**Note:**

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.

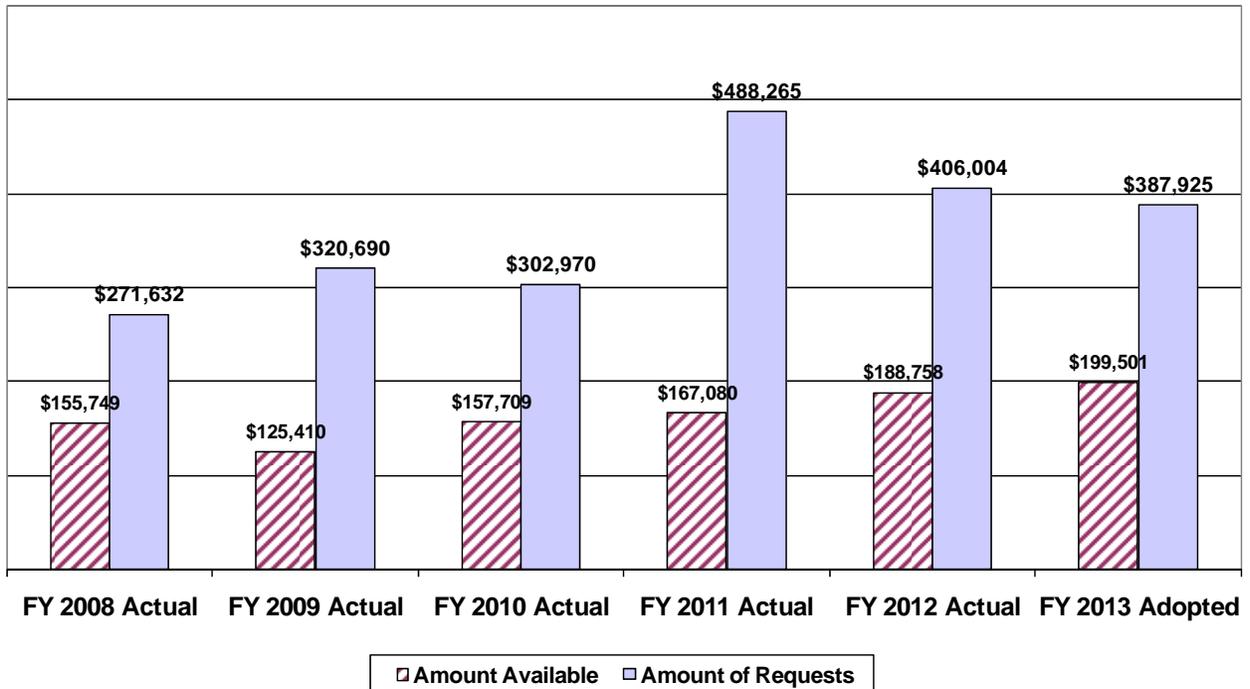
FY 2011 Projected shows the minimum amount required by state law that must be spent on Tourism promotion and the Economic and Cultural portion is an estimation based on requests presented. Resolution 2011-07 allocates a minimum of \$12,500 to be spent on Sustainability Projects. As of the printing of 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



E & C Grants Available Compared to Requests



**administrative services department - non operating**

GENERAL FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
SOCIAL SERVICES DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
Materials and Services						
609 Grants	\$ 118,605	\$ 118,568	\$ 122,710	\$ 125,125	\$ 125,125	\$ 125,125
Total Materials and Services	<u>\$ 118,605</u>	<u>\$ 118,568</u>	<u>\$ 122,710</u>	<u>\$ 125,125</u>	<u>\$ 125,125</u>	<u>\$ 125,125</u>

City of Ashland  
Grant History for Budget

Social Service Grants

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Adopted
Number of Applicants	28	28	24	24	21	21
Number of Applicants Granted Funds	24	24	22	22	18	18
Amount Available	\$ 119,000	\$ 124,570	\$ 118,342	\$ 118,342	\$ 120,710	\$ 123,125
Amount of Requests	193,398	\$ 193,398	\$ 184,342	\$ 184,342	\$ 183,240	\$ 183,240
Amount Above Available	74,398	\$ 68,828	\$ 66,000	\$ 66,000	\$ 62,530	\$ 62,530

Report on Use of Grant Funds

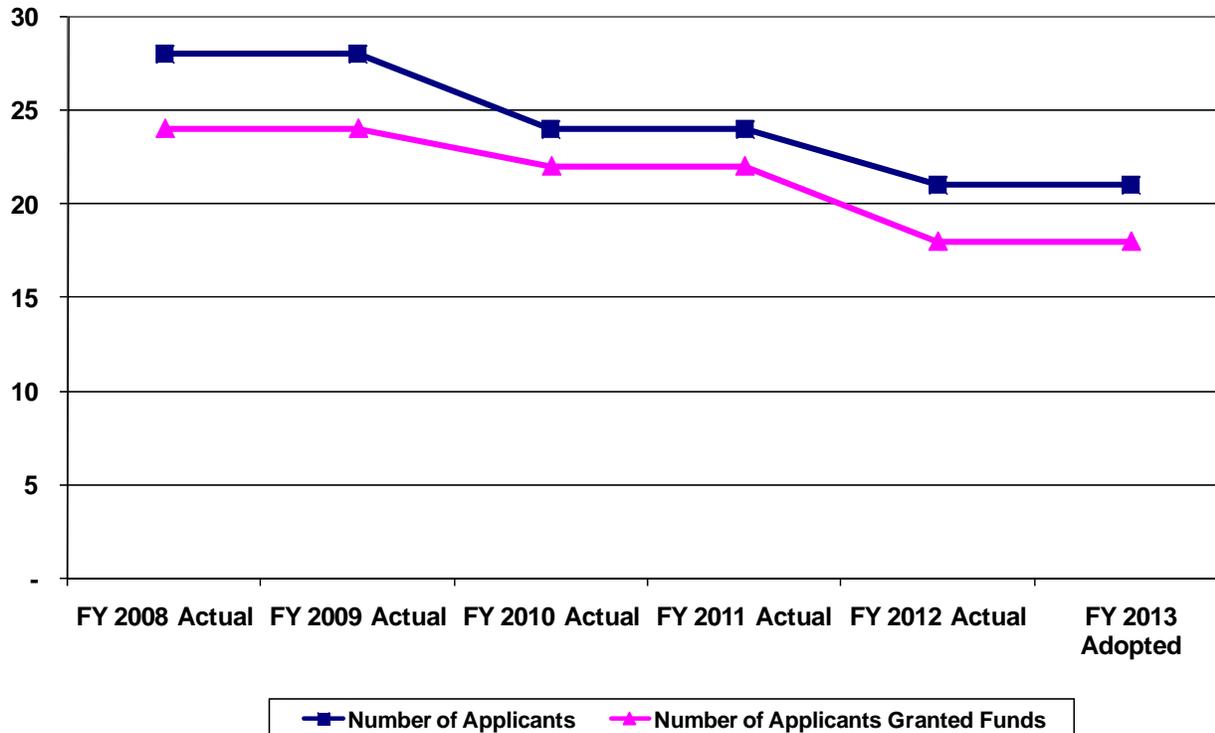
% Reported Timely	100%	96%	100%	100%	100%	n/a
% Reported Late	0%	0%	0%	0%	0%	n/a
% Did not report	0%	4%	0%	0%	0%	n/a

Note:

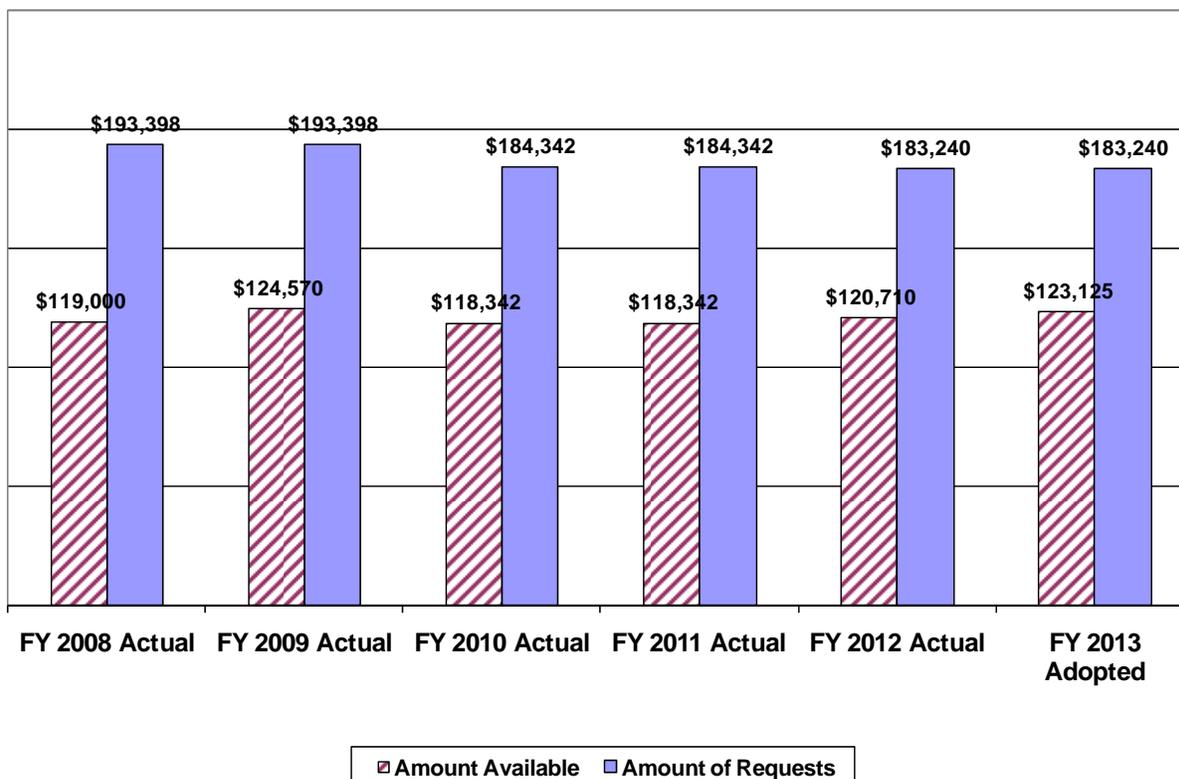
For detail information on the organizations receiving the grant, please turn to the Appendix pages A-6 and A-7.

The Social Service grant process is a two year process, therefore FY 2008 and 09, FY 2010 and 11 and FY 2012 and 13 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	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 3,350	\$ 3,350	\$ 3,350	\$ 3,350	\$ 3,350	\$ 3,350
520 Fringe Benefits	309	309	450	450	450	450
<b>Total Personal Services</b>	<b>3,659</b>	<b>3,659</b>	<b>3,800</b>	<b>3,800</b>	<b>3,800</b>	<b>3,800</b>
<b>Materials and Services</b>						
601 Supplies	993	1,144	2,400	2,400	2,400	2,400
602 Rental, Repair, Maintenance	7,209	4,980	5,800	5,800	5,800	5,800
604 Contractual Services	38,012	39,748	40,000	40,000	40,000	40,000
605 Misc. Charges and Fees	6,658	6,658	6,000	6,000	6,000	6,000
606 Other Purchased Services	189	25	500	500	500	500
<b>Total Materials and Services</b>	<b>53,061</b>	<b>52,555</b>	<b>54,700</b>	<b>54,700</b>	<b>54,700</b>	<b>54,700</b>
	<b>\$ 56,720</b>	<b>\$ 56,214</b>	<b>\$ 58,500</b>	<b>\$ 58,500</b>	<b>\$ 58,500</b>	<b>\$ 58,500</b>

GENERAL FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
MISCELLANEOUS

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Materials and Services</b>						
604 Professional Services	\$ -	\$ 13,375	\$ -	\$ -	\$ -	\$ -
605 Misc. Charges and Fees	44,604	47,637	127,546	47,000	47,000	47,000
<b>Total Materials and Services</b>	<b>\$ 44,604</b>	<b>\$ 61,012</b>	<b>\$ 127,546</b>	<b>\$ 47,000</b>	<b>\$ 47,000</b>	<b>\$ 47,000</b>

**administrative services department - non operating**

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 410						
<b>Capital Outlay</b>						
701 Land	\$ -	\$ -	\$ 1,785,650	\$ 1,892,000	\$ 1,892,000	\$ 1,892,000
704 Improvements Other Than Bldgs.	-	52,509	121,350	-	-	-
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 52,509</b>	<b>\$ 1,907,000</b>	<b>\$ 1,892,000</b>	<b>\$ 1,892,000</b>	<b>\$ 1,892,000</b>

DEBT SERVICE FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
BANCROFT DEBT DIVISION

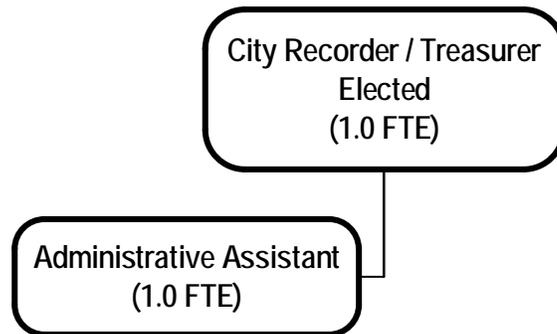
Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 530						
<b>Debt Service</b>						
801 Debt Service - Principal	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
802 Debt Service - Interest	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

DEBT SERVICE FUND  
ADMINISTRATIVE SERVICES DEPARTMENT  
NOTES AND CONTRACTS DEBT DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 530						
<b>Debt Service</b>						
801 Debt Service - Principal	\$ 296,104	\$ 635,126	\$ 70,158	\$ 62,938	\$ 62,938	\$ 62,938
802 Debt Service - Interest	85,802	79,748	44,998	40,817	40,817	40,817
<b>Total Debt Service</b>	<b>\$ 381,906</b>	<b>\$ 714,874</b>	<b>\$ 115,156</b>	<b>\$ 103,755</b>	<b>\$ 103,755</b>	<b>\$ 103,755</b>



# 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.

### **Division Goals**

- ⇒ Continue implementing City Records Management Retention program for all departments, which includes future site for records storage.
- ⇒ Continue with Imaging System Project and provide training to city departments

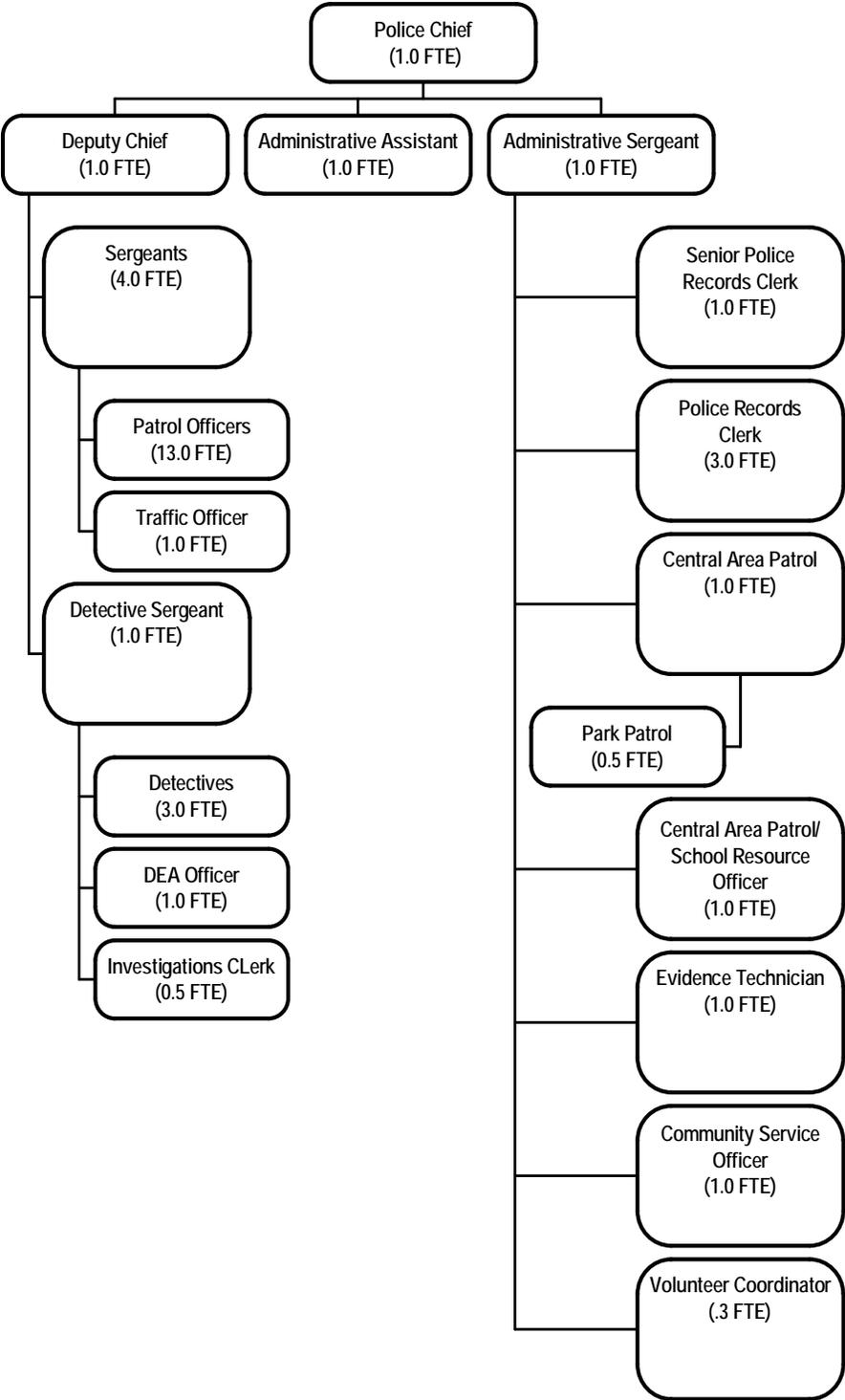
CITY RECORDER DEPARTMENT  
CENTRAL SERVICE FUND

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 710						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 113,272	\$ 114,669	\$ 115,520	\$ 122,780	\$ 122,780	\$ 122,780
520 Fringe Benefits	44,159	46,725	51,586	56,151	56,151	56,151
<b>Total Personal Services</b>	<b>157,431</b>	<b>161,394</b>	<b>167,106</b>	<b>178,931</b>	<b>178,931</b>	<b>\$ 178,931</b>
<b>Materials and Services</b>						
601 Supplies	10,378	10,010	10,600	10,600	10,600	10,600
602 Rental, Repair, Maintenance				600	600	600
603 Communications	521	453	550	550	550	550
604 Contractual Services	4,694	5,617	5,400	6,400	6,400	6,400
605 Misc. Charges and Fees	114,945	118,134	120,500	120,500	120,500	120,500
606 Other Purchased Services	5,815	4,748	6,600	7,100	7,100	7,100
<b>Total Materials &amp; Services</b>	<b>136,353</b>	<b>138,962</b>	<b>143,650</b>	<b>145,750</b>	<b>145,750</b>	<b>145,750</b>
	<b>\$ 293,784</b>	<b>\$ 300,356</b>	<b>\$ 310,756</b>	<b>\$ 324,681</b>	<b>\$ 324,681</b>	<b>\$ 324,681</b>

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 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
	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

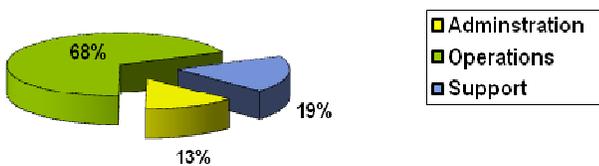


# police department 36.30 FTE



## 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 was 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. Below is a chart of the budget by division.



## Major Accomplishments for the 2012 budget year

- Continued to institutionalize Community Policing philosophy by implementing directed patrol program.
- Reduced priority one response times.
- Achieved most desired outcomes for all units in the Department.
- Increased Department minimum staffing to three sworn officers on duty at all times.
- Acquired grant funding to help improve traffic safety city wide.
- 2011 part one clearance rate 33%.
- Increased Sexual Assault Awareness in the Middle School, High School and University and hosted the 2<sup>nd</sup> Annual Southern Oregon Sexual Assault Symposium.
- Implemented Crime Mapping Program.
- Assisted with updating Critical Incident Plans in Ashland High School, Helman Elementary School, Walker Elementary School and the YMCA.
- Updated Tiburon Records System

## Department Goals

- ⇒ Maintain or reduce priority one response times.
- ⇒ Improve crime analysis with Crime Mapping Program.
- ⇒ Implement new in-car video system.
- ⇒ Achieve desired outcomes for all units in the Department
- ⇒ Maintain department wide fitness program.
- ⇒ Increase number and use of volunteers in the Department.
- ⇒ Improve coverage in downtown area and schools
- ⇒ Successfully see the completion of the Police Station Remodel.

## Significant Budget Changes

- 6.24% increase in Dispatch.
- Addition of an unfunded position.
- Additional \$10,000 to the High-Tech Task Force.
- Implementation of a new in-car camera system.
- 1.5 million in capital for the Police Station Remodel.
- Increase in fuel cost.

Council Value	Budget Criteria	Desired Outcome	Action/Performance	2012 Results	2013 Goals
<b>Personal Well Being</b> Each person needs adequate food. Clothing, housing,	Federal and State Mandates	Meet all State and federal requirements for incident reporting	Four full time clerks assigned to records  Continue support of e-ticket system  Contact station open as often as possible.	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		100%	100%
	Quality citizen service	Respond to 95% of citizen requests for a report or information with 24 hours		100%	100%

Council Value	Budget Criteria	Desired Outcome	Action/Performance	2012 Results	2013 Goals
<b>Personal Well Being</b>	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		100%	100%
		90% of code complaints addressed within two weeks		100%	100%

Council Value	Budget Criteria	Desired Outcome	Action/Performance	2012 Results	2013 Goals
<b>Personal Well Being</b> Each person needs adequate food. Clothing,	Support for local economic health	200 or fewer incident related to public disorder, (disorderly conduct) and drugs in the downtown area  If survey done 96% or better of residents feel safe visiting the downtown area during the day and 80% at night.	One full time CAP officer Park patrol fully staffed and trained  Maintain at least 40 hours of staffing at the contact station  CAP officer organizes and supervises drug related operations in the downtown area as needed	268  N/A No Survey	200  100% During day  100% At night
	Basic needs public health & welfare	40 or fewer reported thefts in the downtown area		44	40

**police department****POLICE DEPARTMENT**

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Department Total By Function</b>						
500 Personal Services	\$ 3,477,895	\$ 3,595,531	\$ 4,010,543	\$ 4,167,445	\$ 4,167,445	\$ 4,177,445
600 Materials and Services	1,985,267	1,602,032	1,552,938	1,616,658	1,616,658	1,616,658
700 Capital Outlay	-	34,820	-	-	-	-
	<u>\$ 5,463,162</u>	<u>\$ 5,232,383</u>	<u>\$ 5,563,481</u>	<u>\$ 5,784,103</u>	<u>\$ 5,784,103</u>	<u>\$ 5,794,103</u>
<b>Department Total By Function</b>						
110 General Fund	<u>\$ 5,463,162</u>	<u>\$ 5,232,383</u>	<u>\$ 5,563,481</u>	<u>\$ 5,784,103</u>	<u>\$ 5,784,103</u>	<u>\$ 5,794,103</u>

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Administration Division</b>						
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
<b>Operations Division</b>						
Deputy Chief			1.00	1.00	1.00	1.00
Police Lieutenant	1.00	1.00				
Police Sergeants	5.00	5.00	5.00	5.00	5.00	5.00
Senior Police Officers	-	-		7.00	7.00	7.00
Police Officers*	18.00	18.00	18.00	11.00	11.00	11.00
<b>Support Division</b>						
Deputy Chief	0.50	0.50				
Admin Sergeant			1.00	1.00	1.00	1.00
Police Officers	1.00	1.00	1.00	2.00	2.00	2.00
Community Services Officer	1.00	1.00	1.00	1.00	1.00	1.00
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00
Senior Police Records Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Police Records Clerk	2.00	2.00	2.00	3.00	3.00	3.00
Account Clerk I	1.00	1.00	1.00	0.00	0.00	0.00
Volunteer Coordinator	0.30	0.30	0.30	0.30	0.30	0.30
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
	<u>34.80</u>	<u>34.80</u>	<u>35.30</u>	<u>36.30</u>	<u>36.30</u>	<u>36.30</u>



## **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.
- ⇒ Maintain staffing levels 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.

**police department - administration division**

GENERAL FUND  
POLICE DEPARTMENT  
ADMINISTRATION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 164,701	\$ 165,257	\$ 164,600	\$ 174,010	\$ 174,010	\$ 174,010
520 Fringe Benefits	68,699	74,101	77,475	82,660	82,660	82,660
<b>Total Personal Services</b>	<b>233,400</b>	<b>239,358</b>	<b>242,075</b>	<b>256,670</b>	<b>256,670</b>	<b>256,670</b>
<b>Materials and Services</b>						
601 Supplies	2	206	-	-	-	-
602 Rental, Repair, Maintenance	-	228	-	-	-	-
603 Communications	139	74	-	-	-	-
604 Contractual Services	708,740	481,124	511,178	457,953	457,953	457,953
605 Misc. Charges and Fees	38,374	38,374	73,000	73,000	73,000	73,000
606 Other Purchased Services	9,289	11,692	13,900	13,000	13,000	13,000
<b>Total Materials and Services</b>	<b>756,544</b>	<b>531,698</b>	<b>598,078</b>	<b>543,953</b>	<b>543,953</b>	<b>543,953</b>
	<b>\$ 989,944</b>	<b>\$ 771,056</b>	<b>\$ 840,153</b>	<b>\$ 800,623</b>	<b>\$ 800,623</b>	<b>\$ 800,623</b>

## **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 dispatch center, internal affairs investigations, policy and procedures, and coordinates the Citizen Volunteer in Policing Services Program.

### **Division Goals**

- ⇒ Crime analysis training and maintenance.
- ⇒ 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**

- The addition of a new officer.

**police department - support division**

GENERAL FUND  
POLICE DEPARTMENT  
SUPPORT DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 464,912	\$ 466,155	\$ 497,414	\$ 490,775	\$ 490,775	\$ 500,775
520 Fringe Benefits	200,642	234,901	279,962	284,190	284,190	284,190
<b>Total Personal Services</b>	<b>665,554</b>	<b>701,056</b>	<b>777,376</b>	<b>774,965</b>	<b>774,965</b>	<b>784,965</b>
<b>Materials and Services</b>						
601 Supplies	26,778	25,891	35,830	60,750	60,750	60,750
602 Rental, Repair, Maintenance	39,156	41,400	36,380	40,900	40,900	40,900
603 Communications	17,330	14,898	21,400	16,800	16,800	16,800
604 Contractual Services	-	24	-	-	-	-
605 Misc. Charges and Fees	141,464	141,464	129,000	129,000	129,000	129,000
606 Other Purchased Services	7,804	3,837	12,550	12,550	12,550	12,550
<b>Total Materials and Services</b>	<b>232,532</b>	<b>227,514</b>	<b>235,160</b>	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>
	<b>\$ 898,086</b>	<b>\$ 928,570</b>	<b>\$ 1,012,536</b>	<b>\$ 1,034,965</b>	<b>\$ 1,034,965</b>	<b>\$ 1,044,965</b>

## **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 2011 the division achieved or exceeded all desired outcomes except those related to time required to complete cases and agency assists in the investigations unit and citywide reports related to disorder. The desired outcome for completion of 90% of person crimes was 30 days. We cleared 78% of person’s crimes in 34 days. Our desired outcome to complete agency assists was 90% in 3 days. We achieved 90% in 10 days.

The desired outcome for citywide reports related to disorder was 25 or less per 1000 residents. We actually had 25.4 per thousand residents.

### **Division Goals**

- ⇒ Continue proactive and problem solving efforts to reduce complaints of crime and disorder city-wide.
- ⇒ Continue training and education on Sexual Assault.
- ⇒ 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**

The budget for fuel was increased 10% in operations.

**Police Department – Patrol/Traffic**

<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>	<b>2012 Results</b>	<b>2013 Goals</b>
<b>Personal Well Being</b> Each person needs adequate food. Clothing, housing, transportation, health care and personal safety	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.  Optimize deployment to call load.	5 min 28 sec  99%	5 min 20 sec  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 staffing levels of 27 full time officers  Continue and expand problem solving effort Targeted proactive patrol efforts  Maintain directed patrol program	34  25.4  99%  33%  99%  2.1	30  25  95%  33%  99%  2.0

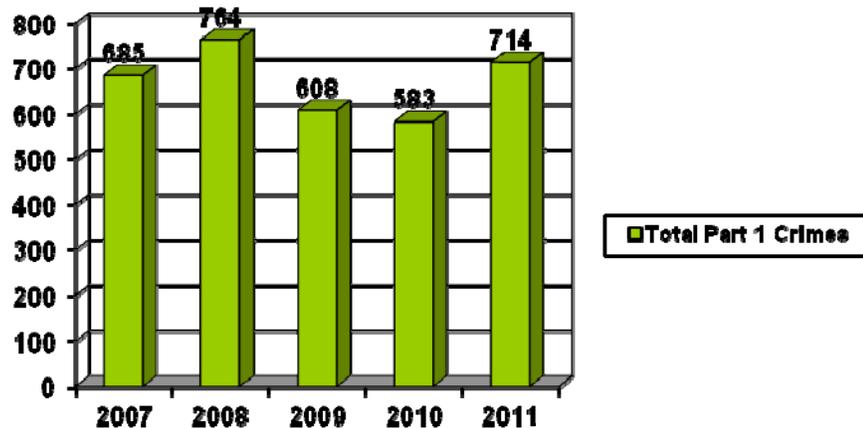
**Police Department – Investigations**

<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>	<b>2012 Results</b>	<b>2013 Goals</b>
<b>Personal Well Being</b> Each person needs adequate food. Clothing,	Basic needs public health & welfare	90% of agency assists completed in 72 hours  Unit clearance rate of 75%	Maintain staffing levels of 4 full time investigators  Effective case management	10 days  80%	10 days  75%
	Quality citizen service	Complete 80% of property crime investigations in 60 days or less  Complete 80% of persons crime investigations in 30 days or less		37 days  34 days	60 days  30 days

**police department - operations division**

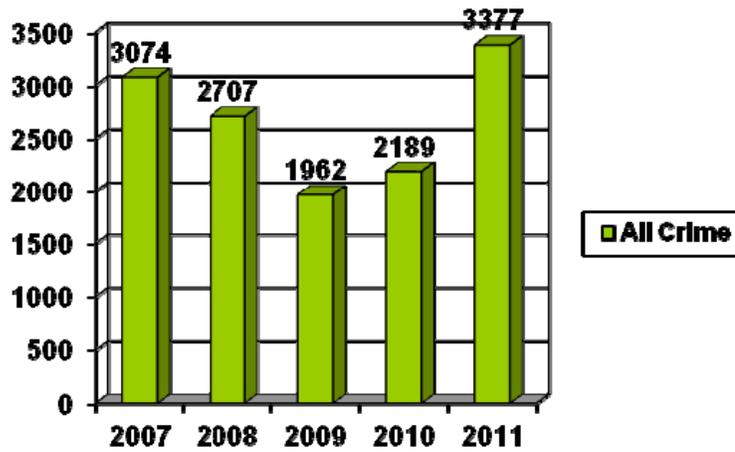
GENERAL FUND  
POLICE DEPARTMENT  
OPERATIONS DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 1,718,261	\$ 1,750,074	\$ 1,932,400	\$ 2,005,300	\$ 2,005,300	\$ 2,005,300
520 Fringe Benefits	860,680	905,043	1,058,692	1,130,510	1,130,510	1,130,510
<b>Total Personal Services</b>	<b>2,578,941</b>	<b>2,655,117</b>	<b>2,991,092</b>	<b>3,135,810</b>	<b>3,135,810</b>	<b>3,135,810</b>
<b>Materials and Services</b>						
601 Supplies	99,587	40,115	45,700	84,925	84,925	84,925
602 Rental, Repair, Maintenance	354,772	231,263	224,800	249,400	249,400	249,400
603 Communications	34,148	36,173	39,450	63,130	63,130	63,130
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	479,279	479,279	365,000	365,000	365,000	365,000
606 Other Purchased Services	28,405	55,990	44,750	50,250	50,250	50,250
<b>Total Materials and Services</b>	<b>996,191</b>	<b>842,820</b>	<b>719,700</b>	<b>812,705</b>	<b>812,705</b>	<b>812,705</b>
<b>Capital Outlay</b>						
703 Equipment	-	34,820	-	-	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>34,820</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 3,575,132</b>	<b>\$ 3,532,757</b>	<b>\$ 3,710,792</b>	<b>\$ 3,948,515</b>	<b>\$ 3,948,515</b>	<b>\$ 3,948,515</b>

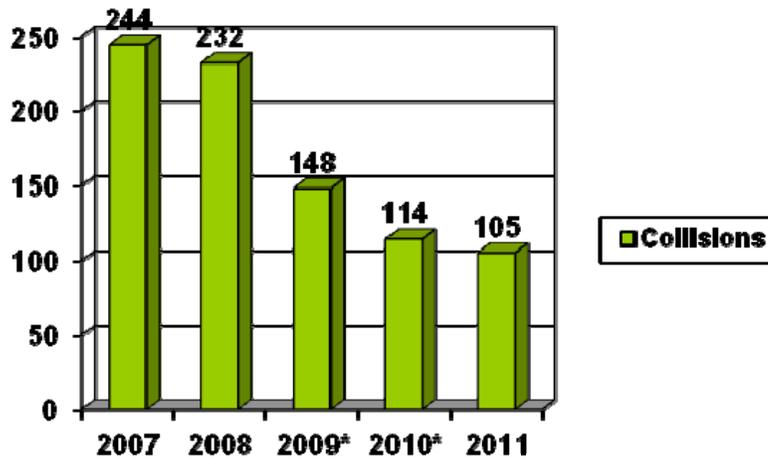


Part one crimes are those that are reported annually to the FBI for inclusion into the Uniform Crime Report. Part one crime includes: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Auto Theft and Larceny. In 2011 the Police Department cleared 33% of all part one cases.

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

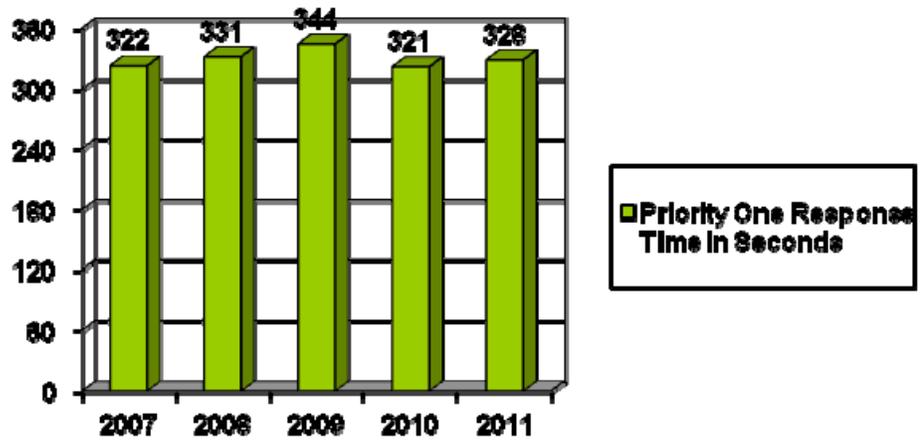


This includes all reports taken of violations of state or local laws.



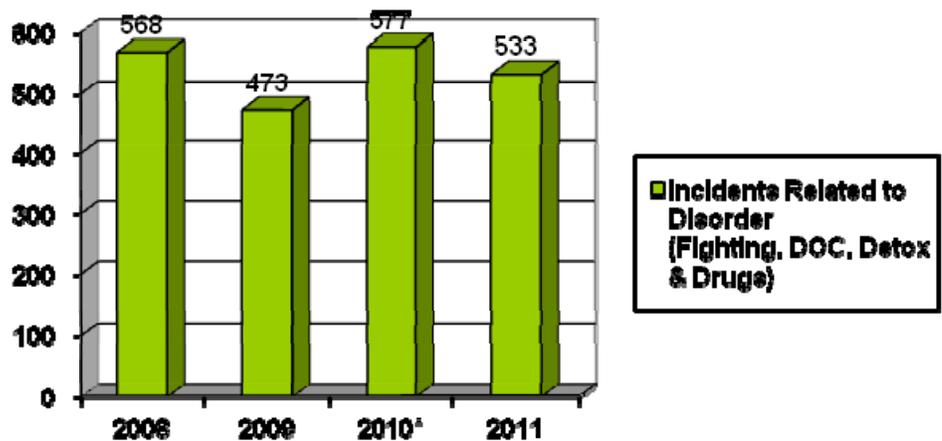
This includes all traffic collision reports taken by the Police Department.

\*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.

In 2011 the Ashland Police responded to 1,511 priority one calls.

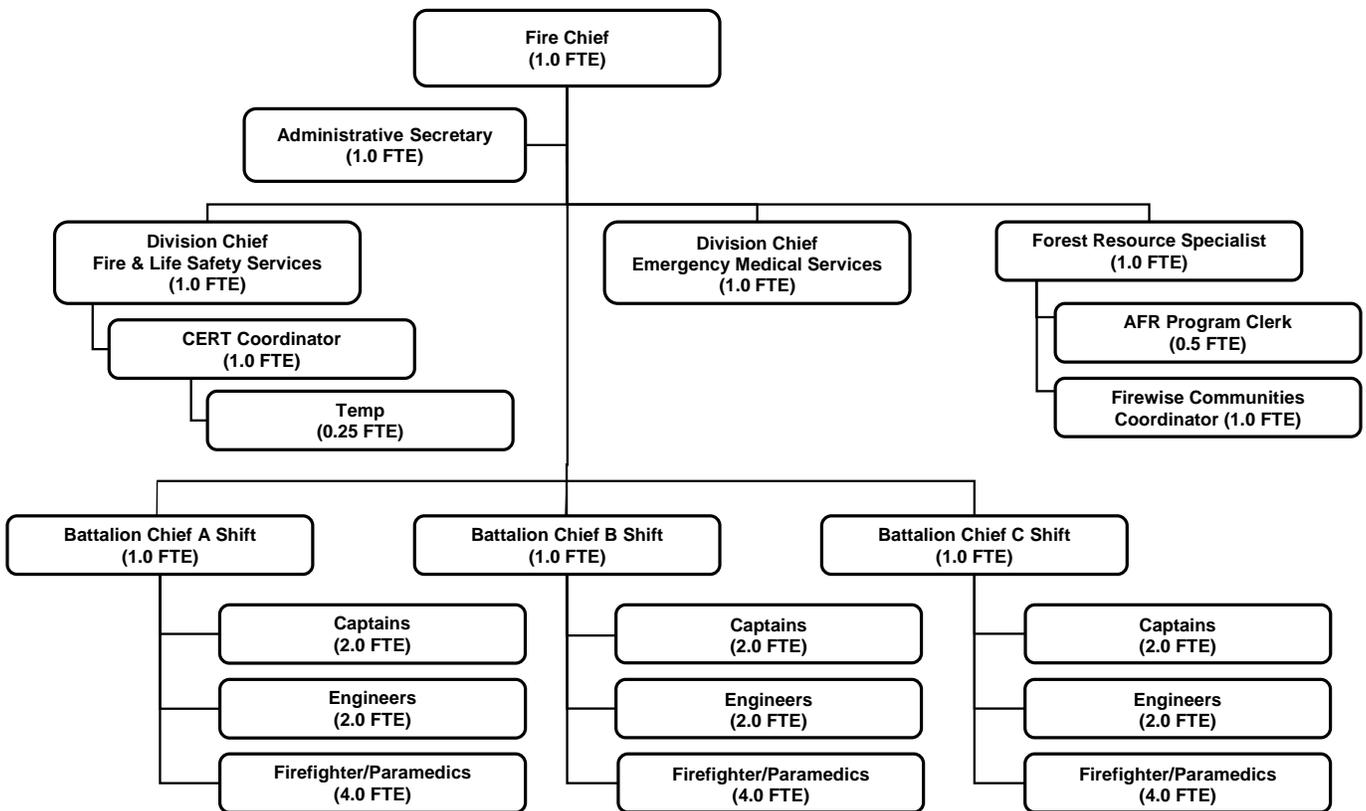


This is the total number of calls related to disorder (calls for service reporting a fight in progress, disorderly conduct, intoxicated persons or drug activity).

\*In July of 2010 the department changed dispatch centers. As a result, different centers enter calls differently and some of the changes in this area might be related to that change.

# fire and rescue department

## 34.75 FTE



## **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 response times to emergency responses.
- ⇒ Deliver the appropriate type and quantity of resources to emergency responses.
- ⇒ Establish a comprehensive training program with training facility.
- ⇒ Continue to implement the Ashland Forest Resiliency Project with City resources, as available.
- ⇒ Start implementation of the Winburn Plan.
- ⇒ Continue efforts to assist citizens with wildfire fuel reduction efforts and consultation through the Firewise Communities program.
- ⇒ Continue fire prevention inspections and education including the City's weed abatement program.
- ⇒ Reinstate school fire safety training.
- ⇒ Replacement of Fire Station 2.
- ⇒ Acquire an aerial ladder apparatus.
- ⇒ Improve the City's level of emergency preparedness.
- ⇒ Improve the City's emergency management capacity.

**fire and rescue department**

FIRE & RESCUE DEPARTMENT

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Department Total By Function</b>						
500 Personal Services	\$ 3,545,968	\$ 3,880,961	\$ 4,239,550	\$ 4,552,409	\$ 4,625,549	\$ 4,625,549
600 Materials and Services	1,468,499	1,731,290	3,132,441	5,047,915	5,047,915	5,055,015
700 Capital Outlay	1,438	8,600	-	-	-	-
	<b>\$ 5,015,905</b>	<b>\$ 5,620,851</b>	<b>\$ 7,371,991</b>	<b>\$ 9,600,324</b>	<b>\$ 9,673,464</b>	<b>\$ 9,680,564</b>
<b>Department Total By Fund</b>						
110 General Fund	\$ 5,015,905	\$ 5,251,735	\$ 5,528,533	\$ 5,862,335	\$ 5,935,475	\$ 5,942,575
670 Water Fund	-	369,116	1,843,458	3,737,989	3,737,989	3,737,989
	<b>\$ 5,015,905</b>	<b>\$ 5,620,851</b>	<b>\$ 7,371,991</b>	<b>\$ 9,600,324</b>	<b>\$ 9,673,464</b>	<b>\$ 9,680,564</b>

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 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	3.00
Captain/Paramedic	3.00	6.00	6.00	6.00	6.00	6.00
Engineer/Paramedic	6.00	6.00	6.00	6.00	6.00	6.00
Firefighter/Paramedic	17.00	11.00	11.00	12.00	12.00	12.00
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				
Temp			0.25	0.25	0.25	0.25
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	1.00
AFR Program Clerk	-	0.50	0.50	0.50	0.50	0.50
	<b>32.40</b>	<b>33.90</b>	<b>33.75</b>	<b>34.75</b>	<b>34.75</b>	<b>34.75</b>

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

## **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.
- ⇒ Improve the City's level of emergency preparedness.
- ⇒ Complete the Insurance Services Office (ISO) evaluation.

### **Significant Budget Changes**

- Small increase in revenues from FireMed program.
- Grant award for breathing apparatus from FEMA reduced the need for funding.
- Grant award for 5 mobile data terminals partially reduced need for funding.
- Costs for reinstating fire and emergency response training.
- Reinstatement of 27<sup>th</sup> firefighter/paramedic position.
- Increased costs of fuel for apparatus.
- Increased cost for the 911 dispatch center.
- Costs to complete the seasonal weed abatement program.

### **Impacts**

- \* Improve the delivery of appropriate type and number of resources.
- \* Mobile data terminals will improve communication with the dispatch center and provide improved remote premise history for crews.
- \* Improved capability of the City's Emergency Operations Center
- \* Training program will improve both tactical and strategic abilities of line and staff personnel as well as support a positive ISO evaluation
- \* Completion of the City's weed abatement program is component of the overall fire prevention strategy of Ashland.

**fire and rescue department - fire operations division**

<b>Fire Operations Division</b>			
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>
<b>Basic Needs.</b> We believe each person needs public safety, water, sanitation, adequate food, clothing, housing, transportation, and health care.	Emergency Response	Respond to all emergencies within 5 minutes 80% of the time with sufficient resources in a cost effective manner.	We responded to 71% of emergent fire responses in less than 5 minutes, with an average of 5 minutes 21 seconds. Increasing call volume and staffing levels are requiring an increased reliance on mutual aid partners. Pursue grant staffing opportunities as appropriate. Recent grant awards allowed for the purchase of new radio equipment, some MDT's, fire hose and SCBA's..
	Basics Needs - Public Health and Welfare	Have in place a comprehensive department-wide training program to meet mandates, department, and community needs.	Created a number of personal and fire company performance standards. Implemented a portion of the training program.. Identify funding for outside training and overtime costs.
	Basics Needs - Public Health and Welfare	Improve level of emergency preparedness and emergency management capabilities	Completed emergency preparedness training for City employees. Delivered business continuity training to local businesses. Developing new Emergency Operations Plan. Expanded Ashland Response Team training.
	Operational Efficiency/Risk Management/Fiscal Health	Partner with local and regional departments with optimal mutual and automatic aid agreements	Evaluate existing and new mutual and automatic aid partners and opportunities. Continue to acquire the necessary equipment to participate in AVL/Nearest resource dispatching

**GENERAL FUND  
FIRE & RESCUE DEPARTMENT  
OPERATIONS DIVISION**

<b>Description</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Amended</b>	<b>2013 Proposed</b>	<b>2013 Approved</b>	<b>2013 Adopted</b>
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 1,200,507	\$ 1,396,546	\$ 1,418,971	\$ 1,483,167	\$ 1,530,708	\$ 1,530,708
520 Fringe Benefits	594,773	720,706	781,115	852,590	852,590	852,590
<b>Total Personal Services</b>	<b>1,795,280</b>	<b>2,117,252</b>	<b>2,200,086</b>	<b>2,335,757</b>	<b>2,383,298</b>	<b>2,383,298</b>
<b>Materials and Services</b>						
601 Supplies	29,756	30,220	27,020	30,225	30,225	30,225
602 Rental, Repair, Maintenance	368,653	307,310	307,345	320,479	320,479	320,479
603 Communications	21,362	32,667	28,500	31,000	31,000	31,000
604 Contractual Services	31,769	7,253	47,800	56,150	56,150	56,150
605 Misc. Charges and Fees	341,029	341,029	255,000	255,000	255,000	255,000
606 Other Purchased Services	10,953	8,198	15,300	15,592	15,592	22,692
610 Programs	311	4,567	1,500	3,015	3,015	3,015
<b>Total Materials and Services</b>	<b>803,833</b>	<b>731,244</b>	<b>682,465</b>	<b>711,461</b>	<b>711,461</b>	<b>718,561</b>
<b>Capital Outlay</b>						
703 Equipment	-	8,600	-	-	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>8,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 2,599,113</b>	<b>\$ 2,857,096</b>	<b>\$ 2,882,551</b>	<b>\$ 3,047,218</b>	<b>\$ 3,094,759</b>	<b>\$ 3,101,859</b>

# Emergency Medical Services 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.

- ⇒ 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.

## 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.

## Significant Budget Changes

- Increasing call volume and work load results in increased personnel costs and over time.
- Continued development and maintenance of department technology.
- Increase in dispatch fees to Emergency Communications of Sothern Oregon(ECSO).
- Increases in required service contracts.
- Department will continue to pursue grant opportunities, negotiation of contracts and alternate funding sources to increase needed funding for technology and increasing fees and expenses.

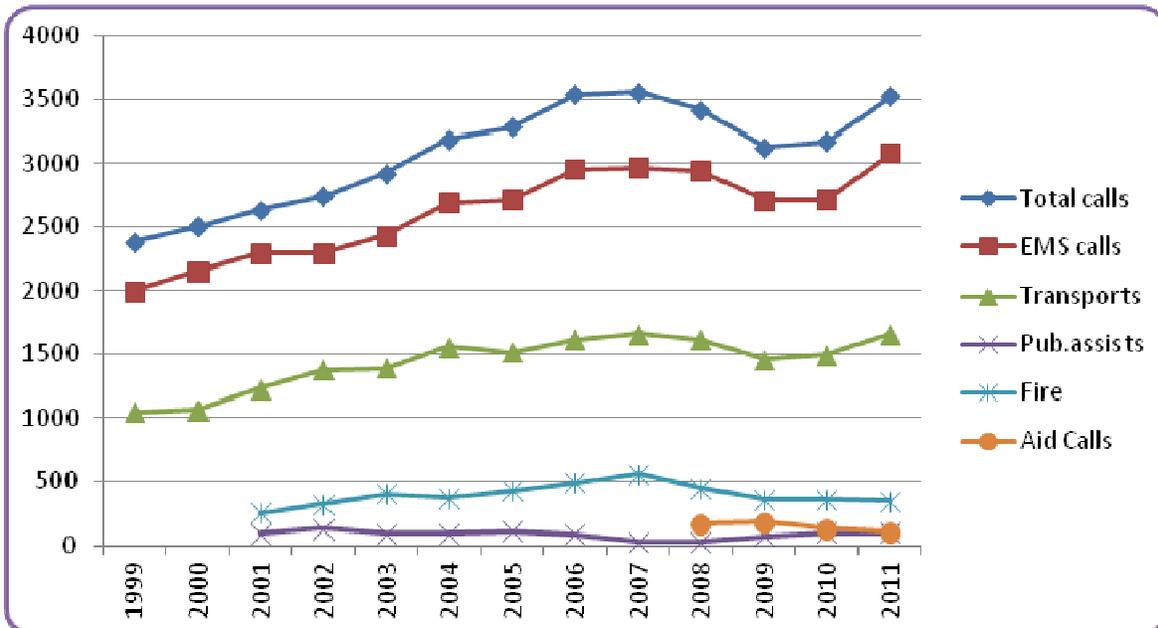
<b>Emergency Medical Services Division</b>			
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>
<b>Basic Needs.</b> We believe each person needs public safety, water, sanitation, adequate food, clothing, housing, transportation, and health care.	Emergency Response	Respond to all medical emergencies in Ashland with an average of 5 minutes or less as well as meeting the county ASA standards	This past year we responded to 3080 EMS calls, up 11.8% with 3.08% fewer responses under the 5min. average. Establish adequate staffing levels, dispatch standards, and resource placement to ensure desired response times.
	Quality Citizen Service	Employ highly trained, skilled, and proficient Paramedics. Maintain competency through ongoing training	This past year each paramedic received a minimum of 38 hours of in house EMS training. We will attempt to provide minimum of forty hours of EMS training on new and current standards of care and utilize continuous quality improvement (CQI), ensure all EMT’s will meet or exceed established standards of care.
	Basic Needs – Public Health and Welfare	Employ technology to increase effective and efficient patient care, record keeping and continuation of care.  Provide an ongoing community support to the citizens with Child Safety Seat information and instillation to safeguard children.	This year we initiated mobile patient care reporting to increase the accuracy and quicker hospital reporting. Continue to use technology to improve patient care and documentation.  We currently have two child safety seat technicians on each shift and will maintain their certification, Evaluate program staffing, equipment and space needs

**fire and rescue department - emergency medical services division**

GENERAL FUND  
FIRE & RESCUE DEPARTMENT  
EMERGENCY SERVICES DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 1,086,043	\$ 951,096	\$ 1,093,520	\$ 1,126,833	\$ 1,152,432	\$ 1,152,432
520 Fringe Benefits	540,233	499,562	617,044	631,000	631,000	631,000
<b>Total Personal Services</b>	<b>1,626,276</b>	<b>1,450,658</b>	<b>1,710,564</b>	<b>1,757,833</b>	<b>1,783,432</b>	<b>1,783,432</b>
<b>Materials and Services</b>						
601 Supplies	7,550	5,026	11,980	12,725	12,725	12,725
602 Rental, Repair, Maintenance	122,512	123,813	132,225	134,675	134,675	134,675
603 Communications	29,133	24,121	27,450	32,350	32,350	32,350
604 Contractual Services	124,624	244,538	218,350	231,168	231,168	231,168
605 Misc. Charges and Fees	305,899	325,276	292,720	292,720	292,720	292,720
606 Other Purchased Services	47,682	47,985	57,260	58,210	58,210	58,210
610 Programs	13,832	25,976	21,708	200	200	200
<b>Total Materials and Services</b>	<b>651,232</b>	<b>796,735</b>	<b>761,693</b>	<b>762,048</b>	<b>762,048</b>	<b>762,048</b>
<b>Capital Outlay</b>						
703 Equipment	1,438	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>1,438</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 2,278,946</b>	<b>\$ 2,247,393</b>	<b>\$ 2,472,257</b>	<b>\$ 2,519,881</b>	<b>\$ 2,545,480</b>	<b>\$ 2,545,480</b>

**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 Code 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.

The Ashland Community Emergency Response Team is a part of this division and provides Basic Training courses three times each year to the public, Advanced Training course to CERT members, and emergency preparedness information through monthly meetings, website, newsletter and 1700 AM messages. CERT manages the marketing and scheduling of the citizen CPR program.

All members of the department participate in the delivery of the services provided by this division through inspections, instructional delivery of CERT and CPR education and customer service.

### Significant Budget Changes

- None noted.

### Division Goals

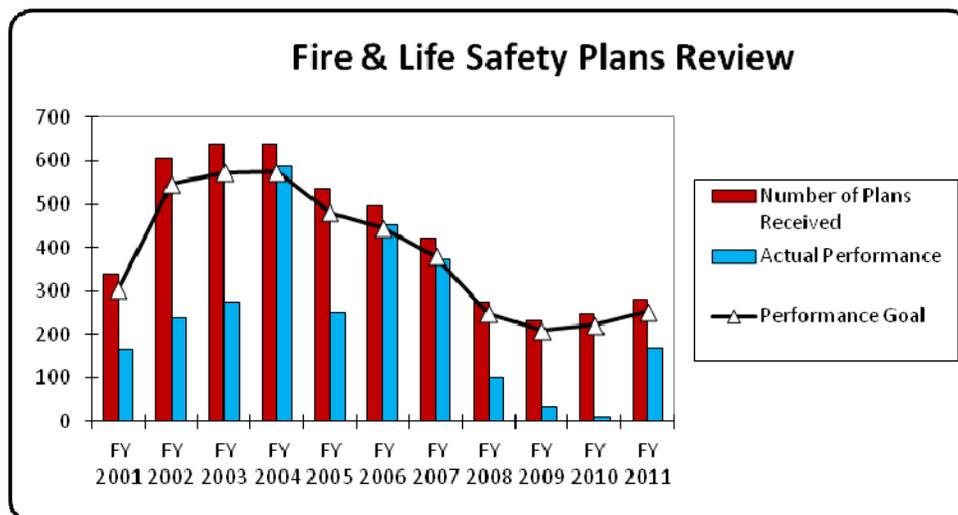
- ⇒ Provide fire inspections to each business and multi-family residential property of three or more once every two years.
- ⇒ Provide education about fire codes and good practices to our citizens. This includes topics such as home fire safety, emergency preparedness, weed abatement, maintenance of fire apparatus access, addressing, seasonal fire prevention issues and required permits.
- ⇒ 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.
- ⇒ 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.
- ⇒ Provide CPR education to the public monthly. This program is largely funded through class charges.

GENERAL FUND  
FIRE & RESCUE DEPARTMENT  
FIRE AND LIFE SAFETY DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 84,784	\$ 86,053	\$ 95,114	\$ 152,484	\$ 152,484	\$ 152,484
520 Fringe Benefits	39,628	41,673	46,000	88,000	88,000	88,000
<b>Total Personal Services</b>	<b>124,412</b>	<b>127,726</b>	<b>141,114</b>	<b>240,484</b>	<b>240,484</b>	<b>240,484</b>
<b>Materials and Services</b>						
601 Supplies	2,643	1,677	12,061	8,282	8,282	8,282
602 Rental, Repair, Maintenance	6,250	6,287	6,250	6,250	6,250	6,250
603 Communications	6	-	500	500	500	500
604 Contractual Services	-	3,141	2,000	-	-	-
605 Misc. Charges and Fees	1,785	1,865	-	2,600	2,600	2,600
606 Other Purchased Services	1,679	1,675	4,300	4,410	4,410	4,410
610 Programs	1,071	4,875	7,500	32,710	32,710	32,710
<b>Total Materials and Services</b>	<b>13,434</b>	<b>19,520</b>	<b>32,611</b>	<b>54,752</b>	<b>54,752</b>	<b>54,752</b>
	<b>\$ 137,846</b>	<b>\$ 147,246</b>	<b>\$ 173,725</b>	<b>\$ 295,236</b>	<b>\$ 295,236</b>	<b>\$ 295,236</b>

**fire and rescue department - fire & life safety services**

<b>Fire and Life Safety Division</b>			
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>
<b>Basic Needs.</b> We believe each person needs public safety, water, sanitation, adequate food, clothing, housing, transportation, and health care.	Operational Efficiency/Risk Management/Fiscal Health	Provide semi-annual inspections to all businesses within the city.  Assist the building department with fire protection system inspections.	Add all businesses to the list of occupancies to be inspected.  Provided continuing education to all firefighters and inspectors.
	Public Health & Welfare	Continue to provide emergency preparedness education  CPR	CERT will continue to deliver Basic Training and emergency preparedness classes to citizens.  CPR classes are conducted once each month; a plan for marketing and delivery of BLS recertification classes is being developed.
	Operational Efficiency/Risk Management/Fiscal Health	Maintain compliance with codes and ordinances (weed abatement, fireworks, burning, etc.)	Provide adequate staffing for public education and compliance inspections of fire codes and ordinances.
	Quality Citizen Service	Provide quality customer service and internal cooperation with quick turn-around time for plan evaluation and code requests.	Plans are being reviewed, but goal for time is not consistently met. Establish adequate resources for plan review. There are three large commercial projects that will create challenges to provide timely inspections during the next year.
	Emergency Response	Reduce the fire risk in Ashland	Continuing to strategize for a fire resistant roofing ordinance and residential fire sprinkler ordinance. Developing a plan to implement a hazardous vegetation ordinance with minimal staffing needs.



## **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 from the threat of severe wildfire. Programs and activities in this division include work on the Ashland Forest Resiliency Project, Firewise Communities program, City forestlands management, wildfire response planning, wildfire prevention and watershed patrol, and community education and outreach. The Division also supports grant writing and administration for related projects and coordination of the Ashland Forest Lands Commission.

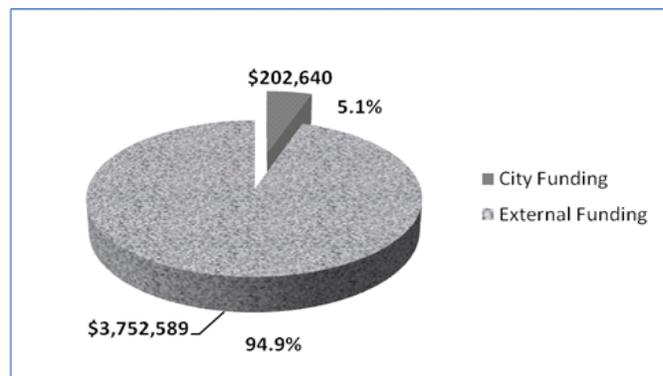
### **Division Goals**

- ⇒ Support implementation of the Ashland Forest Resiliency Project stewardship agreement. The Forest Resource Specialist and City Forestry Consultant are intimately involved in this project with partial funding from the Forest Service. This fiscal year, the City will lead implementation of community engagement and education work, finish tree thinning prescriptions on the remainder of the currently funded area, help guide tree marking, and contract and administer helicopter thinning in the currently funded portion of the project. The City jointly reviews all aspects of the project in addition to leading those listed above.
- ⇒ The Firewise Communities Coordinator will build on nine nationally recognized Firewise Communities in Ashland to spread the program's reach to more citizens. For fiscal 2013, this program will promote a Firewise Week of fire prevention activities leading up to fire season, administer grant funds to help residents remove flammable vegetation, help re-certify all existing communities this year, and help all residents understand how to protect their homes through preventive actions.
- ⇒ Implement the City's Winburn Forest Management Plan by participating in the Promoting Ecosystem Resiliency through Collaboration (PERC) grant. Depending on market costs, the grant may make the Winburn project financially feasible in FY2013.
- ⇒ Complete at least two high priority prescribed burn units on City forestlands to augment our wildfire management strategy.
- ⇒ Redefine the City's Wildfire Hazard Zone
- ⇒ Continue a law enforcement presence in the watershed through the Watershed Patrol program in partnership with the U.S. Forest Service.

- ⇒ Bring to completion the 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 2.8 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 \$148,000 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 Water Fund budget.
- 50,000 dollars in grants for wildfire safety work is included and fully reimbursable from the Oregon Department of Forestry.
- \$483,695 is included for the PERC grant program. This includes the value of thinning by-product sales from the City property as partial payment for project operations.



<b>Forest Resource Division</b>			
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>
<p><b>Natural Environment.</b> 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 <b>and</b> access to nature for our residents.</p>	<p>Basic needs /public health and welfare Risk Management Support Local Economic Health Environmental Protection</p>	<p>Complete the scheduled AFR 2012/2013 projects in cooperation with the stewardship partners.</p>	<p>Staff worked with the AFR partnership to plan/prepare over 3,300 acres of fire hazard reduction work. Over 1500 acres of forest thinning and burning work will be completed by July 2012. In FY13 we will implement helicopter thinning on over 900 acres, thin smaller trees on at least 600 acres and burn piles on at least 300 acres.</p>
	<p>Enhance Quality of Life</p>	<p>Citizens are informed of the importance of the City's watershed for well being and Ashland's economy. Citizens will be aware of forest management through various media and offered opportunities to be informed and see work on the ground.</p>	<p>The City and AFR partners sponsored 48 outreach and education events in FY11. We will conduct at least 30 outreach events in FY12 including at least 5 field trips, distribute 500 watershed maps, and provide information via website, email, and news media.</p>
	<p>Risk Management &amp; Emergency Response Environmental Protection</p>	<p>Accelerate our community commitment to fire safety by certifying at least 4 Firewise Communities for a total of 11 or more nationally recognized Firewise Communities.</p>	<p>The Firewise Coordinator oversaw 7 certifications, 4 ahead of our goal. In FY13, Coordinator work with Firewise Commission to guide program implementation and certify at least 4 more Firewise Communities.</p>
	<p>Enhance Quality of Life Environmental Protection</p>	<p>Complete a City forestlands recreation and trail policy through Forest Lands Commission this fiscal year.</p>	<p>Staff will work with Forest Lands Commission and external partners to develop a City lands trail and recreation policy and bring to Council.</p>

**fire and rescue department - forest interface division**

**Impacts**

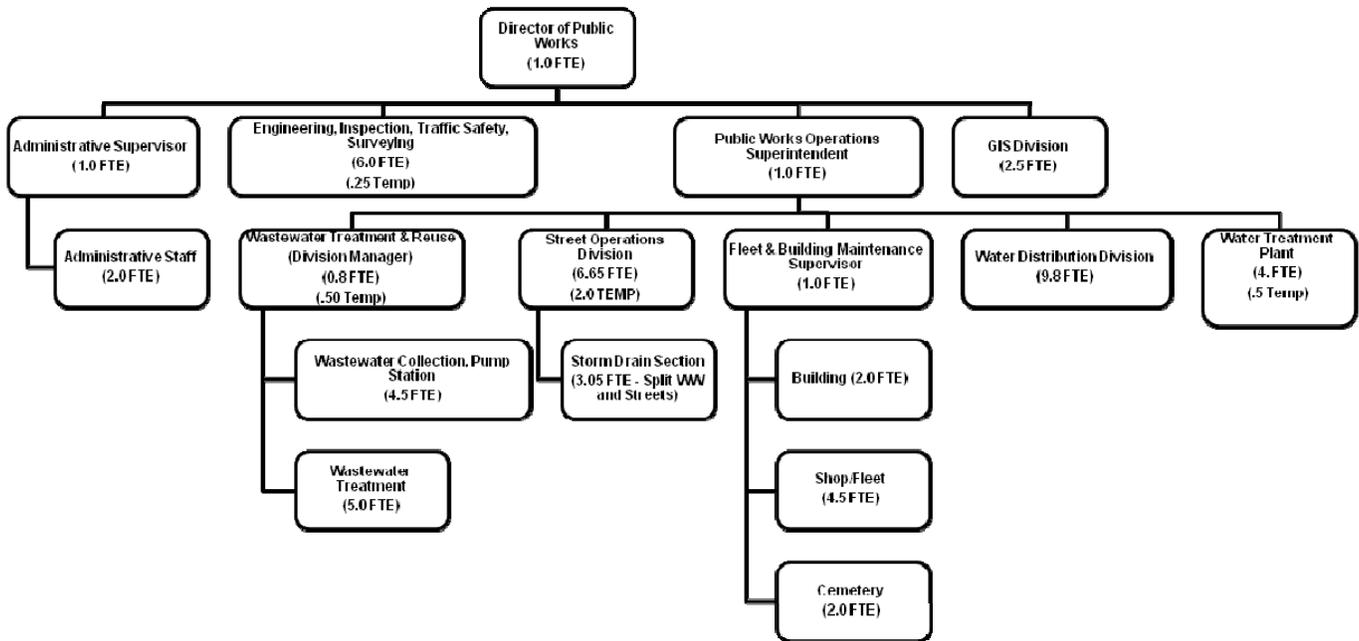
- \* AFR project helicopter thinning contract costs are included in total for FY2013. Partial costs for this project were proposed in FY2012 and may be spent depending on contracting outcomes currently underway. The total amount is included for FY2013 in case work is not underway this FY.
- \* PERC grant amount is included for anticipated work in FY2013. The amount includes assumed value of by-product (wood) to be paid to a contractor.

WATER FUND  
FIRE & RESCUE DEPARTMENT  
FOREST INTERFACE DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 670						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 66,540	\$ 130,770	\$ 128,166	\$ 149,219	\$ 149,219	\$ 149,219
520 Fringe Benefits	32,821	54,555	59,620	69,116	69,116	69,116
Total Personal Services	<u>99,361</u>	<u>185,325</u>	<u>187,786</u>	<u>218,335</u>	<u>218,335</u>	<u>218,335</u>
<b>Materials and Services</b>						
604 Contractual Services	120,486	181,646	1,650,472	3,513,454	3,513,454	3,513,454
606 Other Purchased Services	594	1,288	4,200	5,200	5,200	5,200
610 Programs	575	857	1,000	1,000	1,000	1,000
Total Materials and Services	<u>121,655</u>	<u>183,791</u>	<u>1,655,672</u>	<u>3,519,654</u>	<u>3,519,654</u>	<u>3,519,654</u>
	<u>\$ 221,016</u>	<u>\$ 369,116</u>	<u>\$ 1,843,458</u>	<u>\$ 3,737,989</u>	<u>\$ 3,737,989</u>	<u>\$ 3,737,989</u>

\*Forest Interface Division resided in the Public Works Department in 2010. The expenses are included in the Fire Department summary in 2011, 2012, and adopted 2013.

# public works department 60.05 FTE



## Overview

The Public Works Department is one of the largest departments within the City with 56.8 FTE and 3.25 Temporary FTE. The department is divided into several divisions. The Administration & Engineering Division manages the Capital Improvement Program (CIP), development review, traffic, transit and transportation, engineering, surveying, regulatory compliance, long-range public works planning functions for the enterprise programs and administration of the Ashland Municipal Airport. In addition to the engineering group Public Works includes the operational division, managed by the Public Works Superintendent, which consists of water, wastewater, streets and storm drains, cemeteries, safety, fleet and facilities maintenance.

## Departmental Goals

- ⇒ With current budgetary constraints, we will continue looking at ways to “Do more with less.”
- ⇒ Implement the Water and Wastewater Master Plan recommendations.
- ⇒ Achieve new additional 5% water conservation goal.
- ⇒ Complete the Transportation Master Plan (TSP).
- ⇒ Continue to seek grants and low interest loans to fund capital projects.
- ⇒ 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.
- ⇒ Complete the FY13 capital construction program.

## Performance Measures

Public Works performance measures are included in each division’s narratives. In general, it is our intent to improve 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

- One new Engineering Tech position is added as recommended in the Water and Wastewater Master Plans.
- A total of 1.75 new part time positions (1 streets, .25 engineering, and .50 wastewater treatment) are added in order to deliver maintenance objectives.
- Water rates are increased 12% and Wastewater rates are increased 10% per master plan recommendations.

**public works department****PUBLIC WORKS DEPARTMENT**

<b>Description</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Amended</b>	<b>2013 Proposed</b>	<b>2013 Approved</b>	<b>2013 Adopted</b>
<b>Department Total By Function</b>						
500 Personal Services	\$ 4,695,880	\$ 4,804,031	\$ 5,212,285	\$ 5,476,078	\$ 5,476,078	\$ 5,476,078
600 Materials and Services	7,436,840	7,876,455	8,016,173	8,312,375	8,312,375	8,312,375
700 Capital Outlay	1,087,160	4,136,083	10,449,120	12,967,354	12,967,354	13,673,085
800 Debt Service	2,452,882	2,603,902	2,327,250	2,184,205	2,184,205	2,184,205
	<b>\$ 15,672,762</b>	<b>\$ 19,420,471</b>	<b>\$ 26,004,828</b>	<b>\$ 28,940,012</b>	<b>\$ 28,940,012</b>	<b>\$ 29,645,743</b>
<b>Department Total By Fund</b>						
110 General Fund	\$ 292,718	\$ 297,274	\$ 321,125	\$ 341,793	\$ 341,793	\$ 341,793
260 Street Fund	2,568,607	3,985,694	6,692,671	6,796,231	6,796,231	7,276,031
280 Airport Fund	106,616	98,131	108,486	103,486	103,486	103,486
410 Capital Improvement Fund	790,402	2,222,865	4,269,180	4,919,230	4,919,230	5,081,230
670 Water Fund	4,765,931	4,384,813	5,003,222	5,147,383	5,147,383	5,176,288
675 Wastewater Fund	5,017,296	5,611,802	6,431,077	7,986,209	7,986,209	8,021,235
710 Central Services Fund	1,315,625	1,296,236	1,390,453	1,614,715	1,614,715	1,614,715
730 Equipment Fund	815,567	1,523,656	1,788,614	2,030,965	2,030,965	2,030,965
	<b>\$ 15,672,762</b>	<b>\$ 19,420,471</b>	<b>\$ 26,004,828</b>	<b>\$ 28,940,012</b>	<b>\$ 28,940,012</b>	<b>\$ 29,645,743</b>

**public works department**

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Support and Engineering Divisions</b>						
Director of Public Works	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 Administrative Supervisor	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	2.00	2.00	2.00
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
Senior Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Project Manager	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00
Temp Engineer				0.25	0.25	0.25
<b>Cemetery Division</b>						
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 II	1.00	1.00	1.00	1.00	1.00	1.00
<b>Maintenance Division</b>						
Supervisor	0.80	0.80	0.80	0.80	0.80	0.80
Office Assistant I			0.50	0.50	0.50	0.50
Utility Technician	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	4.00	4.00	4.00	4.00	4.00
Temporary Mechanic		0.50	0.50			
<b>Street Division</b>						
Supervisor	1.20	1.20	1.20	1.20	1.20	1.20
Utility Technician		1.00	1.00	1.00	1.00	1.00
Senior Utility Worker	6.50	5.50	5.50	5.50	5.50	5.50
Utility Worker II	2.00	2.00	2.00	2.00	2.00	2.00
Utility Worker - Temp	0.20	0.20	1.00	2.00	2.00	2.00
<b>Water Division</b>						
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 Technician	3.00	3.00	3.00	3.00	3.00	3.00
Senior Utility Worker	3.00	3.00	3.00	3.00	3.00	3.00
Utility Worker II	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker I*	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			
Temporary Operator		0.50	0.50	0.50	0.50	0.50
<b>Wastewater Division</b>						
Supervisor	0.80	0.80	0.80	0.80	0.80	0.80
Treatment Plant Operator	4.00	3.00	3.00	3.00	3.00	3.00
Utility Technician	1.00	1.00	1.00	1.00	1.00	1.00
Senior Utility Worker	3.50	2.50	2.50	2.50	2.50	2.50
Utility Worker II	2.00	2.00	2.00	2.00	2.00	2.00
Utility Worker I	1.00	1.00	1.00	1.00	1.00	1.00
Temporary Operator				0.50	0.50	0.50
	<b>57.70</b>	<b>56.70</b>	<b>58.00</b>	<b>60.05</b>	<b>60.05</b>	<b>60.05</b>



## 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 1904; 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 maintaining the aging irrigation system to reduce water waste caused by leaks and inefficient sprinkler layout.
- ⇒ 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.

### Division Goals

- ⇒ Continue maintenance and preservation to headstones and markers including all that are considered historic.
- ⇒ Complete the implementation of the computer based cemetery tracking system, and complete the process of linking the program to the city website to allow for web based genealogy research.
- ⇒ Continue coordination with Parks Department for routine tree trimming, pruning, and sprinkler application rates are consistent with the needs of the grass, trees and conservation goals.

### Significant Budget Changes

- Materials and Supplies are increased slightly to reflect actual costs.
- Includes \$12,000 to replace a lawn mower.

Public Works Cemetery						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 To Date	2013 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	70%	65%	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	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 109,522	\$ 116,338	\$ 121,383	\$ 128,173	\$ 128,173	\$ 128,173
520 Fringe Benefits	49,369	53,590	65,172	62,700	62,700	62,700
<b>Total Personal Services</b>	<b>158,891</b>	<b>169,928</b>	<b>186,555</b>	<b>190,873</b>	<b>190,873</b>	<b>190,873</b>
<b>Materials and Services</b>						
601 Supplies	20,276	25,563	20,900	22,900	22,900	22,900
602 Rental, Repair, Maintenance	51,653	45,657	61,445	63,445	63,445	63,445
603 Communications	959	996	1,225	1,225	1,225	1,225
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	51,943	51,943	49,300	49,300	49,300	49,300
606 Other Purchased Services	888	3,187	1,700	2,050	2,050	2,050
<b>Total Materials and Services</b>	<b>125,719</b>	<b>127,346</b>	<b>134,570</b>	<b>138,920</b>	<b>138,920</b>	<b>138,920</b>
<b>Capital Outlay</b>						
703 Equipment	-	-	-	12,000	12,000	12,000
704 Improvements Other Than Bldgs.	8,108	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>8,108</b>	<b>-</b>	<b>-</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
	<b>\$ 292,718</b>	<b>\$ 297,274</b>	<b>\$ 321,125</b>	<b>\$ 341,793</b>	<b>\$ 341,793</b>	<b>\$ 341,793</b>

## 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 four temporary positions in the summer. We've added two additional seasonal employees to help meet our expanding work load. These positions assist with street patching, crack sealing, 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 102.4 miles of paved streets; 195 street lane miles; 9.8 miles of unpaved streets and alleys; more than 3,477 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 2012-13 CIP are as follows:

- Two additional seasonal employees (four total)
- Technical is increased to add one additional day to the leaf pick up program and to purchase additional pet dispensers
- Fuel is increased based on departmental history
- Computers are increased to purchase two tablets for field application
- Capital is adjusted to match the CIP.

## 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 department - street division**

<b>Public Works Street Department</b>						
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>	<b>2011 Results</b>	<b>2012 To Date</b>	<b>2013 Goals</b>
<b>Natural Environment</b> 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%
			Percentage of Street marking completed	100%	0%	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	113	10	0
		Maintain safe vehicle, bicycle, and pedestrian transportation systems	Percentage of total accidents that result in injury	23%	10%	0%
			Percentage of total accidents that are pedestrian related	10%	10%	0%
			Percentage of accidents that are vehicle related	100%	100%	0%
			Repair potholes within 72 hours of notification	100%	100%	100%

**public works department - street division**

**STREET FUND  
PUBLIC WORKS DEPARTMENT  
OPERATIONS DIVISION**

<u>Description</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Amended</u>	<u>2013 Proposed</u>	<u>2013 Approved</u>	<u>2013 Adopted</u>
Fund# 260						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 365,867	\$ 385,917	\$ 401,200	\$ 435,410	\$ 435,410	\$ 435,410
520 Fringe Benefits	191,374	210,356	243,636	265,330	265,330	265,330
<b>Total Personal Services</b>	<b>557,241</b>	<b>596,273</b>	<b>644,836</b>	<b>700,740</b>	<b>700,740</b>	<b>700,740</b>
<b>Materials and Services</b>						
601 Supplies	10,464	11,322	10,700	11,900	11,900	11,900
602 Rental, Repair, Maintenance	352,541	335,655	349,500	352,500	352,500	352,500
603 Communications	6,039	2,993	3,040	5,240	5,240	5,240
604 Contractual Services	240,477	260,070	275,400	203,400	203,400	203,400
605 Misc. Charges and Fees	471,130	505,870	558,200	570,200	570,200	570,200
606 Other Purchased Services	2,668	2,964	4,150	4,500	4,500	4,500
608 Commissions	9,908	4,723	5,000	5,000	5,000	5,000
<b>Total Materials and Services</b>	<b>1,093,227</b>	<b>1,123,597</b>	<b>1,205,990</b>	<b>1,152,740</b>	<b>1,152,740</b>	<b>1,152,740</b>
<b>Capital Outlay</b>						
703 Equipment	4,999	-	8,000	4,500	4,500	4,500
704 Improvements Other Than Bldgs.	140,065	1,081,984	2,972,750	3,385,930	3,385,930	3,865,730
<b>Total Capital Outlay</b>	<b>145,064</b>	<b>1,081,984</b>	<b>2,980,750</b>	<b>3,390,430</b>	<b>3,390,430</b>	<b>3,870,230</b>
<b>Debt Service</b>						
801 Principal	-	-	-	40,000	40,000	40,000
802 Interest	-	-	-	10,000	10,000	10,000
<b>Total Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
	<b>\$ 1,795,532</b>	<b>\$ 2,801,854</b>	<b>\$ 4,831,576</b>	<b>\$ 5,293,910</b>	<b>\$ 5,293,910</b>	<b>\$ 5,773,710</b>

**public works department - street division**

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 260						
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	\$ 30,110	\$ 196,483	\$ 401,110	\$ 275,911	\$ 275,911	\$ 275,911
<b>Total Capital Outlay</b>	<b>\$ 30,110</b>	<b>\$ 196,483</b>	<b>\$ 401,110</b>	<b>\$ 275,911</b>	<b>\$ 275,911</b>	<b>\$ 275,911</b>

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 260						
<b>Materials and Services</b>						
605 Misc. Charges and Fees	\$ 7,498	\$ 7,498	\$ -	\$ -	\$ -	\$ -
<b>Total Materials and Services</b>	<b>7,498</b>	<b>7,498</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	10,752	167,828	391,140	-	-	-
<b>Total Capital Outlay</b>	<b>10,752</b>	<b>167,828</b>	<b>391,140</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 18,250</b>	<b>\$ 175,326</b>	<b>\$ 391,140</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Grounds Maintenance

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 augmentation 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.

### Significant Budget Change

- Increases in materials and supplies reflect Parks Department projected costs to provide the service.

### 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.

### 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.
- ⇒ 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.

STREET FUND  
PUBLIC WORKS DEPARTMENT  
GROUNDS MAINTENANCE

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 260						
<b>Materials and Services</b>						
602 Rental, Repair, Maintenance	\$ 18,183	\$ 19,217	\$ 22,400	\$ 22,400	\$ 22,400	\$ 22,400
604 Contractual Services	165,000	165,000	186,044	197,000	197,000	197,000
<b>Total Materials and Services</b>	<b>183,183</b>	<b>184,217</b>	<b>208,444</b>	<b>219,400</b>	<b>219,400</b>	<b>219,400</b>
	<b>\$ 183,183</b>	<b>\$ 184,217</b>	<b>\$ 208,444</b>	<b>\$ 219,400</b>	<b>\$ 219,400</b>	<b>\$ 219,400</b>

## **Stormwater Program**

The Storm water 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 storm water 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 storm water and water quality protection standards. The Storm water 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 storm water maintenance programs. The TMDL also addresses temperature concerns with waters flowing into Ashland and Bear Creek. 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 storm water treatment facilities such as bio-swales, detention basins and wetlands facilities.

### **Division Goals**

- ⇒ Water quality is a primary component of the storm water program. Implementation of the new NPDES requirements includes development and adoption of City wide ordinances to protect water quality.
- ⇒ Continue to systematically look at storm water 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**

- Professional Services is increased to pay costs associated with meeting Storm water NPDES and Total Daily Maximum Load (TMDL) permit requirements.
- Fuel costs are increased to match departmental projections.
- One day is added to the leaf pick up program to meet growing demand.
- Contracted projects adjustments reflect the CIP.

**public works department - street division - storm water**

Public Works - Storm Water						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 results	2012 To Date	2013 Goal
<b>Natural Environment</b> *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 & regulations	Meet all state and federal requirements established in the National Pollutant Discharge Elimination System (NPDES) permit. Meet and/or exceed all recommended Best Management Practices (BMP)	Percentage of days that the Stream was closed due to e-coli contamination	0%	0%	0%
			Percentage of " No Dumping-Drains to Stream" labels installed on storm drain facilities	100%	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%)	35%	89%	0%

**public works department - street division - storm water**

STREET FUND  
PUBLIC WORKS DEPARTMENT  
STORM WATER DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 260						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 162,868	\$ 168,126	\$ 174,240	\$ 173,570	\$ 173,570	\$ 173,570
520 Fringe Benefits	84,945	91,638	110,681	110,600	110,600	110,600
<b>Total Personal Services</b>	<b>247,813</b>	<b>259,764</b>	<b>284,921</b>	<b>284,170</b>	<b>284,170</b>	<b>284,170</b>
<b>Materials and Services</b>						
601 Supplies	8,692	6,523	4,850	5,850	5,850	5,850
602 Rental, Repair, Maintenance	88,418	90,092	83,700	85,360	85,360	85,360
603 Communications	-	-	130	130	130	130
604 Contractual Services	6,190	5,805	5,900	22,100	22,100	22,100
605 Misc. Charges and Fees	169,261	171,433	150,300	150,300	150,300	150,300
606 Other Purchased Services	-	180	1,100	1,100	1,100	1,100
<b>Total Materials and Services</b>	<b>272,561</b>	<b>274,033</b>	<b>245,980</b>	<b>264,840</b>	<b>264,840</b>	<b>264,840</b>
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	10,340	52,727	182,650	259,250	259,250	259,250
<b>Total Capital Outlay</b>	<b>10,340</b>	<b>52,727</b>	<b>182,650</b>	<b>259,250</b>	<b>259,250</b>	<b>259,250</b>
	<b>\$ 530,714</b>	<b>\$ 586,524</b>	<b>\$ 713,551</b>	<b>\$ 808,260</b>	<b>\$ 808,260</b>	<b>\$ 808,260</b>

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 260						
<b>Capital Outlay</b>						
604 Contractual Services	\$ -	\$ 24,566	\$ -	\$ -	\$ -	\$ -
<b>Total Materials and Services</b>	<b>-</b>	<b>24,566</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
704 Improvements Other Than Bldgs.	10,818	16,724	146,850	198,750	198,750	198,750
<b>Total Capital Outlay</b>	<b>10,818</b>	<b>16,724</b>	<b>146,850</b>	<b>198,750</b>	<b>198,750</b>	<b>198,750</b>
	<b>\$ 10,818</b>	<b>\$ 41,290</b>	<b>\$ 146,850</b>	<b>\$ 198,750</b>	<b>\$ 198,750</b>	<b>\$ 198,750</b>

## **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 and other commercial aviation related business 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. 2009 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. The FY12 budget reflected the construction cost of \$1,800,000 for the Airport Improvement Project which included the pavement rehabilitation for runway 12/30. Routine maintenance was performed throughout the year to keep the airport a safe viable travel entity.

## **Significant Budget Changes**

- The FY13 budget reflects a Capital Improvement Project for \$165,000 for a ramp extension to accommodate commercial hangar construction onsite.
- The FY13 budget reflects a Capital Improvement Project to update the existing zoning ordinance to allow for airport appropriate 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 hangar rates to improve revenue shortfalls.

## **Airport Goals**

- ⇒ Airport Commission Goals:
  - 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.
  - Generate a riparian restoration plan for Neil Creek along the Airport tax lot boundary.
- ⇒ 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**

CAPITAL IMPROVEMENT FUND  
PUBLIC WORKS DEPARTMENT  
MAINTENANCE - PROPERTY DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 410						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 116,786	\$ 121,008	\$ 124,560	\$ 126,320	\$ 126,320	\$ 126,320
520 Fringe Benefits	62,113	67,397	78,060	76,100	76,100	76,100
<b>Total Personal Services</b>	<b>178,899</b>	<b>188,405</b>	<b>202,620</b>	<b>202,420</b>	<b>202,420</b>	<b>202,420</b>
<b>Materials and Services</b>						
601 Supplies	1,684	4,501	4,650	4,850	4,850	4,850
602 Rental, Repair, Maintenance	301,752	338,151	333,700	338,900	338,900	338,900
603 Communications	1,405	1,618	1,760	2,860	2,860	2,860
604 Contractual Services	3,412	14,624	56,200	56,200	56,200	56,200
605 Misc. Charges and Fees	15,295	13,511	20,850	20,850	20,850	20,850
606 Other Purchased Services	421	110	400	400	400	400
610 Programs	25,564	20,478	26,000	29,000	29,000	29,000
<b>Total Materials and Services</b>	<b>349,533</b>	<b>392,993</b>	<b>443,560</b>	<b>453,060</b>	<b>453,060</b>	<b>453,060</b>
<b>Capital Outlay</b>						
701 Land	-	415	-	-	-	-
704 Improvements Other Than Bldgs.	261,970	1,641,052	3,623,000	4,263,750	4,263,750	4,425,750
<b>Total Capital Outlay</b>	<b>261,970</b>	<b>1,641,467</b>	<b>3,623,000</b>	<b>4,263,750</b>	<b>4,263,750</b>	<b>4,425,750</b>
	<b>\$ 790,402</b>	<b>\$ 2,222,865</b>	<b>\$ 4,269,180</b>	<b>\$ 4,919,230</b>	<b>\$ 4,919,230</b>	<b>\$ 5,081,230</b>

# 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 enterprise funds that have their own facilities (water and sewer), the Fire Station facilities and the Parks Department facilities are managed within their 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 with the improvement of our facilities to ensure that the community and employees have safe, efficient, clean and contemporary city facilities.
- ⇒ 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.

## Significant Budget Changes

- Internal Projects is adjusted to reflect 2013 maintenance projects and a \$40,000 energy audit.

<b>Public Works Facilities</b>						
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>	<b>2011 Results</b>	<b>2012 To Date</b>	<b>2013 Goals</b>
<b>Good Government</b> 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	0	0%	100% Energy audit study to be conducted in FY 13
	Environmental protection above manadates	Maintain appropriate disposal and recycle sites within the city facilities	Percentage of waste that is recycled	Measurement not attainable	Measurement not attainable	Measurement not attainable
			Percentage of square footage in facilities that use fossil fuels		28%	26%

**public works department - facilities maintenance division**

CAPITAL IMPROVEMENT FUND  
PUBLIC WORKS DEPARTMENT  
MAINTENANCE - PROPERTY DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 410						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 116,786	\$ 121,008	\$ 124,560	\$ 126,320	\$ 126,320	\$ 126,320
520 Fringe Benefits	62,113	67,397	78,060	76,100	76,100	76,100
<b>Total Personal Services</b>	<b>178,899</b>	<b>188,405</b>	<b>202,620</b>	<b>202,420</b>	<b>202,420</b>	<b>202,420</b>
<b>Materials and Services</b>						
601 Supplies	1,684	4,501	4,650	4,850	4,850	4,850
602 Rental, Repair, Maintenance	301,752	338,151	333,700	338,900	338,900	338,900
603 Communications	1,405	1,618	1,760	2,860	2,860	2,860
604 Contractual Services	3,412	14,624	56,200	56,200	56,200	56,200
605 Misc. Charges and Fees	15,295	13,511	20,850	20,850	20,850	20,850
606 Other Purchased Services	421	110	400	400	400	400
610 Programs	25,564	20,478	26,000	29,000	29,000	29,000
<b>Total Materials and Services</b>	<b>349,533</b>	<b>392,993</b>	<b>443,560</b>	<b>453,060</b>	<b>453,060</b>	<b>453,060</b>
<b>Capital Outlay</b>						
701 Land	-	415	-	-	-	-
704 Improvements Other Than Bldgs.	261,970	1,641,052	3,623,000	4,263,750	4,263,750	4,425,750
<b>Total Capital Outlay</b>	<b>261,970</b>	<b>1,641,467</b>	<b>3,623,000</b>	<b>4,263,750</b>	<b>4,263,750</b>	<b>4,425,750</b>
	<b>\$ 790,402</b>	<b>\$ 2,222,865</b>	<b>\$ 4,269,180</b>	<b>\$ 4,919,230</b>	<b>\$ 4,919,230</b>	<b>\$ 5,081,230</b>

## **Water Division**

The Water Division, with 14.3 FTE (4.5 Water Treatment, 9.8 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, 57 pressure reducing devices, 1,251 fire hydrants, and over 8,140 individual services and meters. In addition, there are 357 separate irrigation meters utilizing potable water, 168 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**

- 12% Water Rate Increase.
- Infrastructure increase for initiation of a more aggressive hydrant and valve maintenance program including some hydrant replacements, and inspection of all four reservoirs by divers.
- Capital improvement projects as recommended in the water master plan.
- One tablet for data input in the field.

**public works department - water division**

<b>Public Works Water</b>						
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>	<b>2011 Results</b>	<b>2012</b>	<b>2013 Goals</b>
<b>Natural Environment</b>  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 for drinking water	Number of Total Coliform violations	0	0	0
			Number of Chlorine byproduct violations	0	0	0
			Number of Volatile Organic Compound 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	No Data	100%	100%
		Respond to emergency calls within one hour.	Percent of emergency calls answered within one hour	No Data	100%	100%
			Percentage of repairs that are unplanned (emergency) . The goal is 0%	64%	35%	15%
			Percent of hydrants that are operational	100%	100%	100%

**WATER FUND  
PUBLIC WORKS DEPARTMENT  
SUPPLY DIVISION**

<b>Description</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Amended</b>	<b>2013 Proposed</b>	<b>2013 Approved</b>	<b>2013 Adopted</b>
Fund# 670						
<b>Materials and Services</b>						
604 Contractual Services	\$ 7,442	\$ 19,997	\$ 29,800	\$ 29,800	\$ 29,800	\$ 29,800
605 Misc. Charges and Fees	109,916	109,457	110,900	110,900	110,900	110,900
606 Other Purchased Services	58,790	61,459	61,000	61,000	61,000	61,000
<b>Total Materials and Services</b>	<b>176,148</b>	<b>190,913</b>	<b>201,700</b>	<b>201,700</b>	<b>201,700</b>	<b>201,700</b>
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	75,469	108,186	396,000	182,750	182,750	211,655
<b>Total Capital Outlay</b>	<b>75,469</b>	<b>108,186</b>	<b>396,000</b>	<b>182,750</b>	<b>182,750</b>	<b>211,655</b>
<b>Debt Service</b>						
801 Debt Service - Principal	17,250	18,000	18,500	18,750	18,750	18,750
802 Debt Service - Interest	5,610	5,147	4,722	4,163	4,163	4,163
<b>Total Debt Service</b>	<b>22,860</b>	<b>23,147</b>	<b>23,222</b>	<b>22,913</b>	<b>22,913</b>	<b>22,913</b>
	<b>\$ 274,477</b>	<b>\$ 322,246</b>	<b>\$ 620,922</b>	<b>\$ 407,363</b>	<b>\$ 407,363</b>	<b>\$ 436,268</b>

**public works department - water division**

**WATER FUND  
PUBLIC WORKS DEPARTMENT  
TREATMENT DIVISION**

<u>Description</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Amended</u>	<u>2013 Proposed</u>	<u>2013 Approved</u>	<u>2013 Adopted</u>
Fund# 670						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 275,564	\$ 298,719	\$ 278,520	\$ 295,240	\$ 295,240	\$ 295,240
520 Fringe Benefits	112,365	140,315	155,394	159,710	159,710	159,710
<b>Total Personal Services</b>	<b>387,929</b>	<b>439,034</b>	<b>433,914</b>	<b>454,950</b>	<b>454,950</b>	<b>454,950</b>
<b>Materials and Services</b>						
601 Supplies	164,131	148,846	195,295	229,495	229,495	229,495
602 Rental, Repair, Maintenance	62,729	63,174	72,600	73,800	73,800	73,800
603 Communications	11,452	7,862	6,260	8,510	8,510	8,510
604 Contractual Services	11,952	580	10,000	8,000	8,000	8,000
605 Misc. Charges and Fees	317,739	318,293	289,150	289,400	289,400	289,400
606 Other Purchased Services	22,990	14,042	28,070	21,570	21,570	21,570
<b>Total Materials and Services</b>	<b>590,993</b>	<b>552,797</b>	<b>601,375</b>	<b>630,775</b>	<b>630,775</b>	<b>630,775</b>
<b>Capital Outlay</b>						
703 Equipment	7,500	-	-	-	-	-
704 Improvements Other Than Bldgs.	71,683	1,872	21,000	259,300	259,300	259,300
<b>Total Capital Outlay</b>	<b>79,183</b>	<b>1,872</b>	<b>21,000</b>	<b>259,300</b>	<b>259,300</b>	<b>259,300</b>
<b>Debt Service</b>						
801 Debt Service - Principal	124,200	129,600	133,201	135,000	135,000	135,000
802 Debt Service - Interest	40,394	37,056	33,280	29,257	29,257	29,257
<b>Total Debt Service</b>	<b>164,594</b>	<b>166,656</b>	<b>166,481</b>	<b>164,257</b>	<b>164,257</b>	<b>164,257</b>
	<b>\$ 1,222,699</b>	<b>\$ 1,160,359</b>	<b>\$ 1,222,770</b>	<b>\$ 1,509,282</b>	<b>\$ 1,509,282</b>	<b>\$ 1,509,282</b>

**public works department - water division**

WATER FUND  
PUBLIC WORKS DEPARTMENT  
DISTRIBUTION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 670						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 580,171	\$ 562,250	\$ 577,120	\$ 557,480	\$ 557,480	\$ 557,480
520 Fringe Benefits	278,819	275,600	339,400	314,360	314,360	314,360
<b>Total Personal Services</b>	<b>858,990</b>	<b>837,850</b>	<b>916,520</b>	<b>871,840</b>	<b>871,840</b>	<b>871,840</b>
<b>Materials and Services</b>						
601 Supplies	13,200	14,215	19,250	28,650	28,650	28,650
602 Rental, Repair, Maintenance	221,714	219,746	231,940	252,140	252,140	252,140
603 Communications	2,985	2,981	3,220	5,420	5,420	5,420
604 Contractual Services	5,626	1,296	3,800	3,800	3,800	3,800
605 Misc. Charges and Fees	773,147	780,109	762,850	821,900	821,900	821,900
606 Other Purchased Services	12,465	13,738	14,700	17,200	17,200	17,200
612 Franchises	419,978	342,525	290,239	290,239	290,239	290,239
<b>Total Materials and Services</b>	<b>1,449,115</b>	<b>1,374,610</b>	<b>1,325,999</b>	<b>1,419,349</b>	<b>1,419,349</b>	<b>1,419,349</b>
<b>Capital Outlay</b>						
703 Equipment	2,954	1,231	10,000	-	-	-
704 Improvements Other Than Bldgs.	50,910	70,857	95,000	340,000	340,000	340,000
<b>Total Capital Outlay</b>	<b>53,864</b>	<b>72,088</b>	<b>105,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>
<b>Debt Service</b>						
801 Debt Service - Principal	270,400	285,200	293,400	120,000	120,000	120,000
802 Debt Service - Interest	55,590	45,136	33,751	26,106	26,106	26,106
<b>Total Debt Service</b>	<b>325,990</b>	<b>330,336</b>	<b>327,151</b>	<b>146,106</b>	<b>146,106</b>	<b>146,106</b>
	<b>\$ 2,687,959</b>	<b>\$ 2,614,884</b>	<b>\$ 2,674,670</b>	<b>\$ 2,777,295</b>	<b>\$ 2,777,295</b>	<b>\$ 2,777,295</b>

**public works department - water division**

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 670						
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	\$ 198,014	\$ 48,783	\$ 250,000	\$ 330,250	\$ 330,250	\$ 330,250
<b>Total Capital Outlay</b>	<u>198,014</u>	<u>48,783</u>	<u>250,000</u>	<u>330,250</u>	<u>330,250</u>	<u>330,250</u>
	<u>\$ 198,014</u>	<u>\$ 48,783</u>	<u>\$ 250,000</u>	<u>\$ 330,250</u>	<u>\$ 330,250</u>	<u>\$ 330,250</u>

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 670						
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	\$ 38,321	\$ 113,549	\$ 110,000	\$ -	\$ -	\$ -
<b>Total Capital Outlay</b>	<u>38,321</u>	<u>113,549</u>	<u>110,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 38,321</u>	<u>\$ 113,549</u>	<u>\$ 110,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 670						
<b>Debt Service</b>						
801 Debt Service - Principal	\$ 93,150	\$ 97,200	\$ 99,900	\$ 101,250	\$ 101,250	\$ 101,250
802 Debt Service - Interest	30,295	27,792	24,960	21,943	21,943	21,943
<b>Total Debt Service</b>	<u>123,445</u>	<u>124,992</u>	<u>124,860</u>	<u>123,193</u>	<u>123,193</u>	<u>123,193</u>
	<u>\$ 123,445</u>	<u>\$ 124,992</u>	<u>\$ 124,860</u>	<u>\$ 123,193</u>	<u>\$ 123,193</u>	<u>\$ 123,193</u>

## **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 Oregon 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 110 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 over 2,085 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 of 1.90 in the summer to 2.00 million gallons of wastewater per day in the winter. 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 winter 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 11.0 full time employees with staff split between the plant (5.4 FTE), the collection system (4.9 FTE) and the storm water system (.7 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 Changes**

- 10% sewer rate increase.
- Implement required changes in our new NPDES Permit.
- Collections division technical costs increased for the purchase of special nozzles and aging camera equipment.
- Increased chemical costs for treating roots in sewer lines and treatment plant chemicals.
- Infrastructure increased per master plan recommendations.
- Includes (1) new tablet in Collections and (2) new tablets in Treatment for onsite data management.
- WWTP technical costs increased for replacement of the aging U.V. System.
- WWTP chemicals increased due to a rise in their costs.
- WWTP infrastructure increased per new master plan recommendations.
- WWTP licensing costs are higher due to an increase in licensing fees.
- WWTP medical & lab increased because of new testing requirements associated with the passing of SB 737.
- Both internal and contracted projects increased per new master plan recommendations.

**public works department - wastewater division**

Public Works Wastewater						
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 To Date	2013 Goals
<b>Natural Environment</b>  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	0	2	0
			Number of NPDES violations	0	0	0
			Repair sanitary sewers and calculate percentage of repairs that are unplanned (emergency). The goal is 0%	4%	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	100%	100%
		Respond to emergency calls within one hour	Percent of emergency calls answered within one hour	No Data	100%	100%

WASTEWATER FUND  
PUBLIC WORKS DEPARTMENT  
COLLECTION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 675						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 268,527	\$ 276,818	\$ 288,000	\$ 287,270	\$ 287,270	\$ 287,270
520 Fringe Benefits	135,792	148,432	168,162	173,940	173,940	173,940
<b>Total Personal Services</b>	<b>404,319</b>	<b>425,250</b>	<b>456,162</b>	<b>461,210</b>	<b>461,210</b>	<b>461,210</b>
<b>Materials and Services</b>						
601 Supplies	52,709	20,372	58,600	69,550	69,550	69,550
602 Rental, Repair, Maintenance	150,395	161,778	170,050	197,160	197,160	197,160
603 Communications	2,200	2,249	2,470	3,295	3,295	3,295
604 Contractual Services	185	655	900	1,200	1,200	1,200
605 Misc. Charges and Fees	600,056	605,382	648,500	679,500	679,500	679,500
606 Other Purchased Services	1,721	1,889	7,050	7,150	7,150	7,150
612 Franchises	317,839	272,658	290,000	290,000	290,000	290,000
<b>Total Materials and Services</b>	<b>1,125,105</b>	<b>1,064,983</b>	<b>1,177,570</b>	<b>1,247,855</b>	<b>1,247,855</b>	<b>1,247,855</b>
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	38,605	34,004	303,750	921,449	921,449	921,449
<b>Total Capital Outlay</b>	<b>38,605</b>	<b>34,004</b>	<b>303,750</b>	<b>921,449</b>	<b>921,449</b>	<b>921,449</b>
	<b>\$ 1,568,029</b>	<b>\$ 1,524,237</b>	<b>\$ 1,937,482</b>	<b>\$ 2,630,514</b>	<b>\$ 2,630,514</b>	<b>\$ 2,630,514</b>

**public works department - wastewater division**

WASTEWATER FUND  
PUBLIC WORKS DEPARTMENT  
TREATMENT DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 675						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 308,805	\$ 285,661	\$ 318,060	\$ 347,330	\$ 347,330	\$ 347,330
520 Fringe Benefits	132,502	115,015	173,025	164,560	164,560	164,560
<b>Total Personal Services</b>	<b>441,307</b>	<b>400,676</b>	<b>491,085</b>	<b>511,890</b>	<b>511,890</b>	<b>511,890</b>
<b>Materials and Services</b>						
601 Supplies	136,295	158,335	172,900	192,600	192,600	192,600
602 Rental, Repair, Maintenance	517,200	749,384	756,050	792,300	792,300	792,300
603 Communications	566	246	690	2,790	2,790	2,790
604 Contractual Services	29,274	87,812	29,850	14,800	14,800	14,800
605 Misc. Charges and Fees	457,680	450,478	451,700	490,535	490,535	490,535
606 Other Purchased Services	43,229	62,862	61,250	85,266	85,266	85,266
610 Programs	-	-	200	100	100	100
<b>Total Materials and Services</b>	<b>1,184,244</b>	<b>1,509,117</b>	<b>1,472,640</b>	<b>1,578,391</b>	<b>1,578,391</b>	<b>1,578,391</b>
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	44,355	44,325	514,708	1,238,208	1,238,208	1,273,234
<b>Total Capital Outlay</b>	<b>44,355</b>	<b>44,325</b>	<b>514,708</b>	<b>1,238,208</b>	<b>1,238,208</b>	<b>1,273,234</b>
<b>Debt Service</b>						
801 Debt Service - Principal	1,096,753	1,374,394	1,140,000	1,160,000	1,160,000	1,160,000
802 Debt Service - Interest	680,704	545,841	502,000	479,200	479,200	479,200
<b>Total Debt Service</b>	<b>1,777,457</b>	<b>1,920,235</b>	<b>1,642,000</b>	<b>1,639,200</b>	<b>1,639,200</b>	<b>1,639,200</b>
	<b>\$ 3,447,363</b>	<b>\$ 3,874,353</b>	<b>\$ 4,120,433</b>	<b>\$ 4,967,689</b>	<b>\$ 4,967,689</b>	<b>\$ 5,002,715</b>

**public works department - wastewater division**

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 675						
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	\$ 1,289	\$ 2,606	\$ 21,250	\$ 7,500	\$ 7,500	\$ 7,500

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

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 675						
<b>Materials and Services</b>						
604 Contractual Services	\$ 548	\$ 197,459	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	67	13,147	201,912	230,506	230,506	230,506
	\$ 615	\$ 210,606	\$ 351,912	\$ 380,506	\$ 380,506	\$ 380,506



## **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.
- \* Implement Road Diet Plan for portion of Siskiyou Hwy.
- \* Adopt Water Master Plan so it becomes an integrated plan that addresses long term water supply including, climate change issues, security, redundancy, watershed health, conservation and reuse and stream health; and will make decisions on rates necessary to support actions and improve systems financial viability.
- \* Update Wastewater Master Plan that includes stream cooling improvements and make decisions on rates necessary to support actions and maintain systems financial viability.
- \* NPDES Implementation.
- \* Water Street Riparian Improvements.

### **Division Goals**

- ⇒ Manage the City's Capital Improvements Plan (CIP) within budget and timeframes. Annually update the City Council on the CIP progress.
- ⇒ 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**

- One new engineering tech FTE is added as recommended in the water and wastewater master plans to handle complex water and wastewater environmental issues and meet regulatory requirements in a timely fashion
- Includes funds for 3 months part time employment to utilize expertise of retired engineering division manager
- Shifts funds for copiers from office supplies to rental charges
- Includes an increase in training for new employees
- A 12 year old plotter used by GIS for mapping will be replaced
- Updates to three GIS computers require additional equipment

**public works department - administration & engineering**

<b>Public Works Engineering</b>						
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>	<b>2011 Results</b>	<b>2012 Results</b>	<b>2013 Goals</b>
<b>Good Government</b> 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	All over the counter permits are processed within 24 hours of receipt.	NA	100%	100%
			Permit requires 24-hour notice of required inspection time. All inspections scheduled within 24-hours occur on time.	NA	100%	100%

CENTRAL SERVICES FUND  
PUBLIC WORKS DEPARTMENT  
SUPPORT AND ADMINISTRATION DIVISION

<b>Description</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Amended</b>	<b>2013 Proposed</b>	<b>2013 Approved</b>	<b>2013 Adopted</b>
Fund# 710						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 760,973	\$ 744,086	\$ 766,155	\$ 909,715	\$ 909,715	\$ 909,715
520 Fringe Benefits	325,268	332,235	399,448	463,950	463,950	463,950
<b>Total Personal Services</b>	<b>1,086,241</b>	<b>1,076,321</b>	<b>1,165,603</b>	<b>1,373,665</b>	<b>1,373,665</b>	<b>1,373,665</b>
<b>Materials and Services</b>						
601 Supplies	39,732	26,024	52,100	48,000	48,000	48,000
602 Rental, Repair, Maintenance	30,506	31,563	19,000	24,000	24,000	24,000
603 Communications	4,968	4,121	5,650	9,650	9,650	9,650
604 Contractual Services	20,451	24,781	26,500	26,500	26,500	26,500
605 Misc. Charges and Fees	126,200	126,249	105,000	105,000	105,000	105,000
606 Other Purchased Services	7,527	7,177	16,600	17,600	17,600	17,600
<b>Total Materials and Services</b>	<b>229,384</b>	<b>219,915</b>	<b>224,850</b>	<b>230,750</b>	<b>230,750</b>	<b>230,750</b>
<b>Capital Outlay</b>						
703 Equipment	-	-	-	10,300	10,300	10,300
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,300</b>	<b>10,300</b>	<b>10,300</b>
	<b>\$ 1,315,625</b>	<b>\$ 1,296,236</b>	<b>\$ 1,390,453</b>	<b>\$ 1,614,715</b>	<b>\$ 1,614,715</b>	<b>\$ 1,614,715</b>

# 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.

## Division Goals

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

⇒ 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.

## Significant Budget Changes

- Purchase \$10,000 CarteGraph software for tracking fleet vehicle and equipment assets and maintenance.
- Purchase one tablet for on-site data management.

Public Works Fleet					
Council Value	Budget Criteria	Desired Outcome	Action/Performance	2011 Results	2012 To Date
<b>Natural Environment</b> 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	8 ea	10 ea
			Percent of vehicles that comply with emissions regulations	100%	100%

**public works department - facilities maintenance division**

EQUIPMENT FUND  
PUBLIC WORKS DEPARTMENT  
MAINTENANCE - EQUIPMENT DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 730						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 187,726	\$ 273,673	\$ 270,590	\$ 260,500	\$ 260,500	\$ 260,500
520 Fringe Benefits	87,163	136,857	159,479	163,820	163,820	163,820
<b>Total Personal Services</b>	<b>274,889</b>	<b>410,530</b>	<b>430,069</b>	<b>424,320</b>	<b>424,320</b>	<b>424,320</b>
<b>Materials and Services</b>						
601 Supplies	32,866	24,948	29,550	29,550	29,550	29,550
602 Rental, Repair, Maintenance	206,635	327,550	322,945	322,945	322,945	322,945
603 Communications	3,173	1,916	2,410	3,510	3,510	3,510
604 Contractual Services	-	-	-	-	-	-
605 Misc. Charges and Fees	214,310	215,019	200,900	200,900	200,900	200,900
606 Other Purchased Services	2,863	3,383	2,740	2,740	2,740	2,740
<b>Total Materials and Services</b>	<b>459,847</b>	<b>572,816</b>	<b>558,545</b>	<b>559,645</b>	<b>559,645</b>	<b>559,645</b>
<b>Capital Outlay</b>						
703 Equipment	-	-	-	-	-	-
704 Improvements Other Than Bldgs.	-	-	-	10,000	10,000	10,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
	<b>\$ 734,736</b>	<b>\$ 983,346</b>	<b>\$ 988,614</b>	<b>\$ 993,965</b>	<b>\$ 993,965</b>	<b>\$ 993,965</b>

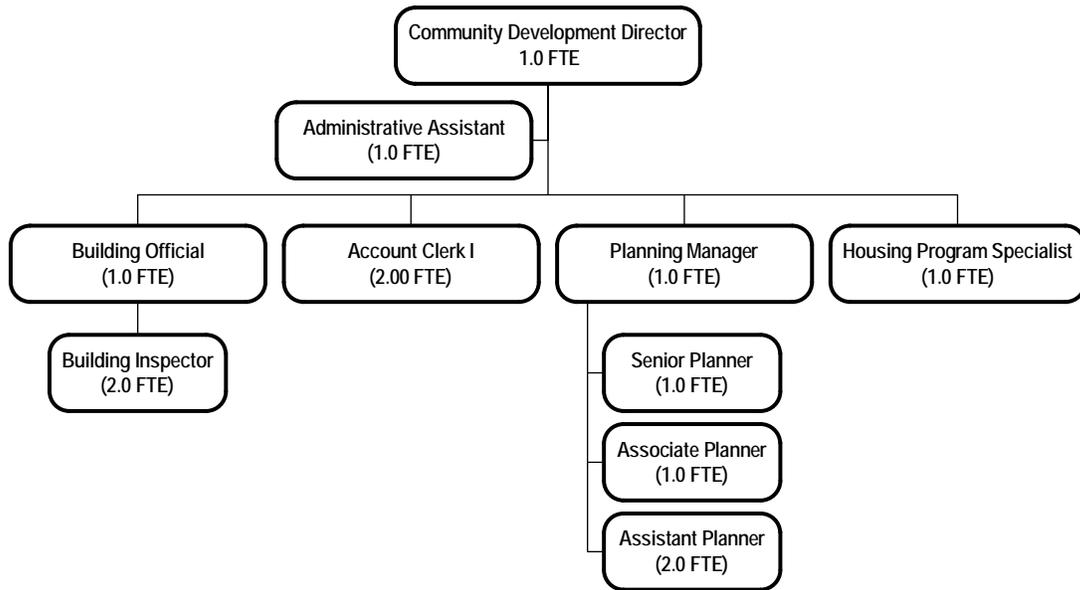
EQUIPMENT FUND  
PUBLIC WORKS DEPARTMENT  
PURCHASING AND ACQUISITION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 730						
<b>Capital Outlay</b>						
703 Equipment	\$ 80,831	\$ 540,310	\$ 800,000	\$ 1,037,000	\$ 1,037,000	\$ 1,037,000



# community development department

## 13.0 FTE



## **Overview**

The Community Development Department is comprised of two divisions: Planning and Building Safety. The Planning Division is responsible for carrying out the Community's vision for land use planning as presented in the goals and policies of Ashland's Comprehensive Plan. To this end, staff evaluates new programs, creates long range plans, crafts implementing standards and reviews 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 and land use violations, and promoting compliance with 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 complete plan review and building inspection services, as well as offering comprehensive, pre-development code interpretation. The breadth of service, understanding and application of state codes allows the Building Safety Division to coordinate public outreach efforts aimed at providing classes to contractors, design professionals and inspectors on recent code changes in all disciplines.

### **Community Development Mission Statement**

*Community Development can substantively affect the patterns of life. Community Development works to make possible a shared community vision, carried out with meaningful and effective policies, land use and building safety programs and strategies.*

**community development department**

COMMUNITY DEVELOPMENT DEPARTMENT

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Department Total By Function</b>						
500 Personal Services	\$ 1,022,902	\$ 1,077,382	\$ 1,168,382	\$ 1,261,108	\$ 1,301,108	\$ 1,301,108
600 Materials and Services	1,076,931	894,948	863,606	827,106	827,106	827,106
700 Capital Outlay	-	-	-	-	-	-
	<u>\$ 2,099,833</u>	<u>\$ 1,972,330</u>	<u>\$ 2,031,988</u>	<u>\$ 2,088,214</u>	<u>\$ 2,128,214</u>	<u>\$ 2,128,214</u>
<b>Department Total By Fund</b>						
110 General Fund	\$ 1,652,816	\$ 1,730,536	\$ 1,765,843	\$ 1,882,279	\$ 1,922,279	\$ 1,922,279
250 CD Block Fund	447,017	241,794	266,145	205,935	205,935	205,935
	<u>\$ 2,099,833</u>	<u>\$ 1,972,330</u>	<u>\$ 2,031,988</u>	<u>\$ 2,088,214</u>	<u>\$ 2,128,214</u>	<u>\$ 2,128,214</u>

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Planning Division</b>						
Director of Community Development	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
Administrative Assistant	1.00	1.00				
Administrative Supervisor			1.00	1.00	1.00	1.00
Associate Planner	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Planner	1.80	2.00	2.00	2.00	2.00	2.00
Housing Program Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Financial Clerk II	1.00	1.00	1.00	1.00	1.00	1.00
<b>Building Division</b>						
Director of Community Development	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	1.60	1.60	2.00	2.00
Financial Clerk II	1.25	1.00	1.00	1.00	1.00	1.00
	<u>12.55</u>	<u>12.50</u>	<u>12.60</u>	<u>12.60</u>	<u>13.00</u>	<u>13.00</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, Water Master Plan Technical Review Committee, Storm Water Technical Review Committee and Committee on Homelessness. In addition, the department provides primary staff support for the Planning Commission and other 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

The Department's current planning section reviews building and zoning permit applications to ensure compliance with the Ashland's development standards. These development proposals include a wide range of activities, such as land partitions and subdivisions, the design of multi-family apartments and commercial building projects, as well as the construction of modest to more elaborate homes and building additions. City standards included in the land use ordinance set basic guidance for building height, scale and placement, lot coverage, landscaping, amenities for pedestrians and cyclists and transit facilities. The Land Use Ordinance also addresses a variety of complex issues, including evaluating the impacts associated with proposed development within floodplains, wetlands, riparian zones and hillsides, identifying opportunities for the preservation and creation of significant natural areas, evaluating prospects for the integration of multiple transportation choices, and preventing the impacts of incompatible development within the city's four nationally recognized historic districts. Land use requirements are intended to influence where and how things are built and where and how land is preserved based on the goals of the community identified in Ashland's long range plans. For Ashland citizens, the tangible outcome from these regulations is the shaping of the built and natural environment within the city limits – the buildings, parks and scenic natural areas, city streets, public spaces, etc.

Performance Measures – Current Planning					
Council Value	Budget Criteria	Desired Outcome	Actions/Performance Measure	2011 Goal	2011 Results
<b>Responsible Land Use</b> 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	<ul style="list-style-type: none"> <li>Federal and State Mandates</li> <li>City Charter or Code</li> </ul>	<ul style="list-style-type: none"> <li>Clear and responsive pre-application process</li> </ul>	<ul style="list-style-type: none"> <li>% of land use applications complete at filing</li> </ul>	> 80%	95%
	<ul style="list-style-type: none"> <li>Enhances Quality of Life/ Ashland Desirability</li> <li>Quality of Citizen Service</li> </ul>	<ul style="list-style-type: none"> <li>Clear and responsive land use application review and processing</li> </ul>	<ul style="list-style-type: none"> <li>Average review time to process a land use application</li> </ul>	I's < 44 days II's < 120 days	I's = 42 days II's = 71 days
	<ul style="list-style-type: none"> <li>Key Issue of Local Control</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated land use review and other development related services between City Departments</li> </ul>	<ul style="list-style-type: none"> <li>% of customers satisfied with their experience, the variety of options provided, and felt assisted throughout the process</li> </ul>	<ul style="list-style-type: none"> <li>Compile results from Customer Questionnaire</li> </ul>	Yes = 77%  No = 17%

**community development department - planning division**

GENERAL FUND  
COMMUNITY DEVELOPMENT DEPARTMENT  
PLANNING DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 478,998	\$ 502,605	\$ 511,188	\$ 563,288	\$ 563,288	\$ 563,288
520 Fringe Benefits	225,646	252,172	267,869	311,020	311,020	311,020
<b>Total Personal Services</b>	<b>704,644</b>	<b>754,777</b>	<b>779,057</b>	<b>874,308</b>	<b>874,308</b>	<b>874,308</b>
<b>Materials and Services</b>						
601 Supplies	10,926	10,114	17,750	14,750	14,750	14,750
602 Rental, Repair, Maintenance	11,564	12,655	12,798	13,798	13,798	13,798
603 Communications	1,649	1,736	3,850	3,850	3,850	3,850
604 Contractual Services	20,077	41,412	57,525	60,000	60,000	60,000
605 Misc. Charges and Fees	295,569	298,699	245,380	245,380	245,380	245,380
606 Other Purchased Services	14,061	14,415	25,700	26,700	26,700	26,700
608 Commissions	2,169	1,874	3,750	3,750	3,750	3,750
610 Programs	-	5,669	7,500	17,000	17,000	17,000
<b>Total Materials and Services</b>	<b>356,015</b>	<b>386,574</b>	<b>374,253</b>	<b>385,228</b>	<b>385,228</b>	<b>385,228</b>
	<b>\$ 1,060,659</b>	<b>\$ 1,141,351</b>	<b>\$ 1,153,310</b>	<b>\$ 1,259,536</b>	<b>\$ 1,259,536</b>	<b>\$ 1,259,536</b>

## **Evaluation of Performance Measures**

An evaluation of the current planning operations in light of Performance Measures was reviewed for the period from January 2011 through December 2011. Of the 56 land use applications received, 95% 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. 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 42 days and 71 days respectively. Type I actions reviewed by the Historic and Tree Commissions take longer because the actions include a public hearing at the advisory commission level. Sixty-two percent of the Type I actions included review at the Historic and/or Tree Commission, and the average review time of those actions was 48 days. In contrast, the Type I actions that did not include Historic or Tree Commission review were an average review time of 30 days. State law requires a completeness determination for land use applications within 30 days of the submission.

### **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 and anticipate changes that will likely 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 Buildable Lands Inventory update, the Infrastructure Financing and Urban Renewal Feasibility Study and the Population, Housing Needs Analysis 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 Pedestrian Place code changes, Historic District Design Standards update and Green Codes amendments. Additionally, two technical studies were completed in 2011 including the Urban Renewal Feasibility Study and the Buildable Lands Inventory. Lastly, planning staff continues

to participate 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 and Jackson County Homeless Task Force.

Below is a partial list of projects that the Planning Division will address over the next 12 to 18 months:

### **Strategic Projects**

- ⇒ Develop a Unified Land Use Ordinance to make the document more user-friendly by combining various separate documents, and improving the code's construction, organization, format and graphics.
- ⇒ In coordination with Ashland Public Works, continue to support the development of the Ashland's Transportation Plan (TSP) in order to produce an integrated land use and transportation plan, which encompasses a variety of land use strategies that increase options for transportation and promotes the development of mixed-use, transit-oriented zoning overlays with design standards.
- ⇒ Prepare the Normal Neighborhood Plan.
- ⇒ Continue to work with current property owners to initiate a master redevelopment plan for the Ashland Street / Tolman Creek Road employment area.
- ⇒ Prepare an Urban Renewal Plan (contingent upon Council approval).
- ⇒ Update Plan and code language related to the Citizens Planning Advisory Committee (CPAC).

Performance Measures – Long Range					
Council Value	Budget Criteria	Desired Outcome	Actions/Performance Measure	2011 Goal	2011 Results
<b>Responsible Land Use</b> 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	<ul style="list-style-type: none"> <li>Federal &amp; State Mandates</li> <li>City Charter or Code</li> </ul>	<ul style="list-style-type: none"> <li>Far-sighted, responsive, and effective long range plans</li> </ul>	<ul style="list-style-type: none"> <li>75% of long range plans or projects completed w/in 18 to 24 months</li> </ul>	80% completed within 12 to 18 months	100%
	<ul style="list-style-type: none"> <li>Enhances Quality of Life/Ashland Desirability</li> <li>Quality of Citizen Service</li> <li>Key Issue of Local Control</li> </ul>	<ul style="list-style-type: none"> <li>Well-informed, engaged and involved citizen participation in land use matters</li> </ul>	<ul style="list-style-type: none"> <li>% of customers surveyed who were satisfied with the long range public participation process, and # of hits on City long range project website.</li> </ul>	50% satisfied with public participation process	77% positively rated quality and relevance of Pedestrian Places workshops  85% liked using the Open City Hall forum  1,510 unique page views of project web pages  598 Open City Hall attendees

## Evaluation of Performance Measures

The Department's long range planning efforts were evaluated by analyzing a variety of projects that took place in 2011/2012 including the Pedestrian Places Project, Historic District Design Standards Update, the Green Code Update, the FEMA Floodplain Map Revisions, the Buildable Lands Inventory, and the Urban Renewal Feasibility Study. Of the six projects, six or 100% of projects were completed within 18 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 planning projects. In the case of the Pedestrian Places Project, participants were invited to complete a workshop evaluation on the quality and relevance of the workshops in order to measure whether the level of interactivity was appropriate, the duration and pace of the workshop was right, the workshop objectives were clearly stated and achieved, and the workshop covered what was expected. Seventy seven of the responses rated the measures of workshop quality and relevance positively (agreed or strongly agreed).

The Department used a new on-line citizen involvement tool as part of the Pedestrian Places Project called Open City Hall. Open City Hall is an on-line forum for civic engagement that allows citizens who are unable or unwilling to attend public meetings to learn about a project and to voice their opinions. For the three topics posted for the Pedestrian Places project, there were 598 attendees and 43 comments submitted. An attendee is someone who views at least three pages of the website, and is set as the measure of engaging in the online forum in a meaningful way. Of the 34 people that subscribed to Open City Hall, 85% said they liked using the Open City Hall forum. In the October 2011 edition of the national Planning magazine, the Community Development Department's use of Open City Hall in the Pedestrian Places Project was recognized as one of several innovative efforts throughout the U.S. that is using web-based tools in conjunction with public workshops to increase the capacity for citizen involvement.

## **Housing Program**

The Housing Program addresses 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 objectives identified by Council Goals and the Housing Work Plan.

To increase the City of Ashland's affordable housing stock the City has offered a number of incentives to housing providers including a waiver 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.
- Promote energy conservation in housing development/rehabilitation in an effort to improve affordability.
- Initiate an update of the Comprehensive Plan's Housing Element (to be completed in FY2014) utilizing updated Census demographic information, and current Housing Needs and Buildable Lands Inventory data.
- Complete update of a Housing Needs Analysis.
- Inform the master planning efforts for the North Normal Area Plan to ensure housing types proposed are consistent with housing needs.
- Work with local and regional partner organizations to formulate long term strategies to address housing and homeless needs.
- Provide resources and information to residents, landlords, and real estate professionals regarding housing discrimination and Fair Housing Law.
- Support foreclosure prevention counseling and provide resources to assist homeowners at risk of foreclosure.

## **Evaluation of Performance Measures**

The City awarded FY2012 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. 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 given the nature of housing development. During the 2011 calendar year two out of 34, or 5.8 %, of the total number of units built were deed restricted as affordable to benefit lower income households. Over the past last three years 47% of all new units (79 of 166) were secured as affordable. This high percentage is largely the result of the recent completion of the 60-unit project constructed by the Housing Authority of Jackson County (HAJC) on lower Clay Street. The City remains on target to meet or exceed this goal with a new six unit affordable housing development expected to begin construction in the 2012 calendar year.

Through the use of Community Development Block Grant (CDBG-R "Recovery") Program funds, four low income housing units were renovated to improve energy efficiency. In addition, ACCESS Inc completed energy efficiency improvements to homes in Ashland during the calendar year. In total, seven units were renovated ultimately improving energy efficiency of the structure and comfort for the household. The measure of performance in this area was established at between 5-10 units given a reduction in funding. The City's one time award of a CDBG-R (Recovery) grant, which was directed toward energy efficiency improvements to low income housing, has now been fully expended and as such achievement of this goal in FY2013 will be largely reliant on the performance of housing partners in the region including ACCESS Inc., the Housing Authority of Jackson County, and the US Department of Agriculture.

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 350 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 87 people at risk of homelessness. In summary, the program played a significant role in helping to provide direct assistance to a total of 437 area individuals.

<b>Performance Measures – Housing Program</b>					
	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Actions/ Performance Measure</b>	<b>2011 Goal</b>	<b>2011 Results</b>
<b>Personal Well-Being</b> Each person needs adequate food, clothing, housing transportation, health care and personal safety.	<ul style="list-style-type: none"> <li>Federal and State Mandates</li> <li>Basic Needs/ Public Health &amp; Welfare</li> </ul>	<ul style="list-style-type: none"> <li>Effective management of Community Development Block Grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Award and delivery of CDBG funds to eligible projects</li> </ul>	100%	94%  (\$13,522 unexpended in program year – to be carried over in FY13)
	<ul style="list-style-type: none"> <li>Support for Local Economic Health</li> <li>Service Only Available from Government</li> </ul>	<ul style="list-style-type: none"> <li>Development of permanent or transitional housing for low income and special needs populations</li> </ul>	<ul style="list-style-type: none"> <li>10% of newly developed housing units secured as affordable to lower income households</li> </ul>	10%	5.8% in 2011  47.5% cumulative over the preceding three year period 2009-2011
	<ul style="list-style-type: none"> <li>Enhances Quality of Life/ Ashland Desirability</li> <li>Quality of Citizen Service</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitation of housing benefitting low-income, homeless and special needs populations</li> </ul>	<ul style="list-style-type: none"> <li>Energy renovation improvements for 15 housing units occupied by low-income or special needs populations</li> </ul>	5 to 10 units	7 units
	<ul style="list-style-type: none"> <li>Key Issue of Local Control</li> </ul>	<ul style="list-style-type: none"> <li>Support organizations providing direct assistance or services to homeless individuals or those at risk of homelessness</li> </ul>	<ul style="list-style-type: none"> <li>150 homeless individuals, or those at risk of homelessness, receiving direct benefits from City supported activities</li> </ul>	150 homeless individuals receive benefits from City supported services	437 individuals

**community development department - planning division**

**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 decline in development activity, both regionally as well as on the local level, staffing levels for the code compliance program have been reduced in order to address budgetary short-falls. Ongoing program activities include:

- ⇒ Coordination of citywide compliance functions to account for staffing reductions.
- ⇒ Enhanced compliance management and follow-up

through code enforcement software and technology  
 ⇒ Further development of online resources for the public to report and ascertain a greater understanding of routine neighborhood compliance issues.

<b>Performance Measures – Code Compliance Program</b>					
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Actions/Performance Measures</b>	<b>2011 Goal</b>	<b>2011 Results</b>
<b>Good Government</b> Transparent, honest, responsive; Strong, creative leadership; Excellent public service; Stewards of public resources; Active, intelligent, respectful citizen involvement; Volunteerism in government and community.	<ul style="list-style-type: none"> <li>• Federal &amp; State Mandates</li> <li>• City Charter or Code</li> <li>• Quality of Citizen Service</li> <li>• Key Issue of Local Control</li> </ul>	<ul style="list-style-type: none"> <li>• Administer decentralized code compliance program, targeting public safety and potential hazards</li> </ul>	<ul style="list-style-type: none"> <li>• 24-hour response to land use ordinance complaints related to public safety and potential hazards</li> </ul>	100%	100%
		<ul style="list-style-type: none"> <li>• Investigate general complaints and code violations within an acceptable timeframe</li> </ul>	<ul style="list-style-type: none"> <li>• 72-hour response to complaints related to general land use and zoning requirements</li> </ul>	100%	100%
		<ul style="list-style-type: none"> <li>• Expand access to online code compliance complaint filing</li> </ul>	<ul style="list-style-type: none"> <li>• # of complaints logged in via city’s webpage and forwarded via automated submission</li> </ul>	50%	35%  (2011 was the first year citizens were able to file complaints online.)

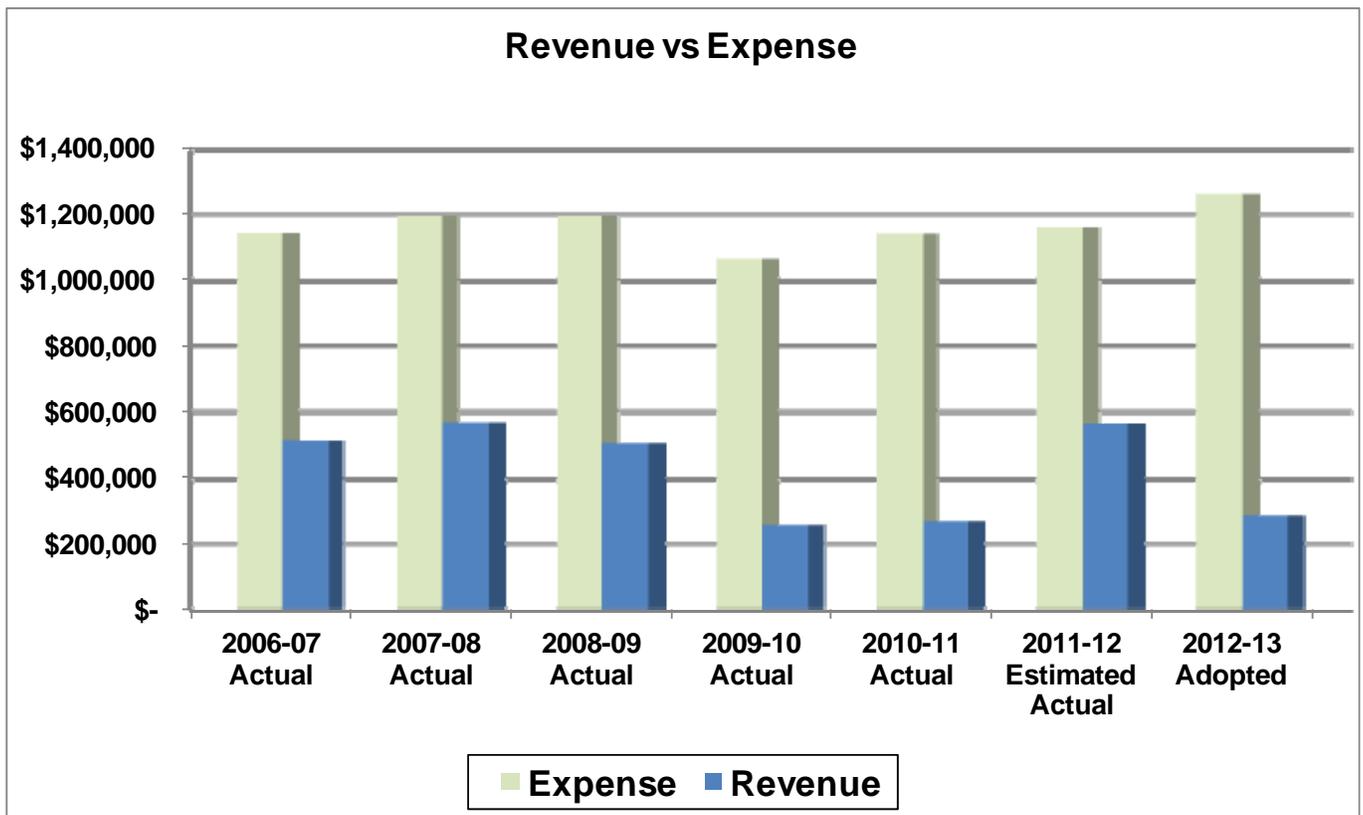
**Evaluation of Performance Measures**

From January 2011 through December 2011, 115 complaints were filed with the Planning Division. 2011 was the first year that citizens were able to file a complaint through the City’s website. As a result, 40 of the 115 complaints (35%) were electronically filed online, while 27 (23%) were dropped off in person at our offices. Ten complaints were filed by mail (9%), and another 10 (9%) complaints were initiated by a telephone call. Lastly, 28 (24%) code compliance issues were initiated by staff.

Of the total number of complaints, approximately 17 percent posed a public safety or potential hazard to the public, and were forwarded to the appropriate city department, with on-site verification and staff contact within 24-hours. Staff routinely follows up with the individual that files the complaint to inform them that the City has made initial contact with the person or persons responsible for the alleged code violation. 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.

community development department - planning division

Planning Division Permit Activity							
	8 months						
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Zoning Permit [Sign, Fence, Home]	146	130	206	136	133	179	154
Pre-App	43	86	78	68	65	57	38
Type I	18	28	51	41	18	47	33
Type II	10	5	4	3	2	4	2
Type III	1	0	7	4	4	2	2
Misc PAs [Staff, Tree]	43	58	57	3	0	1	7
Misc Planning Approvals [Admin, Demord, Leg, TreeV, Zone]	38	28	32	45	34	28	12



## 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 new Oregon Energy Efficiency Specialty Codes. 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 recently released Residential Reach Code enables the owner or contractor to build to a substantially higher green standard, which further emphasizes our commitment to offer programs that improve energy savings. These practices can be implemented in partnership with the objectives of the City’s Conservation Division. Examples of energy efficient building methods include:

- Rain water Harvesting
- LEED accredited structures
- Photovoltaic (solar) installations

The 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 plan review and inspection services.

The Division continues to offer 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.

In an effort to further enhance our commitment to quality customer service, the year’s ongoing activities will focus on:

- \* Setting up the ground work for the installation of a new electronic building permit software program called Accela. Implementation late 2012 with an estimated “go live” spring/summer 2013.
- \* Raised Continuing Education levels to also include classes to improve our customer relations.
- \* Evaluating methods to enhance coordination with other City departments in order to advance our service to the community in the areas of code compliance and overlapping jurisdiction.

Performance Measures – Building Safety Division					
Council Value	Budget Criteria	Desired Outcome	Actions/Performance Measures	2011 Goal	2011 Results
<b>Independence</b> Ability to be innovative, to set our own course, to provide public services and to meet residents’ basic needs	<ul style="list-style-type: none"> <li>• Key Issue of Local Control</li> <li>• Emergency Preparedness</li> <li>• Federal &amp; State Mandates</li> <li>• Quality of Citizen Service</li> </ul>	<ul style="list-style-type: none"> <li>• Clear and responsive Plans review, approval and inspection program</li> </ul>	<ul style="list-style-type: none"> <li>• % of plan reviews completed within a 3-week period</li> </ul>	> 81%	Residential = 82% Average review time 14.4 days  Commercial = 83% Average review time 14.9 days
		<ul style="list-style-type: none"> <li>• One-stop permit and information center for building services</li> </ul>	<ul style="list-style-type: none"> <li>• % of permits issued over the counter and online</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain or expand walk-in &amp; online services</li> <li>• 38% OTC; 27% online (2010)</li> </ul>	Over-the-Counter = 68%  Online = 18%
		<ul style="list-style-type: none"> <li>• Customized pre-application consultation meetings; local interpretative authority by Building Official; and coordinated development services between Community Development &amp; other City Departments</li> </ul>	<ul style="list-style-type: none"> <li>• % of customers that believed turnaround time was acceptable and they did not have to wait long to get plans back or find out about problems needing corrective actions</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct and compile results from Customer Questionnaire</li> </ul>	Yes - 68%  No - 12.5%

## Evaluation of Performance Measures

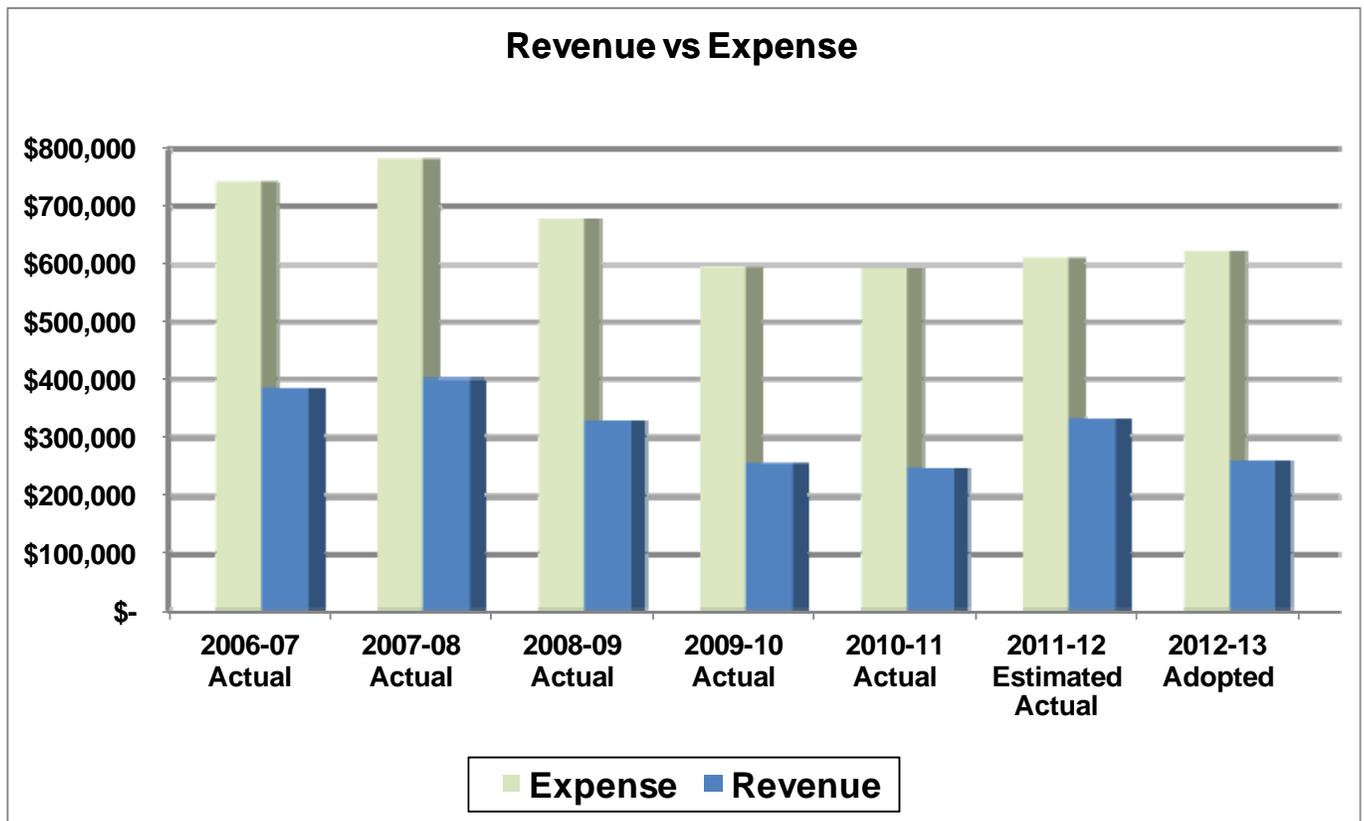
For the calendar year 2011, a total of 956 permits were issued. Of that, 174 were issued on-line, 653 over the counter and 129 were permits requiring more extensive in-house plan review. Of the 129 plan reviews, 111 were approved within three weeks. In an effort to provide greater customer service, the department would like to increase opportunities for customers to obtain permits both through the current expedited "Over the Counter" process offered on Thursday morning and online. Our new Accela e-Permits will provide the ability for any customer to purchase simple permits online, a more attractive alternative to the current electronic permit program facilitated by the State.

GENERAL FUND  
COMMUNITY DEVELOPMENT DEPARTMENT  
BUILDING DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 110						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 198,768	\$ 195,556	\$ 232,330	\$ 236,540	\$ 251,540	\$ 251,540
520 Fringe Benefits	82,730	85,493	112,695	117,760	142,760	142,760
<b>Total Personal Services</b>	<b>281,498</b>	<b>281,049</b>	<b>345,025</b>	<b>354,300</b>	<b>394,300</b>	<b>394,300</b>
<b>Materials and Services</b>						
601 Supplies	2,687	2,613	5,000	5,335	5,335	5,335
602 Rental, Repair, Maintenance	38,521	34,979	34,848	36,948	36,948	36,948
603 Communications	2,089	1,963	3,550	3,550	3,550	3,550
604 Contractual Services	19,910	21,957	15,000	15,000	15,000	15,000
605 Misc. Charges and Fees	245,872	243,171	198,710	198,710	198,710	198,710
606 Other Purchased Services	1,580	3,453	10,400	8,900	8,900	8,900
<b>Total Materials and Services</b>	<b>310,659</b>	<b>308,136</b>	<b>267,508</b>	<b>268,443</b>	<b>268,443</b>	<b>268,443</b>
	<b>\$ 592,157</b>	<b>\$ 589,185</b>	<b>\$ 612,533</b>	<b>\$ 622,743</b>	<b>\$ 662,743</b>	<b>\$ 662,743</b>

**community development department - building safety division**

<b>Building Division Permit Activity</b>							
	<i>8 months</i>						
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Single Family	75	58	28	18	27	42	13
Multi-Family	23	8	6	1	10	1	5
Commercial	19	26	23	15	5	11	5
Tenant Improvement	21	27	40	45	23	37	26
Over the Counter [C-Elec, C-Mech, C-Plumb, Addn, Alter, Struct]	975	845	849	726	692	806	521
Misc Building Permits [Accres, Alarm, Bkflow, Common, Demo, Elec, Excav, Firesp, Firess, Manu, Mech, Mixed, Move, Pool, Wtrhtr]	200	181	148	97	116	113	57



## 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 \$164,479 in Community Development Block Grant funds for Program Year 2012 (July 1, 2012-June 30, 2013) by the Department of Housing and Urban Development (HUD). Additionally the City will utilize \$13,522 in prior year carry over grant funds, and \$27,629 in grant funding to install audible signals to existing crosswalks, which was awarded in 2010. The City Council is expected to make awards of up to \$145,106 to fund eligible activities in April 2012. 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 and social service projects in Ashland. In 2011 the City allocated available CDBG funds to acquire land in support of a six unit low income housing development being built by the Access Inc., and to fund St. Vincent DePaul's direct assistance program to prevent homelessness.

## Long-Term Assumptions

The Community Development Block Grant is expected to remain constant.

## Fund Balance

There is a no fund balance policy.

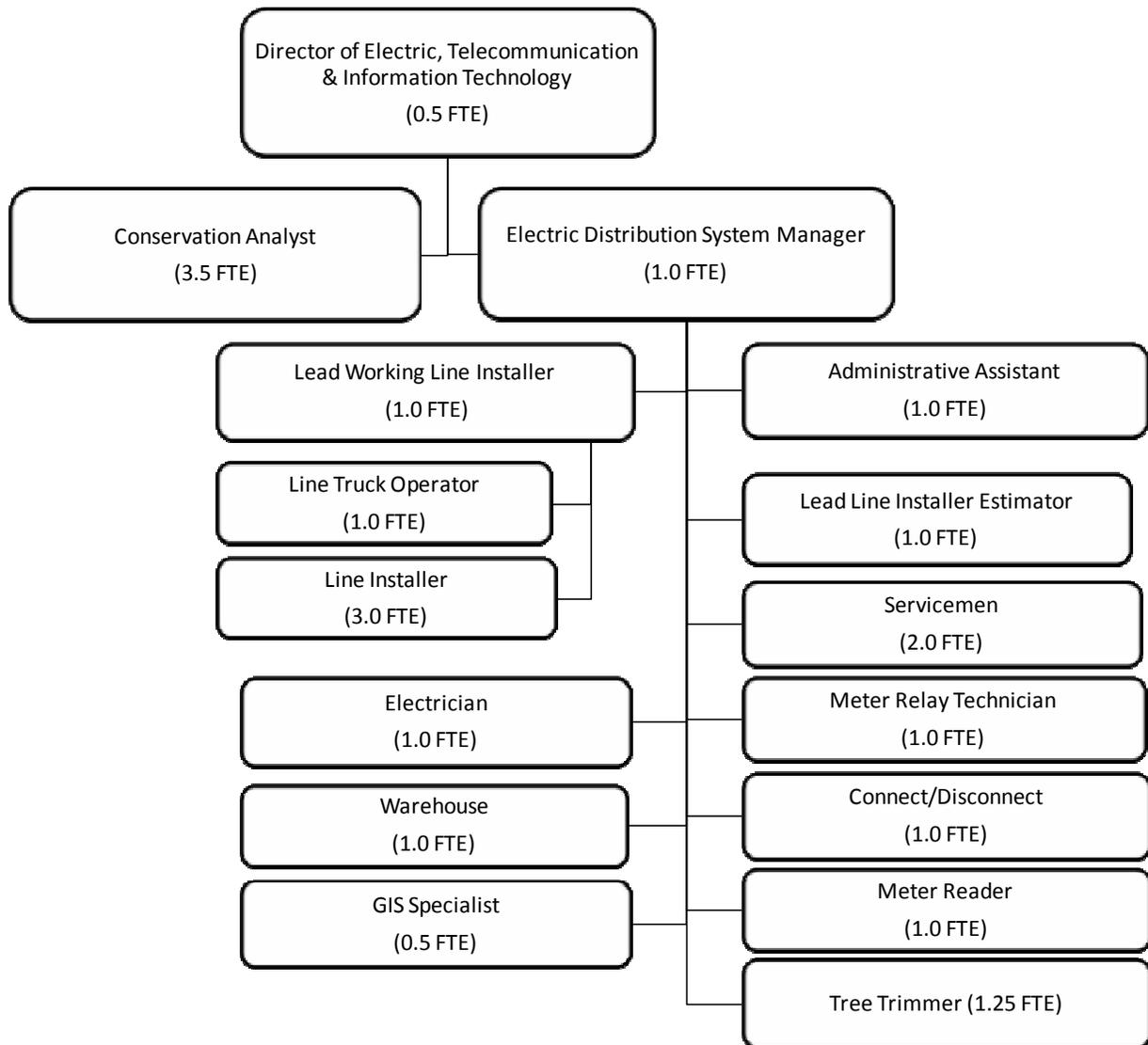
COMMUNITY DEVELOPMENT BLOCK GRANT FUND  
COMMUNITY DEVELOPMENT DEPARTMENT  
COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 250						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 28,756	\$ 31,640	\$ 25,450	\$ 20,440	\$ 20,440	\$ 20,440
520 Fringe Benefits	8,004	9,916	18,850	12,060	12,060	12,060
<b>Total Personal Services</b>	<b>36,760</b>	<b>41,556</b>	<b>44,300</b>	<b>32,500</b>	<b>32,500</b>	<b>32,500</b>
<b>Materials and Services</b>						
604 Contractual Services	2,500	-	-	-	-	-
606 Other Purchased Services	1,222	823	950	700	700	700
609 Grants	406,535	199,415	220,895	172,735	172,735	172,735
<b>Total Materials and Services</b>	<b>410,257</b>	<b>200,238</b>	<b>221,845</b>	<b>173,435</b>	<b>173,435</b>	<b>173,435</b>
	<b>\$ 447,017</b>	<b>\$ 241,794</b>	<b>\$ 266,145</b>	<b>\$ 205,935</b>	<b>\$ 205,935</b>	<b>\$ 205,935</b>



# electric department

## 20.75 FTE



## **Electric Overview**

The Electric Department serves the electric needs for the residential, commercial and governmental customers within the city boundaries. The objective of the department is to maintain the system with a high regard for safety, reliability and customer service, while managing costs.

### **COUNCIL VALUE:**

**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.

**Budget Criteria:** Federal and State Mandates; Basic needs, public health & welfare; Environmental Protection

**Desired Outcomes:** Maintain 100% compliance with NESC; Reliable energy delivery for citizens; Promote an environmentally friendly community.

<b>Performance</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>	<b>2013 Goal</b>
System Inspection – 10% per year	8%	8%	10%	10%
System Safety Inspection – 50% Preventative Maintenance	49%	51%	50%	50%
<u>Reduce outage times:</u>				
Equipment Failures <30%	35%	23%	23%	20%
Outages 2 hours or more affect 10% of City customers	N/A	13%	10%	10%
Outages 2 hours or less affect 90% of City Customers	N/A	87%	90%	85%
95% of street lights reported our are restored in 1 day	100%	100%	100%	100%
5% of electric purchases avoided through conservation	5%	5%	5%	5%
6% of total power from renewable resources and conservation	N/A%	6%	6%	6%

**electric department****ELECTRIC DEPARTMENT**

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Department Total By Function</b>						
500 Personal Services	\$ 2,117,986	\$ 2,026,766	\$ 2,315,444	\$ 2,498,185	\$ 2,498,185	\$ 2,583,185
600 Materials and Services	9,779,356	9,926,103	10,918,840	11,219,918	11,219,918	11,284,918
700 Capital Outlay	539,852	367,969	1,660,000	1,985,000	1,985,000	1,985,000
800 Debt Service	25,107	24,836	24,565	24,294	24,294	24,294
	<b>\$ 12,462,301</b>	<b>\$ 12,345,674</b>	<b>\$ 14,918,849</b>	<b>\$ 15,727,397</b>	<b>\$ 15,727,397</b>	<b>\$ 15,877,397</b>
<b>Department Total By Fund</b>						
670 Water Fund	\$ 175,054	\$ 175,495	\$ 171,526	\$ 195,070	\$ 195,070	\$ 195,070
690 Electric Fund	12,287,247	12,170,179	14,747,323	15,532,327	15,532,327	15,682,327
	<b>\$ 12,462,301</b>	<b>\$ 12,345,674</b>	<b>\$ 14,918,849</b>	<b>\$ 15,727,397</b>	<b>\$ 15,727,397</b>	<b>\$ 15,877,397</b>

Position Profile	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Operations Division</b>						
Assistant City Administrator			0.50			
Director of Information Technology/Electric				0.50	0.50	0.50
Electric Director	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	4.00	4.00	4.00	4.00
Line Truck Driver	2.00	2.00	1.00	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	0.25	0.25	0.25	0.25	0.25
<b>Conservation Division</b>						
Conservation Analyst	3.00	3.00	3.00	3.50	3.50	3.50
Account Clerk I	0.25	-	-	-	-	-
	<b>21.50</b>	<b>20.75</b>	<b>20.25</b>	<b>20.75</b>	<b>20.75</b>	<b>20.75</b>

## **Electric Division**

The Electric Division is a public electric utility with the responsibility of serving the public's need for power, a responsibility the City has held since 1908. It is the second oldest Municipal Utility in Oregon.

The department operates the Reeder Gulch Hydro generator unit to supply the City with electricity, with the remainder being purchased from the Bonneville Power Administration. The hydro generator unit offsets approximately \$190,000 of wholesale purchases from Bonneville Power Administration.

The daily operation of Ashland's Electric system is performed by its 17 employees. They are responsible for the engineering, construction, maintenance and restoration of the system. The system is comprised of approximately 2,600 poles, 130 miles of distribution lines, 2,000 transformers, 1,850 streetlights and other miscellaneous equipment. In addition, the department is responsible for the distribution side of Mountain Avenue and Nevada Street substations.

The department proactively performs routine maintenance of the system to provide a reliable electric system that has minimal outages. Operations annually trim over 65 miles of trees along power lines to minimize tree related outages. The system performs a visual safety inspection of 50% of all facilities each year and a detailed inspection of 10% of the system.

In addition, the Department also provides community services such as providing funding support for installing and removing holiday decorations, hanging banners and providing educational services.

## **Division Goals**

- ⇒ Continue to work on implementation of the Electric System 10 Year Study and integrate these improvements into the City's Capital Improvement Program for this fiscal year.
  - Upgrade feeder Line – Morton Street
  - Upgrade North Main feeder – Helman Street to Maple Street
  - Upgrade Oak Knoll substation feeders
  
- ⇒ Continue to comply with the PUC (Public Utility Commission) utility line inspection and correction program.
  - Complete 10% of the line inspection requirement for all electric utility facilities
  - Complete a 50% Safety inspection of all electric utility facilities
  
- ⇒ Continue discussions with BPA for possible purchase of Mountain Ave. Substation.

## **Significant Budget Changes**

- Increased Bonneville Power Administration's demand and energy costs by 9%.
- Employees have remained constant, however employees benefits costs are increasing.
- Costs are included for anticipated maintenance of Mountain Ave substation, if purchase is finalized.

**electric department - electric division**

ELECTRIC FUND  
ELECTRIC DEPARTMENT  
SUPPLY DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 690						
<b>Materials and Services</b>						
602 Rental, Repair, Maintenance	\$ 21,903	\$ 6,051	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
605 Misc. Charges and Fees	355,204	355,204	355,300	355,300	355,300	355,300
606 Other Purchased Services	4,873,111	5,212,557	5,710,000	5,951,000	5,951,000	5,951,000
<b>Total Materials and Services</b>	<b>5,250,218</b>	<b>5,573,812</b>	<b>6,095,300</b>	<b>6,336,300</b>	<b>6,336,300</b>	<b>6,336,300</b>
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	-	-	1,000,000	1,400,000	1,400,000	1,400,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>
	<b>\$ 5,250,218</b>	<b>\$ 5,573,812</b>	<b>\$ 7,095,300</b>	<b>\$ 7,736,300</b>	<b>\$ 7,736,300</b>	<b>\$ 7,736,300</b>

ELECTRIC FUND  
ELECTRIC DEPARTMENT  
TRANSMISSION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 690						
<b>Materials and Services</b>						
602 Rental, Repair, Maintenance						
606 Other Purchased Services	\$ 866,133	\$ 814,013	\$ 953,000	\$ 971,773	\$ 971,773	\$ 971,773
<b>Total Materials and Services</b>	<b>866,133</b>	<b>814,013</b>	<b>953,000</b>	<b>971,773</b>	<b>971,773</b>	<b>971,773</b>
	<b>\$ 866,133</b>	<b>\$ 814,013</b>	<b>\$ 953,000</b>	<b>\$ 971,773</b>	<b>\$ 971,773</b>	<b>\$ 971,773</b>

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

<u>Description</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Amended</u>	<u>2013 Proposed</u>	<u>2013 Approved</u>	<u>2013 Adopted</u>
Fund# 690						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 1,321,100	\$ 1,236,431	\$ 1,344,725	\$ 1,449,450	\$ 1,449,450	\$ 1,500,450
520 Fringe Benefits	551,284	545,428	716,092	733,080	733,080	767,080
<b>Total Personal Services</b>	<b>1,872,384</b>	<b>1,781,859</b>	<b>2,060,817</b>	<b>2,182,530</b>	<b>2,182,530</b>	<b>2,267,530</b>
<b>Materials and Services</b>						
601 Supplies	47,128	45,246	50,700	51,100	51,100	51,100
602 Rental, Repair, Maintenance	302,565	348,770	326,400	348,750	348,750	413,750
603 Communications	7,123	12,101	23,000	20,500	20,500	20,500
604 Contractual Services	82,859	55,943	71,000	86,000	86,000	86,000
605 Misc. Charges and Fees	1,237,120	1,269,750	1,568,800	1,574,800	1,574,800	1,574,800
606 Other Purchased Services	103,703	96,562	97,900	97,900	97,900	97,900
610 Programs	7,422	4,235	6,000	6,000	6,000	6,000
612 Franchises	1,230,743	1,227,662	1,300,000	1,300,000	1,300,000	1,300,000
<b>Total Materials and Services</b>	<b>3,018,663</b>	<b>3,060,269</b>	<b>3,443,800</b>	<b>3,485,050</b>	<b>3,485,050</b>	<b>3,550,050</b>
<b>Capital Outlay</b>						
704 Improvements Other Than Bldgs.	539,852	367,969	660,000	585,000	585,000	585,000
<b>Total Capital Outlay</b>	<b>539,852</b>	<b>367,969</b>	<b>660,000</b>	<b>585,000</b>	<b>585,000</b>	<b>585,000</b>
	<b>\$ 5,430,899</b>	<b>\$ 5,210,097</b>	<b>\$ 6,164,617</b>	<b>\$ 6,252,580</b>	<b>\$ 6,252,580</b>	<b>\$ 6,402,580</b>

## Conservation Division

With funding from both the Electric and Water Utility Funds, the Conservation Division operates residential and commercial water and energy efficiency and conservation programs, and also certifies new green residential construction and green business activities. Additionally, the Division offers and manages a solar renewable energy generation program that provides solar system installation incentives and net metering opportunities for local residents and businesses.

- ⇒ Set aggressive goals with specific measurable targets for program achievement in both the short and long term
- ⇒ Be a community partner in educational and advocacy efforts for the efficient and cost effective use of resources
- ⇒ Utilize conservation and efficiency as a resource in utility capital infrastructure planning
- ⇒ Assist and participate in further market development and utilization of new green technologies and infrastructure locally, within the region and beyond

### Division Objectives

- ⇒ Develop and implement services and programs that reflect the values, goals and objectives of the community and the City Council.
- ⇒ Emphasize services and programs that achieve the greatest savings at the lowest cost per unit over the life of the product or measure
- ⇒ Provide services and programs to all customers and residents of Ashland, with the recognition that cost effective efficiency opportunities and efforts may not always be equally available across all utility customer groups.

#### Programs Summary

Energy Efficiency Programs	
Program	Tools
Weatherization	Incentive, Loan
Appliances	Incentive
HVAC – Purchase/Install	PTCS, Loan
New Construction	Incentive-Energy Star, Earth Advantage
Lighting	Incentive
Office Efficiency	Incentive – Energy Smart
Solar Energy Programs	
Program	Tools
PV Solar system purchase/install	Incentive, Loan
Community Solar output purchase	Purchase outright or loan
Net Metering	Grid consumption banking/credit
Solar Water Heater purchase/install	Incentive, Loan
Water Efficiency Programs	
Program	Tools
Appliances	Incentive
Toilets	Incentive
Irrigation	Audit/Consulting
Alternative Storage/Use	Tech Assistance/Code Coordination
Other Programs	
Program	Tools
Earth Advantage	Education/Incentive
Green Business	Education/Certification
Air Quality	Education/Outreach/Compliance

## Educational Services & Events

Closely, and often inseparably, related to specific services and programs is community and customer education and outreach. While some education and outreach is conducted to inform the community and customer about specific program offerings, effort is also made to inform the community about simple, small or no cost changes in equipment, manual or automated settings or personal habits and actions that can have a significant impact on conservation and efficient use of resources.

## Associations/Partnerships

The Conservation Division has also served as City staff contact and representative for a variety of local and regional agency partnerships, associations and Commissions, providing expertise, collaboration, communication and support where the partnerships and representation connect with the direct and indirect purpose and mission of the Division and the City.

Specific benefits to the City include:

Electric	Water
Mitigation on future rates	Extend use of existing water supply
Better management of grid (load mgmt)	Mitigation on future rates
Economic Development – (business costs)	Extend existing utility infrastructure

Additionally, programs and services are intended to foster and encourage the growth and development of local expertise in the private sector to accelerate implementation of efficiency measures and retain and create jobs.

## Program Benefits

All programs and services are intended to provide short and long term benefits to both the specific targeted program customer, as well as to all residents in general through increased efficiency and stability of City utility operations and infrastructure utilization, as well as general City operations.

Specific benefits to program customer include:

- Cost savings from reduced consumption (electricity, water, waste)
- Increased comfort on heating/cooling related programs
- Improved performance/efficiency of equipment
- Healthy and efficient landscape and/or garden production
- Locally generated electricity – Security & control

## Division Goals

- ⇒ Implement Water Conservation programs/measures to meet Water Master Plan conservation targets.
- ⇒ Set and meet measurable resource efficiency/conservation targets for all programs.
- ⇒ Establish and utilize cost/benefit methodology to maximize energy efficiency/conservation programs to mitigate impacts associated with BPA Tier II wholesale rate structure.
- ⇒ Utilize a Conservation Potential Assessment (CPA) to identify and prioritize programs to most cost effectively implement energy efficiency/conservation measures within the Electric Utility service territory.
- ⇒ Continue to participate regionally to maintain or positively affect energy efficiency/conservation funding sources from BPA.

## Significant Budget Changes

- Energy Analyst/Inspector positions (2.0 FTE) fully funded by the Electric Fund compared to 1.75 FTE in FY2012 (.25 funding from Water Fund)
- Increase in professional services to conduct a Conservation Potential Assessment (CPA) to identify the most cost effective program categories (lighting, heating/ AC, etc), customer types (residential, commercial, utility, etc) and tools (incentives, rebates, loans, rate credits, etc) to meet energy related Division goals and objectives.

**electric department - conservation division**

WATER FUND  
ELECTRIC DEPARTMENT  
CONSERVATION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 670						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 73,475	\$ 69,630	\$ 69,185	\$ 90,155	\$ 90,155	\$ 90,155
520 Fringe Benefits	34,262	34,852	39,491	43,660	43,660	43,660
<b>Total Personal Services</b>	<b>107,737</b>	<b>104,482</b>	<b>108,676</b>	<b>133,815</b>	<b>133,815</b>	<b>133,815</b>
601 Supplies	739	588	895	750	750	750
602 Rental, Repair, Maintenance	6,090	6,258	6,335	6,335	6,335	6,335
603 Communications	193	95	500	500	500	500
605 Misc. Charges and Fees	40,955	40,955	34,570	34,570	34,570	34,570
606 Other Purchased Services	2,358	2,118	3,500	3,100	3,100	3,100
610 Programs	16,982	20,999	17,050	16,000	16,000	16,000
<b>Total Materials and Services</b>	<b>67,317</b>	<b>71,013</b>	<b>62,850</b>	<b>61,255</b>	<b>61,255</b>	<b>61,255</b>
	<b>\$ 175,054</b>	<b>\$ 175,495</b>	<b>\$ 171,526</b>	<b>\$ 195,070</b>	<b>\$ 195,070</b>	<b>\$ 195,070</b>

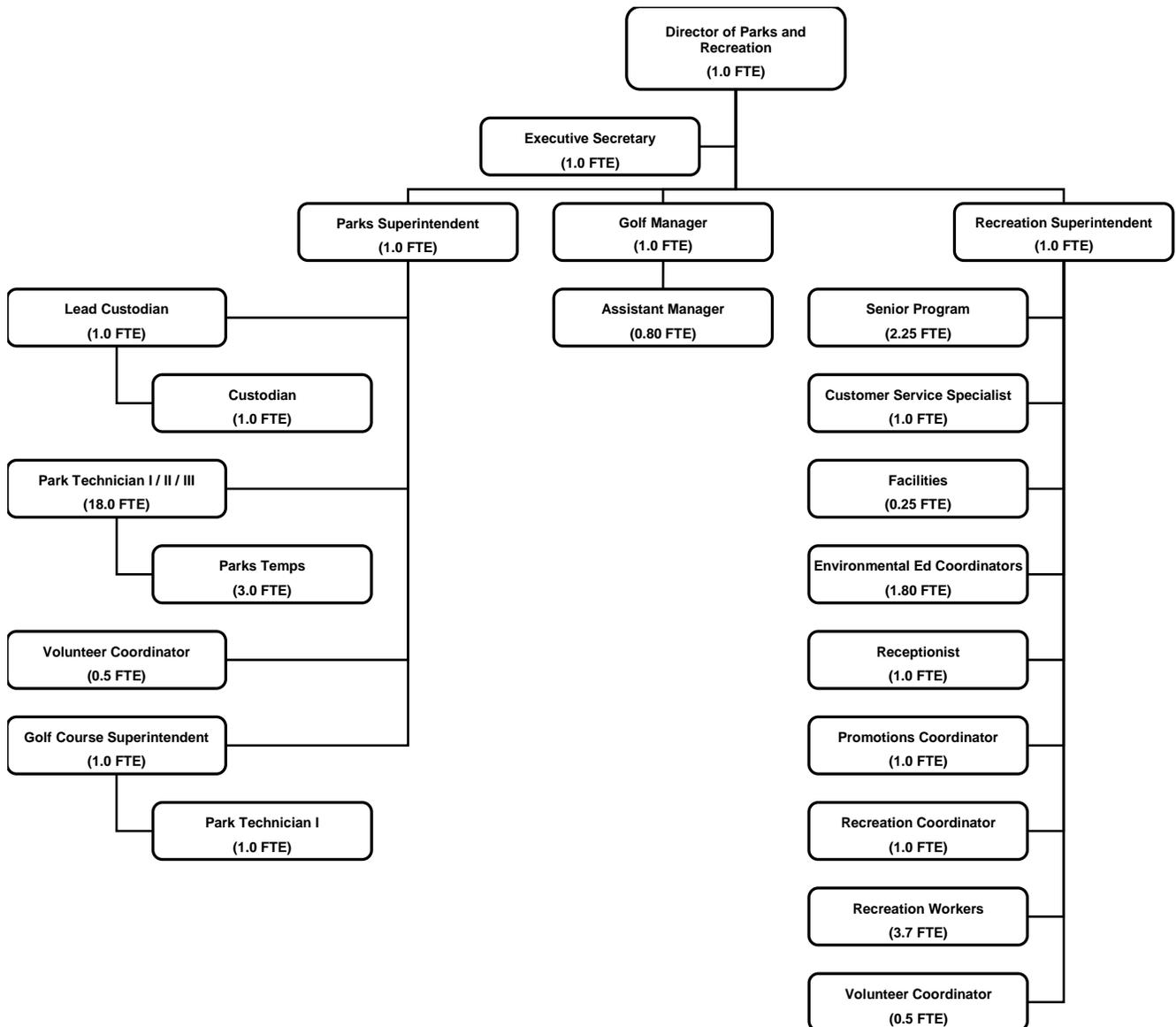
ELECTRIC FUND  
ELECTRIC DEPARTMENT  
CONSERVATION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Fund# 690						
<b>Personal Services</b>						
510 Salaries and Wages	\$ 87,867	\$ 86,952	\$ 89,710	\$ 111,700	\$ 111,700	\$ 111,700
520 Fringe Benefits	49,998	53,473	56,241	70,140	70,140	70,140
<b>Total Personal Services</b>	<b>137,865</b>	<b>140,425</b>	<b>145,951</b>	<b>181,840</b>	<b>181,840</b>	<b>181,840</b>
<b>Materials and Services</b>						
601 Supplies	1,453	896	1,750	3,500	3,500	3,500
602 Rental, Repair, Maintenance	7,162	7,167	7,090	12,090	12,090	12,090
603 Communications	1,037	1,047	1,300	1,000	1,000	1,000
604 Contractual Services	-	-	-	20,000	20,000	20,000
605 Misc. Charges and Fees	61,405	61,405	52,600	52,600	52,600	52,600
606 Other Purchased Services	8,406	7,667	15,300	7,500	7,500	7,500
608 Commissions	4,278	4,208	5,850	5,850	5,850	5,850
610 Programs	493,284	324,606	280,000	263,000	263,000	263,000
<b>Total Materials and Services</b>	<b>577,025</b>	<b>406,996</b>	<b>363,890</b>	<b>365,540</b>	<b>365,540</b>	<b>365,540</b>
<b>Debt Service</b>						
801 Debt Service - Principal	21,714	21,714	21,715	21,715	21,715	21,715
802 Debt Service - Interest	3,393	3,122	2,850	2,579	2,579	2,579
<b>Total Debt Service</b>	<b>25,107</b>	<b>24,836</b>	<b>24,565</b>	<b>24,294</b>	<b>24,294</b>	<b>24,294</b>
	<b>\$ 739,997</b>	<b>\$ 572,257</b>	<b>\$ 534,406</b>	<b>\$ 571,674</b>	<b>\$ 571,674</b>	<b>\$ 571,674</b>



# parcs and recreation department

## 43.80 FTE



## **Overview**

Ashland's Parks and Recreation system has 785 acres of parkland and a variety of recreational facilities. The Parks and Recreation Department is comprised of three divisions: Parks Division, Recreation Division, and Golf Division. The Department's budgets are accounted for in three funds: Parks and Recreation Fund, Youth Activities Levy Fund, and 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 2013**

- Lithia Park Master Plan
- Financial and Business Plan
- Explore CIP Bonding
- Oak Knoll Golf Course
- Lower Clay Street Master Plan
- Resurfacing of Calle Guanajuato

## **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.
- YAL will discontinue at conclusion of FY 13.

<b>Parks and Recreation – Maintenance and Development</b>			
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>
<b>Natural Environment</b> Enhance the quality of water, land, air and wildlife • Support energy conservation and alternative energy generation • Parks and open spaces provide habitat for	City Charter and Municipal Code	<ul style="list-style-type: none"> <li>Safe, clean recreation facilities and parks</li> </ul>	<ul style="list-style-type: none"> <li>Funding for 6 park patrol officers and 1 CAP officer (\$4,000 funding increase over previous year)</li> <li>2 FTE dedicated to custodial</li> </ul>
	Basic Needs public health and welfare	<ul style="list-style-type: none"> <li>Parks that provide physical activity, from social contact, and passive enjoyment for Ashland Citizens</li> </ul>	<ul style="list-style-type: none"> <li>29 miles of walking paths and trails</li> <li>46 acres of athletic fields</li> <li>1 water play area</li> <li>22 parks</li> </ul>
	Environmental protection above mandated levels	<ul style="list-style-type: none"> <li>Parks and recreational facilities are environmentally friendly</li> </ul>	<ul style="list-style-type: none"> <li>All Ashland parks are synthetic pesticide free</li> <li>38 acres treated for fuels reduction</li> <li>2,100 chipped Christmas trees for mulch</li> <li>Only 100% organic pesticide products used</li> <li>1 facility certified through Green Business Program</li> </ul>
	Enhance quality of life / desirability of Ashland	<ul style="list-style-type: none"> <li>High quality parks and recreational facilities</li> </ul>	<ul style="list-style-type: none"> <li>98% citizens have visited a park</li> <li>94% survey respondents rate parks as excellent or good</li> </ul>

**PARKS & RECREATION DEPARTMENT**

<b>Description</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Amended</b>	<b>2013 Proposed</b>	<b>2013 Approved</b>	<b>2013 Adopted</b>
<b>Department Totals by Function</b>						
500 Personal Services	\$ 2,954,259	\$ 2,686,349	\$ 2,967,570	\$ 3,311,210	\$ 3,311,210	\$ 3,311,210
600 Materials and Services	1,686,013	1,953,706	2,053,600	2,072,600	2,072,600	2,335,600
700 Capital Outlay	18,571	163,129	105,000	630,000	630,000	630,000
	<b>\$ 4,658,843</b>	<b>\$ 4,803,184</b>	<b>\$ 5,126,170</b>	<b>\$ 6,013,810</b>	<b>\$ 6,013,810</b>	<b>\$ 6,276,810</b>
<b>Department Total by Fund</b>						
211 Parks and Recreation Fund	\$ 4,615,407	\$ 4,728,421	\$ 5,036,170	\$ 5,418,810	\$ 5,418,810	\$ 5,681,810
221 Youth Activities Levy Fund	43,436	30,776	20,000	-	-	-
411 Parks Capital Improvements Fund	-	43,987	70,000	595,000	595,000	595,000
	<b>\$ 4,658,843</b>	<b>\$ 4,803,184</b>	<b>\$ 5,126,170</b>	<b>\$ 6,013,810</b>	<b>\$ 6,013,810</b>	<b>\$ 6,276,810</b>

***parks and recreation department***

Position Profile	2010 Actual	2011 Actual	2012 Amendec	2013 Proposed	2013 Approved	2013 Adopted
<b>Administration Division</b>						
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
<b>Golf Division</b>						
Golf Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Manager			0.80	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	0.80	1.00	1.00	1.00
<b>Operations Division</b>						
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	0.50	0.50	0.50
Park Worker	5.00	5.00				
Park Technician I	5.00	6.00	12.20	12.00	12.00	12.00
Park Technician II	7.00	6.00	3.00	3.00	3.00	3.00
Park Technician III	4.00	2.00	3.00	3.00	3.00	3.00
Temps	3.00	3.00	3.00	3.00	3.00	3.00
<b>Recreation Division</b>						
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator				0.50	0.50	0.50
CC/Recreation Facilities Manager	1.00		0.25	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	1.80	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	1.00	1.00	1.00	1.00
Senior Center Specialist	0.80	0.80	0.70	0.70	0.70	0.70
Senior Center Info/Ref Specialist	0.35	0.35	0.55	0.55	0.55	0.55
Customer Service Specialist	2.00	2.00	1.00	1.00	1.00	1.00
Receptionist-Nature Center			1.00	1.00	1.00	1.00
Temps	3.70	3.70	3.70	3.70	3.70	3.70
	<b>45.65</b>	<b>43.65</b>	<b>43.80</b>	<b>43.80</b>	<b>43.80</b>	<b>43.80</b>

## Department Volunteers

In November of 2010 a Volunteer and Events Coordinator was hired who developed a VIP (Volunteers in Parks Program).

Volunteers continue to play a pivotal role in the success of the programs and services offered throughout the department. Volunteers have logged over 8,600 hours during the 2011 year in the following programs:

N. Mountain Park & Nature Center	3,547.75
Ashland Senior Program	1161
Recreation (including Ice Rink, Pool & Events)	344.15
<u>Parks and Trails</u>	<u>3628</u>

**TOTAL VOLUNTEER HOURS 8,680.90**

**Equivalent to: 4.17 FTEs**

## **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**

- 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.

### **Future Budget Considerations**

None

## **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.
- ⇒ Increased enforcement of dog rules and regulations in parks.

### **Efficiency Budget-Impact**

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  
2011- .5 FTE/ 1.5 Seasonal Positions  
2012- .5 FTE/2.0 Seasonal Positions

### **Program Division/Summary**

Key performance indicators are expected to remain constant for budget year 2012-2013. Currently, performance standards are being met. Due to budget constraints, positions have been reduced and this trend may continue in future years.

***parks and recreation department - parks division***

<b>Parks and Recreation – Programs and Activities</b>			
<b>Council Value</b>	<b>Budget Criteria</b>	<b>Desired Outcome</b>	<b>Action/Performance</b>
<b>Community</b> Ashland is a unique and special place* Residents participate in 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	<ul style="list-style-type: none"> <li>• 67% citizens participation in programs (no current survey data available)</li> <li>• 250 programs</li> <li>• 90% of survey respondents rate programs as excellent or good (no current survey data available)</li> <li>• Services designed for seniors</li> <li>• 96 community garden spaces</li> </ul>
	Support for local economic health	Organized events for visitors and citizens	<ul style="list-style-type: none"> <li>• Fourth of July Run</li> <li>• Bear Creek Festival</li> <li>• Earth Day Celebration</li> <li>• Bike Swap (combined total participants: 5,500)</li> </ul>
	Environmental protection above mandated levels	Environmental educational opportunities at North Mt. Park Nature Center	<ul style="list-style-type: none"> <li>• 150 classes</li> </ul>
	Enhance quality of life/desirability of Ashland	Educational, social, fitness, and personal growth opportunities for the community	<ul style="list-style-type: none"> <li>• 3,800 registered participants</li> </ul>

◆ *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 one another and support those in need.*

***parks and recreation department - parks division***

PARKS & RECREATION FUND  
PARKS & RECREATION DEPARTMENT  
PARKS DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Personal Services</b>						
510 Salaries and Wages	\$ 1,231,498	\$ 1,122,347	\$ 1,139,770	\$ 1,236,640	\$ 1,236,640	\$ 1,236,640
520 Fringe Benefits	712,630	641,357	735,870	790,470	790,470	790,470
<b>Total Personal Services</b>	<b>1,944,128</b>	<b>1,763,704</b>	<b>1,875,640</b>	<b>2,027,110</b>	<b>2,027,110</b>	<b>2,027,110</b>
<b>Materials and Services</b>						
601 Supplies	39,989	56,783	65,850	60,500	60,500	60,500
602 Rental, Repair, Maintenance	574,572	830,346	788,950	809,000	809,000	809,000
603 Communications	14,889	17,809	18,800	18,800	18,800	18,800
604 Contractual Services	144,484	195,968	260,000	288,000	288,000	545,500
605 Misc. Charges and Fees	393,000	393,000	438,000	431,500	431,500	437,000
606 Other Purchased Services	10,527	19,695	18,000	24,000	24,000	24,000
<b>Total Materials and Services</b>	<b>1,177,461</b>	<b>1,513,601</b>	<b>1,589,600</b>	<b>1,631,800</b>	<b>1,631,800</b>	<b>1,894,800</b>
<b>Capital Outlay</b>						
703 Equipment	-	45,775	-	-	-	-
704 Improvements	18,571	49,055	35,000	35,000	35,000	35,000
<b>Total Capital Outlay</b>	<b>18,571</b>	<b>94,830</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
	<b>\$ 3,140,160</b>	<b>\$ 3,372,135</b>	<b>\$ 3,500,240</b>	<b>\$ 3,693,910</b>	<b>\$ 3,693,910</b>	<b>\$ 3,956,910</b>

## **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**

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

2012—4.0 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. Implemented a Trail Host Program in FY12.

## **DIVISION PERFORMANCE MEASURES**

	<b>Actual 2007</b>	<b>Actual 2008</b>	<b>Actual 2009</b>	<b>Actual 2010</b>	<b>Targeted 2011</b>	<b>Actual 2011</b>	<b>2012</b>
Acres treated/retreated for fuel reduction	38	38	40	30	40	90	55.4
Number of piles burned	750	200	400	300	600	1000	420
Piles chipped *		550	700	600	400	500	400
Miles of trail maintained	25	25	25	25.5	25.5	26	27
Number of reported injuries	0	0	0	0	0	0	0
Noxious weeds treated in acres	40	20	25	20	20	35	81
Weed abatement program in acres	17	17	10	10	10	10	19

## **Horticulture**

Personnel: 3.0 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

	2007	2008	2009	2010	2011
Trees Maintained	5000	5000	5000	5000	5100
Contract pruning and removal	100	100	100	100	140
In-house pruning and removal	50	50	50	50	123
Number of new trees planted	100	100	100	40	33
Ornamental beds maintained	50	50	50	50	50
Number of plants planted	15000	15000	15000	*13000	*13000
Acres mowed – athletic fields	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

2007—2.0 FTE  
 2008—2.0 FTE  
 2009—2.0 FTE  
 2010—2.0 FTE  
 2011—2.0 FTE  
 2012—3.0 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 Bear Creek Festival.

### Significant Budget Changes

- 50% of the Volunteer and Events Coordinator Position now resides within the Recreation Division Budget.

Personnel: 9.8 FTE

### 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.

## Parks and Recreation Facility Rentals

Personnel: .25 FTE

**Program: Community Center Facilities**

### Desired Outcomes

- ⇒ 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.

### 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)

### Program Summary:

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

### PERFORMANCE MEASURES: (The numbers below represent unduplicated users.)

	07/08 (actual)	08/09 (actual)	09/10 (actual) *	10/11 (actual)
Community Center Rentals	150	110	93%	94%
Pioneer Hall Rentals	131	120	81%	76%
Hunter Park Rentals	21	18	83%	80%
Lithia Park Reservations	90	110	3%	4%
The Grove Rentals	73	50	38.5%	25%
* Moved to occupancy percentage rate in 2010				

**parks and recreation department - recreation division**

PARKS & RECREATION FUND  
PARKS & RECREATION DEPARTMENT  
RECREATION DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Personal Services</b>						
510 Salaries and Wages	\$ 501,331	\$ 526,171	\$ 522,520	\$ 589,160	\$ 589,160	\$ 589,160
520 Fringe Benefits	227,535	236,120	290,620	367,120	367,120	367,120
<b>Total Personal Services</b>	<b>728,866</b>	<b>762,291</b>	<b>813,140</b>	<b>956,280</b>	<b>956,280</b>	<b>956,280</b>
<b>Materials and Services</b>						
601 Supplies	39,285	25,433	33,000	32,500	32,500	32,500
602 Rental, Repair, Maintenance	38,767	38,050	35,500	33,300	33,300	33,300
603 Communications	1,123	1,951	1,600	2,000	2,000	2,000
604 Contractual Services	136,307	114,338	109,700	106,200	106,200	106,200
605 Misc. Charges and Fees	8,062	7,799	7,000	7,000	7,000	7,000
606 Other Purchased Services	85,552	100,278	103,100	102,500	102,500	102,500
<b>Total Materials and Services</b>	<b>309,096</b>	<b>287,849</b>	<b>289,900</b>	<b>283,500</b>	<b>283,500</b>	<b>283,500</b>
	<b>\$ 1,037,962</b>	<b>\$ 1,050,140</b>	<b>\$ 1,103,040</b>	<b>\$ 1,239,780</b>	<b>\$ 1,239,780</b>	<b>\$ 1,239,780</b>

## 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: **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

## 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 2007	Actual 2008	Actual 2009*	Actual 2010	Actual 2011
Recreational Swimmers	12,105	11,500	11,000	11,500	11,500
Lesson Participants	600	492	520	385	247
Accidents per Season	0	0	0	0	0

\*New swim lesson program implemented

## Ice Rink Facilities

Personnel: 12 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

Rink	Actual 2007	Actual 2008	Actual 2009	Actual 2010/11	Actual 2011/12
# of Admissions	12,000	5,000*	14,850	15,000 (est)	15,500
Accidents per Season	1	0	1	1	1
# of Seasonal Employees	12	8	10	8	12

\* Shortened season

## 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. The facility does not currently have a cover which forces closures if the weather is too warm, rainy or windy.

## **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

<b>Golf</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010-2011</b>
Total rounds/golf	19,603	17,159	12,209 (actual)	18,093 (actual)	16,820 (actual)

## **Inputs**

- Rounds played
- Course revenues

## **Performance Measures**

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

## **Efficiency Budget - Impact**

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

2012—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. Updates to irrigation system have occurred that will reduce labor and water use. Construction of new greens for tee numbers 7 & 8 will occur in fall 2012. New financial software will be used per auditor comments.

***parks and recreation department - golf division***

PARKS & RECREATION FUND  
PARKS & RECREATION DEPARTMENT  
GOLF DIVISION

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Personal Services</b>						
510 Salaries and Wages	\$ 200,771	\$ 114,711	\$ 179,980	\$ 207,610	\$ 207,610	\$ 207,610
520 Fringe Benefits	80,494	45,643	98,810	120,210	120,210	120,210
<b>Total Personal Services</b>	<b>281,265</b>	<b>160,354</b>	<b>278,790</b>	<b>327,820</b>	<b>327,820</b>	<b>327,820</b>
<b>Materials and Services</b>						
601 Supplies	45,800	35,842	36,200	38,600	38,600	38,600
602 Rental, Repair, Maintenance	93,756	74,131	99,900	100,700	100,700	100,700
603 Communications	626	609	1,000	500	500	500
604 Contractual Services	4,800	604	2,000	2,000	2,000	2,000
605 Misc. Charges and Fees	-	-	3,500	3,500	3,500	3,500
606 Other Purchased Services	11,038	10,294	11,500	12,000	12,000	12,000
<b>Total Materials and Services</b>	<b>156,020</b>	<b>121,480</b>	<b>154,100</b>	<b>157,300</b>	<b>157,300</b>	<b>157,300</b>
<b>Capital Outlay</b>						
704 Improvements	-	24,312	-	-	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>24,312</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 437,285</b>	<b>\$ 306,146</b>	<b>\$ 432,890</b>	<b>\$ 485,120</b>	<b>\$ 485,120</b>	<b>\$ 485,120</b>

## 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	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Personal Services</b>						
510 Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
520 Fringe Benefits	-	-	-	-	-	-
<b>Total Personal Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Materials and Services</b>						
604 Contractual Services	43,436	30,776	20,000	-	-	-
606 Other Purchased Services	-	-	-	-	-	-
<b>Total Materials and Services</b>	<b>43,436</b>	<b>30,776</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>\$ 43,436</b>	<b>\$ 30,776</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## **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**

- Will reflect transfers from the general fund to accomplish deferred maintenance.
- Will reflect transfers from City CIP to accomplish CIP Projects.

**PARKS CAPITAL IMPROVEMENTS FUND  
PARKS & RECREATION DEPARTMENT**

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Capital Outlay</b>						
703 Equipment	\$ -	\$ 43,987	\$ 50,000	\$ 245,000	\$ 245,000	\$ 245,000
704 Improvements	-	-	20,000	350,000	350,000	350,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>43,987</b>	<b>70,000</b>	<b>595,000</b>	<b>595,000</b>	<b>595,000</b>
	<b>\$ -</b>	<b>\$ 43,987</b>	<b>\$ 70,000</b>	<b>\$ 595,000</b>	<b>\$ 595,000</b>	<b>\$ 595,000</b>

**non-departmental activities**

**Debt Service**

Ashland, including the 2004 Revenue Bond that is backed by the Full Faith and Credit of the City of Ashland.

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

	Date Due	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>City Component</b>							
<b>Debt Service Fund - Administrative Services Department</b>							
Fire Station #2		\$ -	\$ -	\$ 120,000	\$ 202,788	\$ 202,788	\$ 202,788
2000 Flood & Fire Station Bonds - Principal Payment	June 1	150,000	-	-	-	-	-
2000 Flood & Fire Station Bonds - Interest Payment	December 1	4,163	-	-	-	-	-
2000 Flood & Fire Station Bonds - Interest Payment	June 1	4,162	-	-	-	-	-
* 2004 Revenue Bonds - Principal Payment	July 15	605,000	630,000	660,000	695,000	695,000	695,000
* 2004 Revenue Bonds - Interest Payment	July 15	413,368	407,095	767,668	375,619	375,619	375,619
* 2004 Revenue Bonds - Interest Payment	January 15	413,369	392,012	-	358,012	358,012	358,012
2005 Refunding Series - Principal Payment	June 1	110,000	275,000	290,000	190,000	190,000	190,000
2005 Refunding Series - Interest Payment	December 1	54,607	52,682	95,750	42,437	42,437	42,437
2005 Refunding Series - Interest Payment	June 1	54,607	52,687	-	42,438	42,438	42,438
<b>Total Debt Service Fund - Administrative Services Department</b>		<b>\$ 1,809,276</b>	<b>\$ 1,809,476</b>	<b>\$ 1,933,418</b>	<b>\$ 1,906,294</b>	<b>\$ 1,906,294</b>	<b>\$ 1,906,294</b>
<b>Water Fund</b>							
2009 Full Faith & Credit - Principal Payment	November 15	\$ 16,008	\$ 16,810	\$ 17,653	\$ 18,537	18,537	18,537
2009 Full Faith & Credit - Interest Payment	November 15	16,404	16,523	15,680	14,796	14,796	14,796
2009 Full Faith & Credit - Principal Payment	May 15	17,325	17,226	18,089	18,997	18,997	18,997
2009 Full Faith & Credit - Interest Payment	May 15	16,929	16,107	15,244	14,337	14,337	14,337
<b>Total Water Fund</b>		<b>\$ 66,666</b>	<b>\$ 66,666</b>	<b>\$ 66,666</b>	<b>\$ 66,667</b>	<b>\$ 66,667</b>	<b>\$ 66,667</b>
<b>Wastewater Fund</b>							
2009 Full Faith & Credit - Principal Payment	November 15	\$ 6,861	\$ 7,204	7,566	7,945	7,945	7,945
2009 Full Faith & Credit - Interest Payment	November 15	7,425	7,081	6,720	6,341	6,341	6,341
2009 Full Faith & Credit - Principal Payment	May 15	7,030	7,383	7,752	8,141	8,141	8,141
2009 Full Faith & Credit - Interest Payment	May 15	7,255	6,903	6,535	6,145	6,145	6,145
<b>Total Wastewater Fund</b>		<b>\$ 28,571</b>	<b>\$ 28,571</b>	<b>\$ 28,573</b>	<b>\$ 28,572</b>	<b>\$ 28,572</b>	<b>\$ 28,572</b>
<b>Total General Obligation Debt Service</b>		<b>\$ 1,904,513</b>	<b>\$ 1,904,713</b>	<b>\$ 2,028,657</b>	<b>\$ 2,001,533</b>	<b>\$ 2,001,533</b>	<b>\$ 2,001,533</b>

\* 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 are two interfund loans in the proposed FY 13 Budget. One is from Capital Improvements Fund for Land Purchase, the other is from the Water Fund for Capital Projects. Both are paying the Equipment Fund.

### INTERFUND LOANS

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Other Financing Uses</b>						
901						
Airport	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Fund	-	208,000	208,000	208,000	208,000	208,000
Water Fund	-	-	200,000	200,000	200,000	200,000
Equipment Fund	-	550,000	-	-	-	-
<b>Total City</b>	<b>\$ 80,000</b>	<b>\$ 758,000</b>	<b>\$ 408,000</b>	<b>\$ 408,000</b>	<b>\$ 408,000</b>	<b>\$ 408,000</b>

*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	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Other Financing Uses</b>						
902 General Fund	\$ 500	\$ 361,000	\$ 150,500	\$ 500	\$ 500	\$ 500
Street Fund	147,564	-	-	-	-	-
Capital Improvements Fund:						
S.D.C. - Parks	11,427	11,488	11,488	-	-	-
CIP/Open Space	302,698	619,563	110,494	36,135	36,135	36,135
Cemetery Trust Fund	7,171	5,298	20,000	20,000	20,000	20,000
<b>Total City</b>	<b>469,360</b>	<b>997,349</b>	<b>292,482</b>	<b>56,635</b>	<b>56,635</b>	<b>56,635</b>
Parks and Recreation Funds:						
Parks Division	-	-	349,000	613,000	613,000	613,000
<b>Total Parks</b>	<b>-</b>	<b>-</b>	<b>349,000</b>	<b>613,000</b>	<b>613,000</b>	<b>613,000</b>
	<b>\$ 469,360</b>	<b>\$ 997,349</b>	<b>\$ 641,482</b>	<b>\$ 669,635</b>	<b>\$ 669,635</b>	<b>\$ 669,635</b>

## Operating Contingencies

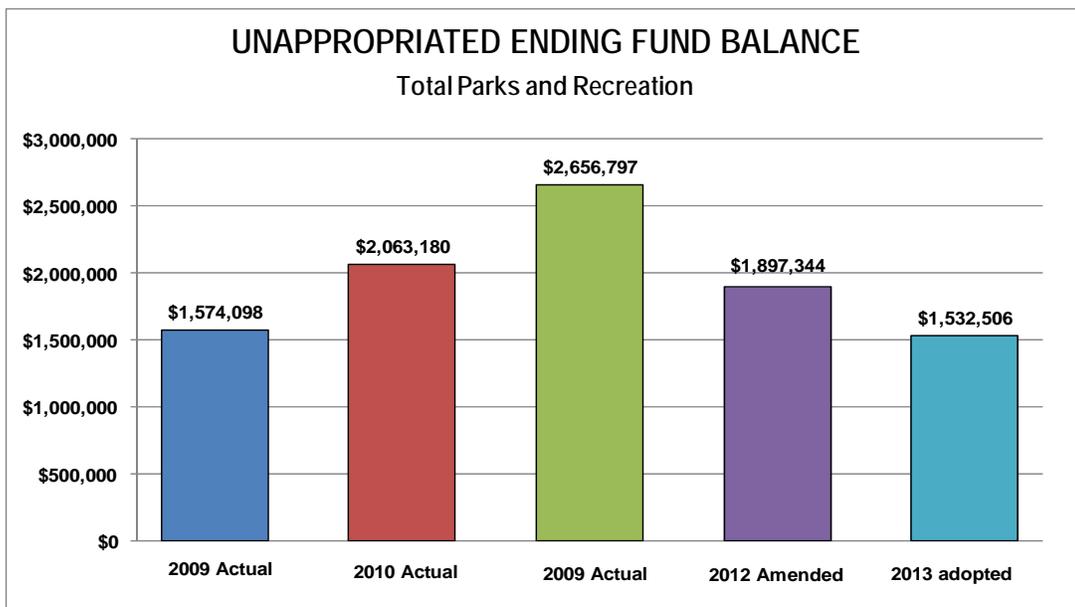
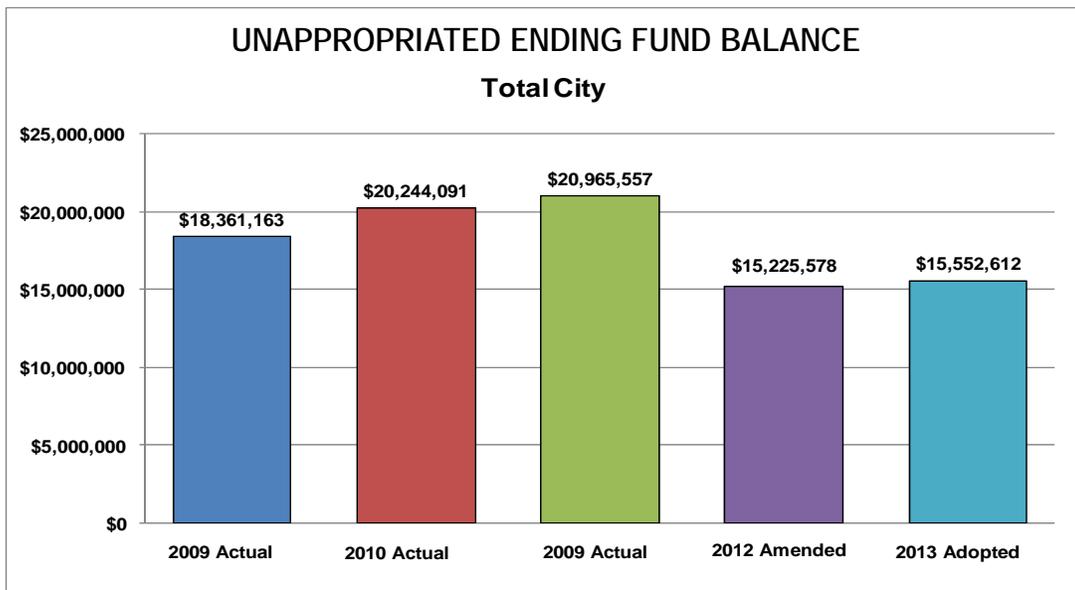
In general, operating contingencies meet policy requirements. Total contingencies have increased \$134,000 from the FY 2013 Budget. During 2009, 2010 and 2011 no monies are shown as being spent from the contingencies. Instead, a transfer of appropriations by resolution moved the contingency to the appropriation category where actual expenditures are incurred.

OPERATING CONTINGENCIES

Description	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
<b>Operating Contingencies</b>						
905 General Fund			247,000	470,000	470,000	470,000
Street Fund			100,000	100,000	100,000	100,000
Airport Fund			5,000	5,000	5,000	5,000
Capital Improvements Fund			50,000	100,000	100,000	100,000
Water Fund			194,000	300,000	300,000	300,000
Wastewater Fund			160,000	160,000	160,000	160,000
Electric Fund			425,000	425,000	425,000	425,000
Telecommunications Fund			100,000	100,000	100,000	100,000
Central Services Fund			145,000	150,000	150,000	150,000
Insurance Services Fund			150,000	150,000	150,000	150,000
Equipment Fund			47,000	50,000	50,000	50,000
<b>Total City</b>	<b>-</b>	<b>-</b>	<b>1,623,000</b>	<b>2,010,000</b>	<b>2,010,000</b>	<b>2,010,000</b>
Parks and Recreation Fund			50,000	50,000	50,000	50,000
<b>Total Parks</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,673,000</b>	<b>\$ 2,060,000</b>	<b>\$ 2,060,000</b>	<b>\$ 2,060,000</b>

# Unappropriated Ending Fund Balance

Budgeted Unappropriated Ending Fund Balance has increased by \$235,516 or 1% from the 2012 Amended 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	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
909 General Fund	\$ 2,474,570	\$ 2,938,555	\$ 1,739,188	\$ 1,677,010	\$ 1,563,870	\$ 1,563,870
Forfeiture funds	129,510	187,864	150,000	-	-	-
Housing	140,035	23,367		148,426	148,426	148,426
Tax proceeds	82,546	128,676	35,000	50,000	50,000	50,000
Parking	170,197	232,497	150,000	235,000	235,000	235,000
Unreserved	1,952,282	2,366,151	1,404,188	1,243,584	1,130,444	1,130,444
	<u>2,474,570</u>	<u>2,938,555</u>	<u>1,739,188</u>	<u>1,677,010</u>	<u>1,563,870</u>	<u>1,563,870</u>
Community Block Grant Fund	37,424	34,424	-	-	-	-
Reserve Fund	148,072	509,502	869,172	1,018,502	1,018,502	1,018,502
Street Fund:						
S.D.C. - Storm Drain	\$495,933	\$495,932	362,082	\$179,332	\$179,332	\$179,332
S.D.C. - Transportation	1,620,038	1,484,360	1,110,250	1,064,110	1,064,110	1,064,110
Storm Project Balance	-	-	-	-	-	-
Transportation Project Balance	-	-	(190,875)	(472,750)	(472,750)	(472,750)
LID Project Balance	13,883	24,252	29,252	47,252	47,252	47,252
General Operations/Other	690,663	231,756	894,711	852,049	852,049	852,049
	<u>2,820,517</u>	<u>2,236,300</u>	<u>2,205,420</u>	<u>1,669,993</u>	<u>1,669,993</u>	<u>1,669,993</u>
Airport Fund	32,160	60,083	44,387	99,276	99,276	99,276
Capital Improvements Fund:						
S.D.C. Parks	353,695	364,909	253,370	92,208	92,208	92,208
Open Space	292,115	327,185	236,477	(2,554,114)	(2,554,114)	(2,554,114)
General Operations/Other	1,492,366	1,440,567	1,338,603	3,007,544	3,007,544	3,007,544
	<u>2,138,176</u>	<u>2,132,661</u>	<u>1,828,450</u>	<u>545,638</u>	<u>545,638</u>	<u>545,638</u>
Debt Service Fund	762,199	809,249	1,020,546	949,626	949,626	949,626
Water Fund:						
S.D.C. - Reimbursements	739,834	681,897	547,038	623,845	623,845	623,845
S.D.C. - Improvements	935,358	886,575	636,575	406,325	406,325	406,325
Debt Service Reserve Account	-	-	-	(512,221)	(512,221)	(512,221)
Bond Proceeds Reserve	-	-	-	306,095	306,095	306,095
General Operations/Other	176,692	643,926	(62,082)	1,459,000	1,459,000	1,459,000
	<u>1,851,884</u>	<u>2,212,398</u>	<u>1,121,531</u>	<u>2,283,044</u>	<u>2,283,044</u>	<u>2,283,044</u>
Wastewater Fund:						
S.D.C. - Reimbursements	1,484,091	1,550,441	1,532,841	1,653,691	1,653,691	1,653,691
S.D.C. - Improvements	487,665	277,060	(307,747)	(355,346)	(355,346)	(355,346)
Debt & F&B Restricted	875,490	875,490	886,000	895,800	895,800	895,800
General Operations/Other	648,763	547,122	221,110	41,714	41,714	41,714
	<u>3,496,009</u>	<u>3,250,113</u>	<u>2,332,204</u>	<u>2,235,859</u>	<u>2,235,859</u>	<u>2,235,859</u>
Electric Fund	2,054,733	2,476,295	1,091,591	1,227,114	1,227,114	1,077,114
Telecommunications Fund	953,315	517,916	339,464	153,998	153,998	153,998
Central Services Fund	266,820	491,546	10,026	32,508	32,508	32,508
Insurance Services Fund	640,110	605,943	646,302	477,568	477,568	477,568
Equipment Fund	1,760,305	1,858,969	1,124,500	2,553,013	2,553,013	2,553,013
Cemetery Trust Fund	807,797	831,603	852,797	892,603	892,603	892,603
<b>Total City</b>	<b>20,244,091</b>	<b>20,965,557</b>	<b>15,225,578</b>	<b>15,815,752</b>	<b>15,702,612</b>	<b>15,552,612</b>
Parks & Recreation Fund	1,787,782	2,214,031	1,703,840	1,290,439	1,290,439	1,290,439
Ashland Youth Activities Fund	22,534	9,899	-	-	-	-
Parks Capital Improvement Fund	252,864	432,867	193,504	242,067	242,067	242,067
<b>Total Parks and Recreation Funds</b>	<b>2,063,180</b>	<b>2,656,797</b>	<b>1,897,344</b>	<b>1,532,506</b>	<b>1,532,506</b>	<b>1,532,506</b>
	<u>\$ 22,307,271</u>	<u>\$ 23,622,354</u>	<u>\$ 17,122,922</u>	<u>\$ 17,348,258</u>	<u>\$ 17,235,118</u>	<u>\$ 17,085,118</u>
Reserved or Restricted	\$ 10,215,992	\$ 10,331,226	\$ 8,819,080	\$ 5,145,952	\$ 5,145,952	\$ 5,145,952
Operating	12,091,279	13,291,128	8,303,842	12,202,306	12,089,166	11,939,166
	<u>\$ 22,307,271</u>	<u>\$ 23,622,354</u>	<u>\$ 17,122,922</u>	<u>\$ 17,348,258</u>	<u>\$ 17,235,118</u>	<u>\$ 17,085,118</u>



---

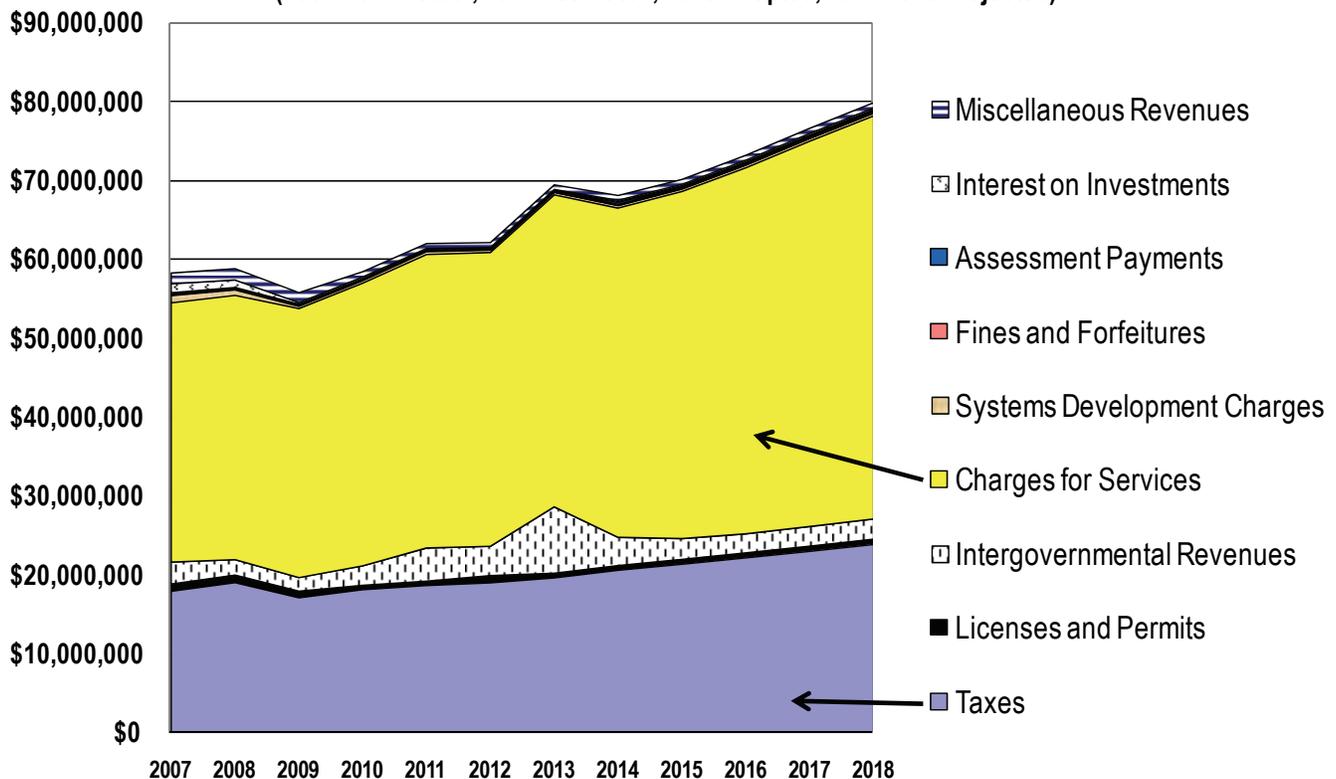
# Resources and Long-Term Plan

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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended Budget	2012 Estimate for the Year	2013 Adopted
<b>Revenues:</b>								
Taxes	\$18,110,493	\$19,210,961	\$17,285,423	\$18,319,252	\$18,837,938	\$19,433,650	\$19,196,578	\$19,824,473
Licenses and Permits	847,665	886,644	768,451	474,379	482,275	482,750	825,900	508,000
Intergovernmental Revenues	2,794,689	1,967,465	1,735,699	2,483,776	4,224,162	5,972,025	3,736,031	8,433,178
Charges for Services	32,913,167	33,550,184	34,141,945	35,891,184	37,267,024	37,989,722	37,303,497	39,620,254
Systems Development Charges	911,703	683,852	292,250	300,287	352,322	202,000	292,000	303,000
Fines and Forfeitures	169,558	150,346	156,092	183,266	183,240	165,000	144,250	155,000
Assessment Payments	108,864	67,195	25,587	3,292	17,867	5,000	13,000	10,000
Interest on Investments	1,168,861	995,414	241,283	255,998	157,315	257,200	135,070	167,800
Miscellaneous Revenues	1,374,773	1,439,711	1,270,500	670,446	627,311	484,602	628,105	579,402
<b>Total Revenues</b>	<b>58,399,773</b>	<b>58,951,772</b>	<b>55,917,230</b>	<b>58,581,880</b>	<b>62,149,454</b>	<b>64,991,949</b>	<b>62,274,431</b>	<b>69,601,107</b>
<b>Budgetary Resources:</b>								
Working Capital Carryover	24,665,985	23,352,645	20,052,791	19,935,261	22,307,271	21,240,898	23,622,354	24,873,472
Other Financing Sources:								
Bond & Bank Loan Proceeds	-	304,000	1,438,961	-	324,400	7,437,200	3,060,434	7,928,930
Interfund Loan	339,936	-	625,000	80,000	758,000	408,000	408,000	408,000
Operating Transfers In	1,016,934	446,253	328,173	469,360	997,349	491,482	626,482	406,635
<b>Total Budgetary Resources</b>	<b>26,022,855</b>	<b>24,102,898</b>	<b>22,444,925</b>	<b>20,484,621</b>	<b>24,387,020</b>	<b>29,577,580</b>	<b>27,717,270</b>	<b>33,617,037</b>
<b>Total Resources</b>	<b>\$84,422,628</b>	<b>\$83,054,670</b>	<b>\$78,362,155</b>	<b>\$79,066,501</b>	<b>\$86,536,474</b>	<b>\$94,569,529</b>	<b>\$89,991,701</b>	<b>\$103,218,144</b>

**City Wide Revenue Trend**  
(2007-2011 Actual, 2012 Estimated, 2013 Adopted, 2014-2018 Projected)



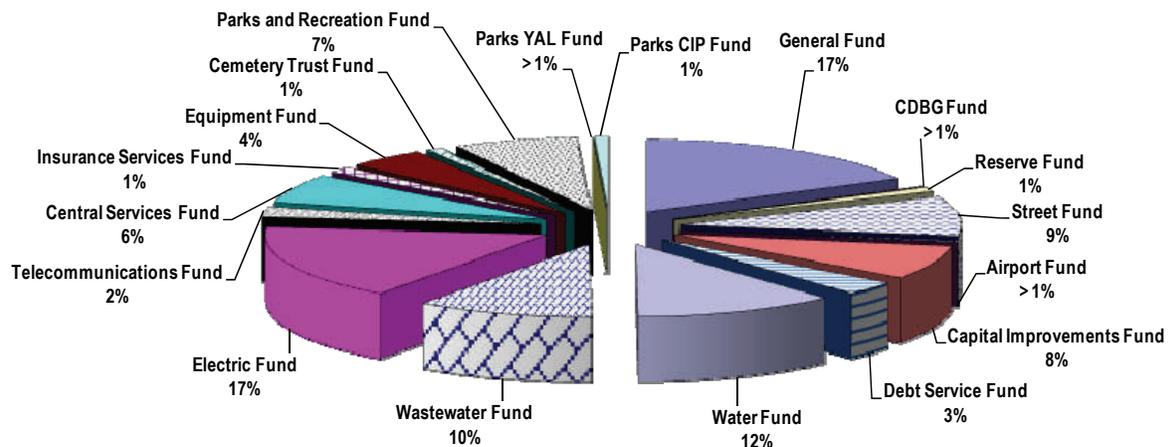
## RESOURCE SUMMARY

	2014 Projection	2015 Projection	2016 Projection	2017 Projection	2018 Projection
<b>Revenues:</b>					
Taxes	\$20,778,100	\$21,552,100	\$22,354,700	\$23,189,700	\$24,057,400
Licenses and Permits	528,000	549,000	571,000	594,000	618,000
Intergovernmental Revenues	3,586,665	2,634,765	2,414,965	2,482,265	2,551,665
Charges for Services	41,809,979	44,072,038	46,491,302	48,943,336	51,189,573
Systems Development Charges	311,300	316,700	322,400	328,400	334,500
Fines and Forfeitures	165,000	172,000	179,000	186,000	193,000
Assessment Payments	232,600	126,000	126,000	126,000	126,000
Interest on Investments	232,400	249,300	266,900	275,500	284,200
Miscellaneous Revenues	609,002	622,402	635,502	650,002	664,502
<b>Total Revenues</b>	<b>68,253,046</b>	<b>70,294,305</b>	<b>73,361,769</b>	<b>76,775,203</b>	<b>80,018,840</b>
<b>Budgetary Resources:</b>					
Working Capital Carryover	19,145,118	22,163,710	21,513,922	23,975,378	25,216,581
Other Financing Sources:					
Bond & Bank Loan Proceeds	8,186,866	6,446,450	7,562,445	11,839,083	12,289,371
Interfund Loan	150,000	-	-	-	-
Operating Transfers In	130,720	131,520	102,695	30,400	97,900
<b>Total Budgetary Resources</b>	<b>27,612,704</b>	<b>28,741,680</b>	<b>29,179,062</b>	<b>35,844,861</b>	<b>37,603,852</b>
<b>Total Resources</b>	<b>\$95,865,750</b>	<b>\$99,035,985</b>	<b>\$102,540,831</b>	<b>\$112,620,064</b>	<b>\$117,622,692</b>

## long - term plan fund totals

FUND TOTALS	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012	2012	2013 Adopted
						Amended Budget	Estimate for the Year	
General Fund	\$15,587,023	\$16,204,655	\$16,220,589	\$16,617,044	\$17,589,233	\$17,338,176	\$17,975,337	\$18,016,124
Community Development Block Grant Fund	592,770	82,897	195,130	484,441	276,218	266,145	274,734	205,935
Reserve Fund	-	-	-	148,072	509,502	869,172	1,012,502	1,018,502
Street Fund	5,052,978	5,546,505	5,160,478	5,536,688	6,221,994	8,998,091	6,289,050	9,046,024
Airport Fund	173,835	344,399	486,794	218,776	158,214	157,873	185,353	207,762
Capital Improvements Fund	2,598,320	2,151,638	3,241,962	3,242,703	5,247,086	8,384,612	6,895,995	7,863,003
Debt Service Fund	2,146,603	3,063,486	3,121,792	2,953,381	3,333,599	3,269,120	3,148,690	3,159,675
Water Fund	10,830,368	7,563,172	7,109,027	6,859,536	7,208,488	8,600,403	7,318,138	11,959,058
Wastewater Fund	9,850,583	9,344,747	8,414,152	8,541,876	8,890,486	8,951,854	8,573,963	10,445,666
Electric Fund	14,621,322	15,022,002	13,693,271	14,341,980	14,646,474	16,263,914	15,261,795	17,184,441
Telecommunications Fund	2,653,272	2,772,890	2,684,019	2,757,100	2,912,902	2,516,683	2,357,998	2,279,860
Central Services Fund	6,031,821	5,969,533	5,823,695	5,872,035	6,009,152	6,145,679	6,438,471	6,688,999
Insurance Services Fund	1,794,328	1,840,625	1,900,671	1,380,007	1,303,619	1,552,382	1,354,943	1,387,198
Equipment Fund	3,055,741	3,226,288	2,600,592	2,575,872	3,932,625	2,960,114	4,081,532	4,633,978
Cemetery Trust Fund	780,918	805,131	803,551	814,968	836,901	872,797	870,103	912,603
<b>Total by Fund</b>	<b>75,769,882</b>	<b>73,937,968</b>	<b>71,455,723</b>	<b>72,344,479</b>	<b>79,076,493</b>	<b>87,147,015</b>	<b>82,038,604</b>	<b>95,008,828</b>
Parks and Recreation Fund	5,955,884	6,094,504	6,344,686	6,403,188	6,942,452	7,139,010	7,404,031	7,372,249
Ashland Youth Activities Levy Fund	2,346,591	2,625,804	235,729	65,970	40,675	20,000	21,899	0
Parks Capital Imp Fund	350,271	396,394	326,017	252,864	476,854	263,504	527,167	837,067
<b>Total Parks</b>	<b>8,652,746</b>	<b>9,116,702</b>	<b>6,906,432</b>	<b>6,722,022</b>	<b>7,459,981</b>	<b>7,422,514</b>	<b>7,953,097</b>	<b>8,209,316</b>
<b>Grand total</b>	<b>\$84,422,628</b>	<b>\$83,054,670</b>	<b>\$78,362,155</b>	<b>\$79,066,501</b>	<b>\$86,536,474</b>	<b>\$94,569,529</b>	<b>\$89,991,701</b>	<b>\$103,218,144</b>

### 2013 Adopted Budget by Fund



*long - term plan fund totals*

<b>FUND TOTALS</b>					
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
General Fund	\$18,287,870	\$18,640,170	\$19,066,070	\$19,568,670	\$20,150,970
Community Development Block Grant Fund	212,745	212,745	212,745	212,745	212,745
Reserve Fund	1,025,502	1,033,502	1,042,502	1,052,502	1,063,502
Street Fund	6,146,093	6,204,693	6,926,193	7,281,693	7,814,693
Airport Fund	891,076	429,139	322,402	371,165	425,828
Capital Improvements Fund	6,849,738	5,184,438	4,913,138	4,540,138	5,501,138
Debt Service Fund	3,315,044	3,430,202	3,542,835	3,595,056	3,714,127
Water Fund	10,873,564	12,151,042	13,518,313	20,527,087	22,059,918
Wastewater Fund	9,493,825	12,767,134	13,138,515	14,188,370	13,642,313
Electric Fund	15,635,114	15,695,821	15,906,599	16,331,599	16,856,099
Telecommunications Fund	2,185,698	2,154,898	2,266,698	2,382,498	2,576,998
Central Services Fund	6,866,128	6,911,648	7,189,968	7,651,188	8,101,408
Insurance Services Fund	1,397,568	1,458,568	1,576,568	1,757,568	2,010,568
Equipment Fund	4,646,576	4,615,576	4,646,576	4,743,576	4,910,576
Cemetery Trust Fund	938,703	964,803	990,903	1,017,103	1,043,303
<b>Total by Fund</b>	<b>88,765,244</b>	<b>91,854,379</b>	<b>95,260,025</b>	<b>105,220,958</b>	<b>110,084,186</b>
Parks and Recreation Fund	6,827,439	6,911,439	7,012,439	7,131,439	7,270,439
Ashland Youth Activities Levy Fund	0	0	0	0	0
Parks Capital Imp Fund	273,067	270,167	268,367	267,667	268,067
<b>Total Parks</b>	<b>7,100,506</b>	<b>7,181,606</b>	<b>7,280,806</b>	<b>7,399,106</b>	<b>7,538,506</b>
<b>Grand total</b>	<b>\$95,865,750</b>	<b>\$99,035,985</b>	<b>\$102,540,831</b>	<b>\$112,620,064</b>	<b>\$117,622,692</b>

## General Fund Narrative

Ashland's diverse tax revenues are emphasized in this General Fund budget with five classifications of taxes, none being more than 37 percent of total taxes. Taxes represent 79.5% percent of total proposed revenue. Current property taxes and electrical utility users tax comprising 37 and 23 percent, respectively, of the 2013 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 informally 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 remain flat.

**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 by 6%.

**Planning and Zoning Fees.** The proposed budget is showing an estimated increase of 5% in revenues. However, the fees will remain flat. This revenue source still falls behind and has not bounced back to prior year levels.

**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 3% and new construction will be flat with little or no growth.
- ⇒ Proposed property tax rate is \$2.1216 City (Operations \$1.9295 and Local Option Levy \$0.1921), \$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 6%.
- ⇒ Intergovernmental revenues will grow at 3% on average.
- ⇒ Court fees will increase slightly back up after FY 2013.
- ⇒ 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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	\$ 2,326,936	\$ 2,582,714	\$ 2,296,666	\$ 2,185,456	\$ 2,474,570	\$ 2,518,066	\$ 2,938,555	\$ 2,624,349
	<b>Taxes</b>								
	Property Taxes								
	Current	2,800,401	3,617,992	3,822,781	4,260,072	4,465,037	4,201,000	4,239,000	4,328,000
	Prior	92,234	146,770	117,342	156,968	164,767	125,000	175,000	150,000
	Electric Utility User Tax	2,345,323	2,375,368	2,468,371	2,557,225	2,602,776	2,800,000	2,692,000	2,786,000
	Franchises	2,442,920	2,388,315	2,573,355	2,586,004	2,766,220	2,701,500	2,531,170	2,765,710
	License	134,345	207,324	207,182	203,654	204,865	196,350	204,420	207,450
	Hotel/Motel Tax	1,559,062	1,507,603	1,639,281	1,880,596	1,917,750	1,884,800	1,875,800	1,995,100
410	<b>Total Taxes</b>	<b>9,374,285</b>	<b>10,243,372</b>	<b>10,828,312</b>	<b>11,644,519</b>	<b>12,121,415</b>	<b>11,908,650</b>	<b>11,717,390</b>	<b>12,232,260</b>
	<b>Licenses and Permits</b>								
	Planning and Zoning Fees	471,730	514,135	475,198	235,974	246,857	254,000	521,500	264,000
	Building Permits	327,959	330,780	250,375	211,345	209,144	203,750	282,400	217,000
	Fire Permits	47,976	41,729	42,878	27,060	26,274	25,000	22,000	27,000
420	<b>Total Licenses and Permits</b>	<b>847,665</b>	<b>886,644</b>	<b>768,451</b>	<b>474,379</b>	<b>482,275</b>	<b>482,750</b>	<b>825,900</b>	<b>508,000</b>
	<b>Intergovernmental Revenue</b>								
	Federal	338,629	33,924	49,640	36,947	67,769	87,500	117,972	84,500
	State	522,967	628,178	587,516	564,834	588,048	603,100	604,929	571,640
430	<b>Total Intergovernmental Revenue</b>	<b>861,596</b>	<b>662,102</b>	<b>637,156</b>	<b>601,781</b>	<b>655,817</b>	<b>690,600</b>	<b>722,901</b>	<b>656,140</b>
	<b>Charges for Services</b>								
	Police	144,487	141,368	93,304	62,610	73,091	71,500	57,218	57,500
	Court	335,409	291,461	332,373	393,097	452,501	430,025	333,025	333,025
	Fire and Rescue	903,108	899,325	863,324	885,339	899,242	896,585	913,544	1,021,400
	Cemetery	33,497	29,274	27,897	20,007	34,668	27,400	37,000	29,000
	Planning Division Services	40,211	49,581	28,751	19,130	19,591	16,000	40,000	19,750
	Building Division Services	8,830	30,051	33,785	16,170	10,572	9,000	17,000	14,000
	Rent	262	97	60	82	-	-	160	100
	Miscellaneous	-	-	-	-	-	-	-	263,000
440	<b>Total Charges for Services</b>	<b>1,465,804</b>	<b>1,441,157</b>	<b>1,379,494</b>	<b>1,396,435</b>	<b>1,489,665</b>	<b>1,450,510</b>	<b>1,397,947</b>	<b>1,737,775</b>
	<b>Fines</b>								
	Court Fines	169,558	150,346	156,092	183,266	183,239	165,000	144,250	155,000
450	<b>Total Fines</b>	<b>169,558</b>	<b>150,346</b>	<b>156,092</b>	<b>183,266</b>	<b>183,239</b>	<b>165,000</b>	<b>144,250</b>	<b>155,000</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	130,971	113,937	30,277	31,611	19,619	40,000	15,000	20,000
470	<b>Total Interest on Investments</b>	<b>130,971</b>	<b>113,937</b>	<b>30,277</b>	<b>31,611</b>	<b>19,619</b>	<b>40,000</b>	<b>15,000</b>	<b>20,000</b>
	<b>Miscellaneous Revenues</b>								
	Donations	9,144	690	3,641	18,890	19,791	4,600	19,600	4,600
	Miscellaneous Income	155,187	90,513	105,702	73,536	137,544	58,000	63,794	58,000
480	<b>Total Miscellaneous Revenues</b>	<b>164,331</b>	<b>91,203</b>	<b>109,343</b>	<b>92,426</b>	<b>157,335</b>	<b>62,600</b>	<b>208,394</b>	<b>62,600</b>
	<b>Other Financing Sources</b>								
	Interfund Loan	214,877	-	-	-	-	-	-	-
	Operating Transfers In:								
	From Cemetery Trust	31,000	33,180	14,798	7,171	5,298	20,000	5,000	20,000
490	<b>Total Other Financing Sources</b>	<b>245,877</b>	<b>33,180</b>	<b>14,798</b>	<b>7,171</b>	<b>5,298</b>	<b>20,000</b>	<b>5,000</b>	<b>20,000</b>
	<b>Total General Fund</b>	<b>\$ 15,587,023</b>	<b>\$ 16,204,655</b>	<b>\$ 16,220,589</b>	<b>\$ 16,617,044</b>	<b>\$ 17,589,233</b>	<b>\$ 17,338,176</b>	<b>\$ 17,975,337</b>	<b>\$ 18,016,124</b>

## general fund long-term plan

GENERAL FUND						2012	2012	
#110	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover	\$2,326,936	\$2,367,714	\$2,296,666	\$2,185,456	\$2,474,570	\$2,518,066	\$2,938,555	\$2,624,349
Prior Period Adjustment		215,000						
Working Capital Carryover (EFB)	\$2,326,936	\$2,582,714	\$2,296,666	\$2,185,456	\$2,474,570	\$2,518,066	\$2,938,555	\$2,624,349
<b>Revenues</b>								
Taxes	\$9,374,285	\$10,243,372	\$10,828,312	\$11,644,519	\$12,121,415	\$11,908,650	\$11,717,390	\$12,232,260
Licenses and Permits	847,665	886,644	768,451	474,379	482,275	482,750	825,900	508,000
Intergovernmental Revenue	861,596	662,102	637,156	601,781	655,817	690,600	722,901	656,140
Charges for Services	1,465,804	1,441,157	1,379,494	1,396,435	1,489,665	1,450,510	1,397,947	1,737,775
Fines and Forfeitures	169,558	150,346	156,092	183,266	183,240	165,000	144,250	155,000
Interest on Pooled Investments	130,971	113,937	30,277	31,611	19,619	40,000	15,000	20,000
Miscellaneous Revenues	164,331	91,203	109,343	92,426	157,334	62,600	208,394	62,600
Interfund Loan	214,877	-	-	-	-	-	-	-
Operating Transfers In	31,000	33,180	14,798	7,171	5,298	20,000	5,000	20,000
Total Revenues	13,260,087	13,621,941	13,923,923	14,431,588	15,114,663	14,820,110	15,036,782	15,391,775
<b>TOTAL RESOURCES</b>	<b>\$15,587,023</b>	<b>\$16,204,655</b>	<b>\$16,220,589</b>	<b>\$16,617,044</b>	<b>\$17,589,233</b>	<b>\$17,338,176</b>	<b>\$17,975,337</b>	<b>\$18,016,124</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Administration	\$116,960	\$121,114	\$114,453	\$177,370	\$182,882	\$258,829	\$102,090	\$259,170
Administration - Library	406	249,438	334,746	344,788	355,133	376,720	376,720	388,022
Admin. - Municipal Court - Personal Services	277,719	319,888	321,132	304,525	318,655	345,269	345,269	317,273
Admin. - Municipal Court - Materials & Services	101,046	110,459	101,296	114,944	113,831	106,854	104,700	107,554
Admin. Services - Social Services Grant	113,350	105,534	108,741	118,605	118,568	122,710	121,210	125,125
Admin. Services - Economic and Cultural Grants	504,414	527,519	550,610	555,817	571,455	626,078	622,078	678,360
Admin. Services - Miscellaneous	6,870	8,341	6,981	44,604	61,012	127,546	60,511	47,000
Admin. Services - Band - Personal Services	3,658	4,080	3,659	3,660	3,659	3,800	3,660	3,800
Admin. Services - Band - Materials & Services	44,288	48,844	51,998	53,060	52,555	54,700	52,450	54,700
Police - Personal Services	3,148,708	3,464,170	3,470,124	3,477,895	3,595,531	4,010,543	4,012,072	4,177,445
Police - Materials & Services	1,522,732	1,756,054	1,818,037	1,985,267	1,602,032	1,552,938	1,584,899	1,616,658
Police - Capital Outlay	-	90,209	57,544	-	34,820	-	52,311	-
Fire and Rescue - Personal Services	3,426,832	3,567,291	3,553,560	3,545,968	3,695,636	4,051,764	4,064,370	4,407,214
Fire and Rescue - Materials & Services	1,356,028	1,270,454	1,376,895	1,468,499	1,547,499	1,476,769	1,568,384	1,535,361
Fire and Rescue - Capital Outlay	394,112	-	2,766	1,438	8,600	-	1,400	-
Public Works - Cemetery - Personal Services	160,566	142,755	148,024	158,891	169,928	186,555	179,271	190,873
Public Works - Cemetery - Materials & Services	141,595	133,544	129,715	125,719	127,346	134,570	136,594	138,920
Public Works - Cemetery - Capital Outlay	12,229	6,807	7,496	8,108	-	-	-	12,000
Community Dev.-Planning - Personal Services	741,698	833,951	836,389	657,561	754,777	779,057	797,990	874,308
Community Dev.-Planning - Materials & Services	402,992	359,647	359,854	355,263	386,574	374,253	364,130	385,228
Community Dev.- Capital Outlay	-	6,712	4,104	47,834	-	-	-	-
Community Dev.-Building - Personal Services	462,565	475,901	384,866	281,499	281,049	345,025	397,500	394,300
Community Dev.-Building - Materials & Services	280,041	304,777	291,643	310,659	308,136	267,508	252,879	268,443
Operating Transfers Out	500	500	500	500	361,000	150,500	150,500	500
Operating Contingency						257,000	-	470,000
Total Expenditures	13,219,309	13,907,989	14,035,133	14,142,474	14,650,678	15,608,988	15,350,988	16,452,254
Unappropriated Ending Fund Balance (EFB)	2,367,714	2,296,666	2,185,456	2,474,570	2,938,555	1,729,188	2,624,349	1,563,870
<b>TOTAL REQUIREMENTS</b>	<b>\$15,587,023</b>	<b>\$16,204,655</b>	<b>\$16,220,589</b>	<b>\$16,617,044</b>	<b>\$17,589,233</b>	<b>\$17,338,176</b>	<b>\$17,975,337</b>	<b>\$18,016,124</b>
<i>Annual Revenues Over (Under) Expenditures</i>	<i>\$40,778</i>	<i>(\$286,048)</i>	<i>(\$111,210)</i>	<i>\$289,114</i>	<i>\$463,985</i>	<i>(\$788,878)</i>	<i>(\$314,206)</i>	<i>(\$1,060,479)</i>
<i>Ending Fund Balance Reconciliation</i>	<i>\$2,367,714</i>	<i>\$2,296,666</i>	<i>\$2,185,456</i>	<i>\$2,474,570</i>	<i>\$2,938,555</i>	<i>\$1,729,188</i>	<i>\$2,624,349</i>	<i>\$1,563,870</i>
<i>Plus Budgeted / Projected Contingencies</i>						<i>257,000</i>		<i>470,000</i>
<i>Minus restricted forfeiture funds</i>	<i>(200,000)</i>	<i>(237,487)</i>	<i>(140,974)</i>	<i>(129,510)</i>	<i>(187,864)</i>	<i>(150,000)</i>	<i>(100,000)</i>	<i>-</i>
<i>Minus housing trust funds</i>	<i>(15,000)</i>	<i>-</i>	<i>(19,652)</i>	<i>(19,652)</i>	<i>(23,367)</i>	<i>-</i>	<i>(148,426)</i>	<i>(148,426)</i>
<i>Minus funds earmarked - affordable housing</i>	<i>(75,000)</i>	<i>(120,383)</i>	<i>(120,383)</i>	<i>(120,383)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Minus other - Tourism &amp; Public Art</i>	<i>(80,000)</i>	<i>-</i>	<i>-</i>	<i>(82,546)</i>	<i>(128,676)</i>	<i>(35,000)</i>	<i>(175,563)</i>	<i>(50,000)</i>
<i>Minus funds earmarked - parking district purposes</i>	<i>(232,000)</i>	<i>(121,017)</i>	<i>(134,017)</i>	<i>(170,197)</i>	<i>(232,497)</i>	<i>(150,000)</i>	<i>(232,497)</i>	<i>(235,000)</i>
<i>Other restricted</i>	<i>2,000</i>	<i>-</i>						
<i>Unassigned Ending Fund Balance</i>	<i>1,767,714</i>	<i>1,817,779</i>	<i>1,770,430</i>	<i>1,952,282</i>	<i>2,366,151</i>	<i>1,651,188</i>	<i>1,967,863</i>	<i>1,600,444</i>
<i>Fund Balance Policy</i>	<i>1,301,000</i>	<i>1,359,000</i>	<i>1,391,000</i>	<i>1,442,000</i>	<i>1,813,000</i>	<i>1,776,000</i>	<i>1,804,000</i>	<i>1,845,000</i>
<i>Excess (deficiency)</i>	<i>\$466,714</i>	<i>\$458,779</i>	<i>\$379,430</i>	<i>\$510,282</i>	<i>\$553,151</i>	<i>(\$124,812)</i>	<i>\$163,863</i>	<i>(\$244,556)</i>

**general fund long-term plan**

<b>GENERAL FUND</b>							
<b>#110</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>	<b>Percent</b>
<b>RESOURCES</b>							
Working Capital Carryover	\$2,033,870	\$1,735,370	\$1,485,470	\$1,285,170	\$1,137,570	Includes prior year unused contingency	
Prior Period Adjustment							
Working Capital Carryover (EFB)	\$2,033,870	\$1,735,370	\$1,485,470	\$1,285,170	\$1,137,570		
<b>Revenues</b>							
Taxes	\$12,938,000	\$13,456,000	\$13,994,000	\$14,554,000	\$15,136,000	Assumes permanent tax rate is levied in 2014	104.0%
Licenses and Permits	528,000	549,000	571,000	594,000	618,000		104.0%
Intergovernmental Revenue	700,000	728,000	757,000	787,000	818,000		104.0%
Charges for Services	1,807,000	1,879,000	1,954,000	2,032,000	2,113,000		104.0%
Fines and Forfeitures	165,000	172,000	179,000	186,000	193,000		104.0%
Interest on Pooled Investments	21,000	22,000	23,000	24,000	25,000		104.0%
Miscellaneous Revenues	75,000	78,000	81,000	84,000	87,000		104.0%
Interfund Loan	-	-	-	-	-		
Operating Transfers In	20,000	20,800	21,600	22,500	23,400		104.0%
<b>Total Revenues</b>	<b>16,254,000</b>	<b>16,904,800</b>	<b>17,580,600</b>	<b>18,283,500</b>	<b>19,013,400</b>		
<b>TOTAL RESOURCES</b>	<b>\$18,287,870</b>	<b>\$18,640,170</b>	<b>\$19,066,070</b>	<b>\$19,568,670</b>	<b>\$20,150,970</b>		
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
Administration	\$267,000	\$275,000	\$283,000	\$291,000	\$300,000		103.0%
Administration - Library	400,000	412,000	424,000	437,000	450,000	Requires library levy renewal	103.0%
Admin. - Municipal Court - Personal Services	330,000	343,000	357,000	371,000	386,000		104.0%
Admin. - Municipal Court - Materials & Services	111,000	114,000	117,000	121,000	125,000		103.0%
Admin. Services - Social Services Grant	129,000	133,000	137,000	141,000	145,000		103.0%
Admin. Services - Economic and Cultural Grants	699,000	720,000	742,000	764,000	787,000		103.0%
Admin. Services - Miscellaneous	47,000	48,000	49,000	50,000	52,000		103.0%
Admin. Services - Band - Personal Services	4,000	4,200	4,400	4,600	4,800		104.0%
Admin. Services - Band - Materials & Services	56,000	58,000	60,000	62,000	64,000		103.0%
Police - Personal Services	4,345,000	4,519,000	4,700,000	4,888,000	5,084,000		104.0%
Police - Materials & Services	1,665,000	1,715,000	1,766,000	1,819,000	1,874,000		103.0%
Police - Capital Outlay	-	-	-	-	-		100.0%
Fire and Rescue - Personal Services	4,584,000	4,767,000	4,958,000	5,156,000	5,362,000		104.0%
Fire and Rescue - Materials & Services	1,581,000	1,628,000	1,677,000	1,727,000	1,779,000		103.0%
Fire and Rescue - Capital Outlay	-	-	-	-	-		103.0%
Public Works - Cemetery - Personal Services	199,000	207,000	215,000	224,000	233,000		104.0%
Public Works - Cemetery - Materials & Services	143,000	147,000	151,000	156,000	161,000		103.0%
Public Works - Cemetery - Capital Outlay	-	-	-	-	-		100.0%
Community Dev.-Planning - Personal Services	909,000	945,000	983,000	1,022,000	1,063,000		104.0%
Community Dev.-Planning - Materials & Services	397,000	409,000	421,000	434,000	447,000		103.0%
Community Dev.- Capital Outlay	-	-	-	-	-		100.0%
Community Dev.-Building - Personal Services	410,000	426,000	443,000	461,000	479,000		104.0%
Community Dev.-Building - Materials & Services	276,000	284,000	293,000	302,000	311,000		103.0%
Operating Transfers Out	500	500	500	500	500	\$500 to Trust per charter	
Operating Contingency	485,000	500,000	500,000	500,000	500,000	Contingency policy is 3% of operating expenses	
<b>Total Expenditures</b>	<b>17,037,500</b>	<b>17,654,700</b>	<b>18,280,900</b>	<b>18,931,100</b>	<b>19,607,300</b>		
Unappropriated Ending Fund Balance	1,250,370	985,470	785,170	637,570	543,670		
<b>TOTAL REQUIREMENTS</b>	<b>\$18,287,870</b>	<b>\$18,640,170</b>	<b>\$19,066,070</b>	<b>\$19,568,670</b>	<b>\$20,150,970</b>		
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$783,500)</b>	<b>(\$749,900)</b>	<b>(\$700,300)</b>	<b>(\$647,600)</b>	<b>(\$593,900)</b>		
<b>Ending Fund Balance Reconciliation</b>	<b>\$1,250,370</b>	<b>\$985,470</b>	<b>\$785,170</b>	<b>\$637,570</b>	<b>\$543,670</b>		
Plus Budgeted / Projected Contingencies	485,000	500,000	500,000	500,000	500,000		
Minus restricted forfeiture funds	-	-	-	-	-		
Minus housing trust funds	-	-	-	-	-		
Minus funds earmarked - affordable housing	-	-	-	-	-		
Minus other - Tourism & Public Art	-	-	-	-	-		
Minus funds earmarked - parking district purposes	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)		
Other restricted	-	-	-	-	-		
<b>Unassigned Ending Fund Balance</b>	<b>1,535,370</b>	<b>1,285,470</b>	<b>1,085,170</b>	<b>937,570</b>	<b>843,670</b>		
<b>Fund Balance Policy</b>	<b>1,948,000</b>	<b>2,026,000</b>	<b>2,107,000</b>	<b>2,191,000</b>	<b>2,279,000</b>	Policy is 12% of revenues	
<b>Excess (deficiency)</b>	<b>(\$412,630)</b>	<b>(\$740,530)</b>	<b>(\$1,021,830)</b>	<b>(\$1,253,430)</b>	<b>(\$1,435,330)</b>		

## **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 \$171,511 in Community Development Block Grant funds for Program Year 2013 (July 1, 2012-June 30, 2013) by the Department of Housing and Urban Development (HUD). Additionally the City will utilize \$34,424 in prior year carry over funds that were not allocated in 2011-12.

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							2012 Year End	
		2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	Estimate	2013 Adopted
400	Working Capital Carryover	\$ 4,599	\$ 12,033	\$ 44,705	\$ 69,618	\$ 37,424	\$ -	\$ 34,424	\$ 34,424
	<b>Intergovernmental Revenues</b>								
	Federal	371,501	65,880	150,425	414,823	238,794	266,145	240,310	171,511
430	<b>Total Intergovernmental</b>	<b>371,501</b>	<b>65,880</b>	<b>150,425</b>	<b>414,823</b>	<b>238,794</b>	<b>266,145</b>	<b>240,310</b>	<b>171,511</b>
	<b>Other Resources</b>								
	Misc	216,670	-	-	-	-	-	-	-
	Interest on Investments	-	4,984	-	-	-	-	-	-
470	<b>Total Other</b>	<b>216,670</b>	<b>4,984</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total CDBG Fund</b>	<b>\$ 592,770</b>	<b>\$ 82,897</b>	<b>\$ 195,130</b>	<b>\$ 484,441</b>	<b>\$ 276,218</b>	<b>\$ 266,145</b>	<b>\$ 274,734</b>	<b>\$ 205,935</b>

**community development block grant long-term plan**

<b>CDBG FUND</b>						<b>2012</b>	<b>2012</b>	
<b>#250</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Amended</b>	<b>Estimate for</b>	<b>2013</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>the Year</b>	<b>Adopted</b>
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$4,599	\$12,033	\$44,705	\$69,618	\$37,424	\$0	\$34,424	\$34,424
<b>Revenues</b>								
Intergovernmental Revenue	\$371,501	\$65,880	\$150,425	\$414,823	\$238,794	\$266,145	\$240,310	\$171,511
Miscellaneous	216,670	-	-	-	-	-	-	-
Interest on Investments	-	4,984	-	-	-	-	-	-
<b>Total Revenues</b>	<b>588,171</b>	<b>70,864</b>	<b>150,425</b>	<b>414,823</b>	<b>238,794</b>	<b>266,145</b>	<b>240,310</b>	<b>171,511</b>
<b>TOTAL RESOURCES</b>	<b>\$592,770</b>	<b>\$82,897</b>	<b>\$195,130</b>	<b>\$484,441</b>	<b>\$276,218</b>	<b>\$266,145</b>	<b>\$274,734</b>	<b>\$205,935</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Personal Services	\$35,485	\$14,201	\$20,168	\$36,760	\$41,556	\$44,300	\$44,300	\$32,500
Materials and Services	330,375	23,991	105,344	410,257	200,238	221,845	196,010	173,435
Interfund Loan	214,877	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>580,737</b>	<b>38,192</b>	<b>125,512</b>	<b>447,017</b>	<b>241,794</b>	<b>266,145</b>	<b>240,310</b>	<b>205,935</b>
Unappropriated Ending Fund Balance (EFB)	12,033	44,705	69,618	37,424	34,424	-	34,424	-
<b>TOTAL REQUIREMENTS</b>	<b>\$592,770</b>	<b>\$82,897</b>	<b>\$195,130</b>	<b>\$484,441</b>	<b>\$276,218</b>	<b>\$266,145</b>	<b>\$274,734</b>	<b>\$205,935</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$7,434</b>	<b>\$32,672</b>	<b>\$24,913</b>	<b>(\$32,194)</b>	<b>(\$3,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$34,424)</b>

No Fund Balance Policy

**community development block grant long-term plan**

<b>CDBG FUND</b>						
<b>#250</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
<b>RESOURCES</b>						
<b>Working Capital Carryover (EFB)</b>	\$0	\$0	\$0	\$0	\$0	Includes prior year unused contingency
<b>Revenues</b>						
Intergovernmental Revenue	\$212,745	\$212,745	\$212,745	\$212,745	\$212,745	assumed flat 100.0%
Miscellaneous	-	-	-	-	-	
Interest on Investments	-	-	-	-	-	
<b>Total Revenues</b>	<b>212,745</b>	<b>212,745</b>	<b>212,745</b>	<b>212,745</b>	<b>212,745</b>	
<b>TOTAL RESOURCES</b>	<b>\$212,745</b>	<b>\$212,745</b>	<b>\$212,745</b>	<b>\$212,745</b>	<b>\$212,745</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Personal Services	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500	100.0%
Materials and Services	180,245	180,245	180,245	180,245	180,245	100.0%
Interfund Loan	-	-	-	-	-	
<b>Total Expenditures</b>	<b>212,745</b>	<b>212,745</b>	<b>212,745</b>	<b>212,745</b>	<b>212,745</b>	
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL REQUIREMENTS</b>	<b>\$212,745</b>	<b>\$212,745</b>	<b>\$212,745</b>	<b>\$212,745</b>	<b>\$212,745</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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 2011-12 budget process.
- ⇒ The use of these funds may be discussed during the FY 2012-13 budget process.

### **Fund Balance**

There is no fund balance policy.

**reserve fund resources**

Description	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
<b>Working Capital Carryover</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,072</b>	<b>\$ 510,172</b>	<b>\$ 509,502</b>	<b>\$ 1,012,502</b>
<b>Interest on Investments</b>								
Interest on Investments	-	-	-	508	930	10,000	4,000	6,000
<b>Total Interest on Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>508</b>	<b>930</b>	<b>10,000</b>	<b>4,000</b>	<b>6,000</b>
<b>Transfers In</b>								
From General Fund	-	-	-	-	-	-	150,000	-
From Street Fund	-	-	-	147,564	360,500	-	-	-
From Parks & Recreation Fund	-	-	-	-	-	349,000	349,000	-
<b>Total Transfers In</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,564</b>	<b>360,500</b>	<b>349,000</b>	<b>499,000</b>	<b>-</b>
<b>Total Reserve Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,072</b>	<b>\$ 509,502</b>	<b>\$ 869,172</b>	<b>\$ 1,012,502</b>	<b>\$ 1,018,502</b>

**reserve fund long - term plan**

<b>RESERVE FUND</b>						<b>2012</b>	<b>2012</b>	
<b>#255</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Amended</b>	<b>Estimate for</b>	<b>2013</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>the Year</b>	<b>Adopted</b>
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$ -	\$ -	\$ -	\$ -	\$ 148,072	\$ 510,172	\$ 509,502	\$ 1,012,502
<b>Revenues</b>								
Interest on Investments	\$0	\$0	\$0	\$508	\$930	\$10,000	\$4,000	\$6,000
Transfers In	-	-	-	147,564	360,500	349,000	499,000	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>148,072</b>	<b>361,430</b>	<b>359,000</b>	<b>503,000</b>	<b>6,000</b>
<b>TOTAL RESOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,072</b>	<b>\$ 509,502</b>	<b>\$ 869,172</b>	<b>\$ 1,012,502</b>	<b>\$ 1,018,502</b>
<b>REQUIREMENTS</b>								
Unappropriated Ending Fund Balance (EFB)	\$0	\$0	\$0	\$148,072	\$509,502	\$869,172	\$1,012,502	\$1,018,502
<b>TOTAL REQUIREMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$148,072</b>	<b>\$509,502</b>	<b>\$869,172</b>	<b>\$1,012,502</b>	<b>\$1,018,502</b>
<i>Annual Revenues Over (Under) Expenditures</i>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$148,072</b>	<b>\$361,430</b>	<b>\$359,000</b>	<b>\$503,000</b>	<b>\$6,000</b>

*reserve fund long - term plan*

<b>RESERVE FUND</b>						
<b>#255</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>
						<b>Percent</b>
<b>RESOURCES</b>						
<b>Working Capital Carryover (EFB)</b>	<b>\$ 1,018,502</b>	<b>\$ 1,025,502</b>	<b>\$1,033,502</b>	<b>\$ 1,042,502</b>	<b>\$ 1,052,502</b>	
<b>Revenues</b>						
Interest on Investments	\$7,000	\$8,000	\$9,000	\$10,000	\$11,000	100.0%
Transfers In						100.0%
<b>Total Revenues</b>	<b>7,000</b>	<b>8,000</b>	<b>9,000</b>	<b>10,000</b>	<b>11,000</b>	
<b>TOTAL RESOURCES</b>	<b>\$ 1,025,502</b>	<b>\$ 1,033,502</b>	<b>\$1,042,502</b>	<b>\$ 1,052,502</b>	<b>\$ 1,063,502</b>	
<b>REQUIREMENTS</b>						
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>\$1,025,502</b>	<b>\$1,033,502</b>	<b>\$1,042,502</b>	<b>\$1,052,502</b>	<b>\$1,063,502</b>	
<b>TOTAL REQUIREMENTS</b>	<b>\$1,025,502</b>	<b>\$1,033,502</b>	<b>\$1,042,502</b>	<b>\$1,052,502</b>	<b>\$1,063,502</b>	
 <i>Annual Revenues Over (Under) Expenditures</i>	 <b>\$7,000</b>	 <b>\$8,000</b>	 <b>\$9,000</b>	 <b>\$10,000</b>	 <b>\$11,000</b>	

## 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, 2012 and proposed 2013.

**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 2012-13 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							2012 Year End	
		2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	Estimate	2013 Adopted
400	Working Capital Carryover	\$ 1,464,044	\$ 2,377,220	\$ 2,170,470	\$ 2,402,258	\$ 2,820,517	\$ 2,545,596	\$ 2,236,300	\$ 2,332,094
	<b>Taxes</b>								
	Franchises	215,198	188,030	198,994	200,906	52,848	50,000	52,000	50,000
410	<b>Total Taxes</b>	<b>215,198</b>	<b>188,030</b>	<b>198,994</b>	<b>200,906</b>	<b>52,848</b>	<b>50,000</b>	<b>52,000</b>	<b>50,000</b>
	<b>Intergovernmental Revenues</b>								
	State:								
	Grants	-	-	-	-	-	1,881,875	-	-
	Gas Tax	989,809	941,646	832,861	887,873	1,012,073	1,125,620	1,111,000	1,137,000
	Jurisdictional Exchange	366,549	-	-	-	-	-	-	-
	County and Other	-	1,100	5,622	2,630	307,170	-	900,000	2,175,707
430	<b>Total Intergovernmental</b>	<b>1,356,358</b>	<b>942,746</b>	<b>838,483</b>	<b>890,503</b>	<b>1,319,243</b>	<b>3,007,495</b>	<b>2,011,000</b>	<b>3,312,707</b>
	<b>Charges for Services</b>								
	RVTD Services	4,881	4,621	4,462	8,022	9,162	8,200	16,000	16,000
	Public Works Services	5,734	2,120	-	-	8,627	2,000	-	-
	Sales:								
	Storm Drain Utility Fee	342,094	499,863	566,985	581,346	588,704	663,000	589,350	619,000
	Transportation Utility Fee	1,023,913	1,185,832	1,245,153	1,282,254	1,301,964	1,352,800	1,299,000	1,364,000
440	<b>Total Charges for Services</b>	<b>1,376,622</b>	<b>1,692,436</b>	<b>1,816,600</b>	<b>1,871,622</b>	<b>1,908,457</b>	<b>2,026,000</b>	<b>1,904,350</b>	<b>1,999,000</b>
	Storm Drain		36,653	16,930	15,279	19,256	13,000	14,000	15,000
	Transportation		130,833	55,713	60,822	60,805	27,000	42,000	50,000
	<b>System Development Charges</b>	<b>269,337</b>	<b>167,486</b>	<b>72,643</b>	<b>76,101</b>	<b>80,061</b>	<b>40,000</b>	<b>56,000</b>	<b>65,000</b>
	<b>Assessments and Consortiums</b>								
	UnAssessed Principal	108,864	67,195	25,587	3,292	17,867	5,000	13,000	10,000
	Developer Co-involvement		-	-	-	-	-	-	-
460	<b>Total Assessments and Consortiums</b>	<b>108,864</b>	<b>67,195</b>	<b>25,587</b>	<b>3,292</b>	<b>17,867</b>	<b>5,000</b>	<b>13,000</b>	<b>10,000</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	103,283	110,992	28,782	30,607	17,900	19,000	11,400	12,000
470	<b>Total Interest on Investments</b>	<b>103,283</b>	<b>110,992</b>	<b>28,782</b>	<b>30,607</b>	<b>17,900</b>	<b>19,000</b>	<b>11,400</b>	<b>12,000</b>
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	159,272	400	8,919	61,399	5,101	5,000	5,000	55,000
480	<b>Total Miscellaneous Revenues</b>	<b>159,272</b>	<b>400</b>	<b>8,919</b>	<b>61,399</b>	<b>5,101</b>	<b>5,000</b>	<b>5,000</b>	<b>55,000</b>
	<b>Other Financing Sources</b>								
	Loan Proceeds		-	-			1,300,000	-	1,210,223
	Operating Transfers In		-	-	-	-	-	-	-
490	<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,300,000</b>	<b>-</b>	<b>1,210,223</b>
	<b>Total Street Fund</b>	<b>\$ 5,052,978</b>	<b>\$ 5,546,505</b>	<b>\$ 5,160,478</b>	<b>\$ 5,536,688</b>	<b>\$ 6,221,994</b>	<b>\$ 8,998,091</b>	<b>\$ 6,289,050</b>	<b>\$ 9,046,024</b>

## street fund long-term plan

STREET FUND - SUMMARY						2012	2012	
#260	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$1,464,044	\$2,377,220	\$2,170,470	\$2,402,258	\$2,820,517	\$2,545,596	\$2,236,300	\$2,332,094
<b>Revenues</b>								
Taxes	\$215,198	\$188,030	\$198,994	\$200,906	\$52,848	\$50,000	\$52,000	\$50,000
Intergovernmental Revenue	1,356,358	942,746	838,483	890,503	1,319,243	3,007,495	2,011,000	3,312,707
Charges for Services	1,376,622	1,692,436	1,816,600	1,871,622	1,908,457	2,026,000	1,904,350	1,999,000
Systems Development Charges (SDC)	269,337	167,486	72,643	76,101	80,061	40,000	56,000	65,000
Assessment Revenues	108,864	67,195	25,587	3,292	17,867	5,000	13,000	10,000
Interest on Investments	103,283	110,992	28,782	30,607	17,900	19,000	11,400	12,000
Miscellaneous Revenues	159,272	400	8,919	61,399	5,101	5,000	5,000	55,000
Bond Proceeds	-	-	-	-	-	1,300,000	-	1,210,223
<b>Total Revenues</b>	<b>3,588,934</b>	<b>3,169,285</b>	<b>2,990,008</b>	<b>3,134,430</b>	<b>3,401,477</b>	<b>6,452,495</b>	<b>4,052,750</b>	<b>6,713,930</b>
<b>TOTAL RESOURCES</b>	<b>\$5,052,978</b>	<b>\$5,546,505</b>	<b>\$5,160,478</b>	<b>\$5,536,688</b>	<b>\$6,221,994</b>	<b>\$8,998,091</b>	<b>\$6,289,050</b>	<b>\$9,046,024</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Street Operations - Personal Services	\$512,822	\$534,350	\$547,319	\$557,241	\$596,273	\$644,836	\$607,318	\$700,740
Street Operations - Materials & Services	1,063,863	1,008,130	1,027,959	1,093,227	1,123,597	1,205,990	1,175,945	1,152,740
Street Operations - Capital Outlay	206,588	590,850	258,754	145,064	1,081,984	2,980,750	892,950	3,870,230
Grounds Maintenance	183,799	183,018	188,582	183,183	184,217	208,444	209,804	219,400
Storm Water Operations - Personal Services	225,843	263,609	241,045	247,813	259,764	284,921	251,600	284,170
Storm Water Operations - Materials & Services	251,784	280,923	281,573	272,561	274,033	245,980	213,150	264,840
Storm Water Operations - Capital Outlay	103,084	134,266	50,630	10,340	52,727	182,650	125,000	259,250
SDC Projects	90,796	355,896	126,505	40,928	237,773	547,960	383,189	474,661
Local Improvement District - Projects	37,179	24,993	35,853	18,250	175,326	391,140	98,000	-
New Debt Service	-	-	-	-	-	-	-	50,000
Operating Transfers Out	-	-	-	147,564	-	-	-	-
Contingency	-	-	-	-	-	100,000	-	100,000
<b>Total Expenditures</b>	<b>2,675,758</b>	<b>3,376,035</b>	<b>2,758,220</b>	<b>2,716,171</b>	<b>3,985,694</b>	<b>6,792,671</b>	<b>3,956,956</b>	<b>7,376,031</b>
Unappropriated Ending Fund Balance (EFB)	2,377,220	2,170,470	2,402,258	2,820,517	2,236,300	2,205,420	2,332,094	1,669,993
<b>TOTAL REQUIREMENTS</b>	<b>\$5,052,978</b>	<b>\$5,546,505</b>	<b>\$5,160,478</b>	<b>\$5,536,688</b>	<b>\$6,221,994</b>	<b>\$8,998,091</b>	<b>\$6,289,050</b>	<b>\$9,046,024</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$913,176</b>	<b>(\$206,750)</b>	<b>\$231,788</b>	<b>\$418,259</b>	<b>(\$584,217)</b>	<b>(\$340,176)</b>	<b>\$95,794</b>	<b>(\$662,101)</b>
<b>Storm Drain and Transportation Balances:</b>								
Storm Drain Balance	(\$765,033)	(\$449,203)	(\$334,272)	(\$273,300)	(\$226,644)	(\$220,145)	(\$226,644)	(\$340,404)
Transportation Balance	2,672,590	3,172,384	3,647,405	4,155,254	4,646,731	4,353,191	4,646,731	4,562,190
Other	469,663	(552,711)	(910,875)	(1,061,437)	(2,183,787)	(1,927,626)	(2,087,993)	(2,551,793)
<b>Total Ending Fund Balance</b>	<b>\$2,377,220</b>	<b>\$2,170,470</b>	<b>\$2,402,258</b>	<b>\$2,820,517</b>	<b>\$2,236,300</b>	<b>\$2,205,420</b>	<b>\$2,332,094</b>	<b>\$1,669,993</b>
<b>Ending Fund Balance Reconciliation</b>	<b>\$2,377,220</b>	<b>\$2,170,470</b>	<b>\$2,402,258</b>	<b>\$2,820,517</b>	<b>\$2,236,300</b>	<b>\$2,205,420</b>	<b>\$2,332,094</b>	<b>\$1,669,993</b>
Plus Budgeted / Projected Contingencies	-	-	-	-	-	100,000	-	100,000
Minus SDC Balances	(1,761,561)	(2,049,977)	(2,085,259)	(2,115,971)	(1,980,292)	(1,472,332)	(1,653,103)	(1,243,442)
Minus LID Balances	(101,366)	(161,063)	(179,152)	(164,194)	(6,735)	(11,735)	(19,735)	(29,735)
Minus Project Balances	(309,337)	(85,454)	(969,120)	(1,625,918)	(1,496,937)	(1,695,025)	(1,999,220)	(1,730,780)
<b>Unassigned Ending Fund Balance</b>	<b>204,956</b>	<b>(126,024)</b>	<b>(831,273)</b>	<b>(1,085,566)</b>	<b>(1,247,664)</b>	<b>(873,672)</b>	<b>(1,339,964)</b>	<b>(1,233,964)</b>
Fund Balance Policy	454,000	454,000	434,000	458,000	496,000	450,000	598,000	487,000
<b>Excess (deficiency)</b>	<b>(\$249,044)</b>	<b>(\$580,024)</b>	<b>(\$1,265,273)</b>	<b>(\$1,543,566)</b>	<b>(\$1,743,664)</b>	<b>(\$1,323,672)</b>	<b>(\$1,937,964)</b>	<b>(\$1,720,964)</b>

**street fund long-term plan**

<b>STREET FUND - SUMMARY</b>						
<b>#260</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
<b>RESOURCES</b>						
Working Capital Carryover (EFB)	\$1,769,993	\$2,126,193	\$2,551,193	\$2,934,993	\$3,337,493	includes prior year unused contingency
<b>Revenues</b>						
Taxes	\$51,500	\$53,000	\$54,600	\$56,200	\$57,900	
Intergovernmental Revenue	1,171,100	1,206,200	1,242,400	1,279,700	1,318,100	
Charges for Services	\$2,064,700	\$2,132,600	\$2,202,800	\$2,275,400	\$2,350,500	
Systems Development Charges (SDC)	68,300	71,700	75,300	79,100	83,000	
Assessment Revenues	106,600	-	-	-	-	Calculated for projects
Interest on Investments	\$36,200	\$36,400	\$36,600	\$36,800	\$37,000	
Miscellaneous Revenues	56,100	57,200	58,300	59,500	60,700	
Bond Proceeds	821,600	521,400	705,000	560,000	570,000	
<b>Total Revenues</b>	<b>4,376,100</b>	<b>4,078,500</b>	<b>4,375,000</b>	<b>4,346,700</b>	<b>4,477,200</b>	
<b>TOTAL RESOURCES</b>	<b>\$6,146,093</b>	<b>\$6,204,693</b>	<b>\$6,926,193</b>	<b>\$7,281,693</b>	<b>\$7,814,693</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Street Operations - Personal Services	\$728,800	\$758,000	\$788,300	\$819,800	\$852,600	Calculated for projects
Street Operations - Materials & Services	1,187,300	1,222,900	1,259,600	1,297,400	1,336,300	Includes Bus Service
Street Operations - Capital Outlay	614,500	489,500	709,500	564,500	574,500	
Grounds Maintenance	226,000	232,800	239,800	247,000	254,400	
Storm Water Operations - Personal Services	295,500	307,300	319,600	332,400	345,700	
Storm Water Operations - Materials & Services	272,800	281,000	289,400	298,100	307,000	
Storm Water Operations - Capital Outlay	210,000	36,400	-	-	-	
SDC Projects	88,400	35,600	20,000	20,000	20,000	Calculated for projects
Local Improvement District - Projects	106,600	-	-	-	-	Calculated for projects
New Debt Service	275,000	275,000	350,000	350,000	425,000	
Operating Transfers Out	15,000	15,000	15,000	15,000	15,000	Bancroft Debt
Contingency	100,000	104,000	107,000	110,000	114,000	Contingency is 3%.
<b>Total Expenditures</b>	<b>4,119,900</b>	<b>3,757,500</b>	<b>4,098,200</b>	<b>4,054,200</b>	<b>4,244,500</b>	
Unappropriated Ending Fund Balance (EFB)	2,026,193	2,447,193	2,827,993	3,227,493	3,570,193	
<b>TOTAL REQUIREMENTS</b>	<b>\$6,146,093</b>	<b>\$6,204,693</b>	<b>\$6,926,193</b>	<b>\$7,281,693</b>	<b>\$7,814,693</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$256,200</b>	<b>\$321,000</b>	<b>\$276,800</b>	<b>\$292,500</b>	<b>\$232,700</b>	
<b>Storm Drain and Transportation Balances:</b>						
Storm Drain Balance	(\$294,104)	(\$211,804)	(\$107,004)	\$5,096	\$124,896	
Transportation Balance	4,735,490	5,044,190	5,290,190	5,547,590	5,740,490	
Other	(2,415,193)	(2,385,193)	(2,355,193)	(2,325,193)	(2,295,193)	
<b>Total Ending Fund Balance</b>	<b>\$2,026,193</b>	<b>\$2,447,193</b>	<b>\$2,827,993</b>	<b>\$3,227,493</b>	<b>\$3,570,193</b>	
<b>Ending Fund Balance Reconciliation</b>						
Ending Fund Balance	\$2,026,193	\$2,447,193	\$2,827,993	\$3,227,493	\$3,570,193	
Plus Budgeted / Projected Contingencies	100,000	104,000	107,000	110,000	114,000	
Minus SDC Balances	(1,223,342)	(1,259,442)	(1,314,742)	(1,373,842)	(1,436,842)	
Minus LID Balances	(136,335)	(136,335)	(136,335)	(136,335)	(136,335)	
Minus Project Balances	(1,970,480)	(2,325,380)	(2,620,880)	(2,931,280)	(3,180,980)	
Unassigned Ending Fund Balance	(1,203,964)	(1,169,964)	(1,136,964)	(1,103,964)	(1,069,964)	
Fund Balance Policy	502,000	518,000	535,000	552,000	569,000	Policy is 15% of operating revenues.
<b>Excess (deficiency)</b>	<b>(\$1,705,964)</b>	<b>(\$1,687,964)</b>	<b>(\$1,671,964)</b>	<b>(\$1,655,964)</b>	<b>(\$1,638,964)</b>	

**street fund long-term plan-continued**

STREET FUND						2012	2012	
Operational Detail	2007	2008	2009	2010	2011	Amended	Estimate for	2013
#260	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	(\$353,613)	\$145,996	\$673,204	\$1,227,874	\$1,765,983	\$2,325,415	\$2,271,751	\$2,766,984
<b>Revenues</b>								
Taxes	\$215,198	\$188,030	\$198,994	\$200,906	\$52,848	\$50,000	\$52,000	\$50,000
Intergovernmental Revenue	989,809	941,646	838,483	890,503	1,012,073	1,125,620	1,111,000	1,137,000
Intergovernmental Grants	-	-	-	-	-	-	-	-
Jurisdictional exchange	-	-	-	-	-	-	-	-
Storm Drain Fees	342,094	499,863	566,985	581,346	588,704	663,000	589,350	619,000
Transportation Fees	1,023,913	1,185,832	1,245,153	1,282,254	1,301,964	1,352,800	1,299,000	1,364,000
Miscellaneous Service	10,615	6,741	4,462	8,022	17,789	10,200	16,000	16,000
Interest on Investments	103,283	110,992	28,782	30,607	17,900	9,500	5,700	6,000
Miscellaneous Revenues	159,272	400	8,919	61,399	5,101	5,000	5,000	55,000
Interfund Loan	-	-	-	-	-	-	-	-
Operating Transfers In	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>2,844,184</b>	<b>2,933,504</b>	<b>2,891,778</b>	<b>3,055,037</b>	<b>2,996,379</b>	<b>3,216,120</b>	<b>3,078,050</b>	<b>3,247,000</b>
<b>TOTAL RESOURCES</b>	<b>\$2,490,571</b>	<b>\$3,079,500</b>	<b>\$3,564,982</b>	<b>\$4,282,911</b>	<b>\$4,762,362</b>	<b>\$5,541,535</b>	<b>\$5,349,801</b>	<b>\$6,013,984</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Street Operations - Personal Services	\$512,822	\$534,349	\$547,319	\$557,241	\$596,273	\$644,836	\$607,318	\$700,740
Street Operations - Materials & Services	1,063,863	1,008,130	1,027,959	1,093,227	1,123,597	1,205,990	1,175,945	1,152,740
Street Operations - Capital Outlay	3,380	2,000	-	4,999	-	8,000	-	4,500
Grounds Maintenance	183,799	183,019	188,582	183,183	184,217	208,444	209,804	219,400
Storm Water Operations - Personal Services	225,843	263,609	241,045	247,813	259,764	284,921	251,600	284,170
Storm Water Operations - Materials & Services	251,784	280,923	281,573	272,561	274,033	245,980	213,150	264,840
Storm Water Operations - Capital Outlay	103,084	134,266	50,630	10,340	52,727	182,650	125,000	259,250
New Debt Service	-	-	-	-	-	-	-	50,000
Interfund Loan	-	-	-	-	-	-	-	-
Operating Transfers Out	-	-	-	147,564	-	-	-	-
Contingency	-	-	-	-	-	100,000	-	100,000
<b>Total Expenditures</b>	<b>2,344,575</b>	<b>2,406,296</b>	<b>2,337,108</b>	<b>2,516,928</b>	<b>2,490,611</b>	<b>2,880,821</b>	<b>2,582,817</b>	<b>3,035,640</b>
Unappropriated Ending Fund Balance (EFB)	145,996	673,204	1,227,874	1,765,983	2,271,751	2,660,714	2,766,984	2,978,344
<b>TOTAL REQUIREMENTS</b>	<b>\$2,490,571</b>	<b>\$3,079,500</b>	<b>\$3,564,982</b>	<b>\$4,282,911</b>	<b>\$4,762,362</b>	<b>\$5,541,535</b>	<b>\$5,349,801</b>	<b>\$6,013,984</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$499,609</b>	<b>\$527,208</b>	<b>\$554,670</b>	<b>\$538,109</b>	<b>\$505,768</b>	<b>\$335,299</b>	<b>\$495,233</b>	<b>\$211,360</b>
<b>Operations Reconciliation:</b>								
Plus Budgeted / Projected Contingencies						100,000		100,000
Storm Drain Balance	(829,903)	(874,572)	(830,205)	(769,233)	(714,326)	(582,227)	(589,726)	(519,736)
Transportation Balance	975,899	1,547,776	2,058,079	2,535,216	2,986,077	3,242,941	3,356,710	3,498,080
Operating Fund Balance	145,996	673,204	1,227,874	1,765,983	2,271,751	2,760,714	2,766,984	3,078,344
Fund Balance Policy	284,000	293,000	289,000	306,000	449,000	450,000	462,000	487,000
Excess (deficiency)	(\$138,004)	\$380,204	\$938,874	\$1,459,983	\$1,822,751	\$2,310,714	\$2,304,984	\$2,591,344

**street fund long-term plan-continued**

<b>STREET FUND</b>							
#260	Operational Detail	2014	2015	2016	2017	2018	Long-term
		Projection	Projection	Projection	Projection	Projection	Percent
<b>RESOURCES</b>							
	Working Capital Carryover (EFB)	\$3,078,344	\$3,318,044	\$3,676,944	\$3,975,444	\$4,288,844	Includes prior year unused contingency
<b>Revenues</b>							
	Taxes	\$51,500	\$53,000	\$54,600	\$56,200	\$57,900	103.0%
	Intergovernmental Revenue	1,171,100	1,206,200	1,242,400	1,279,700	1,318,100	103.0%
	Intergovernmental Grants	-	-	-	-	-	
	Jurisdictional exchange	-	-	-	-	-	
	Storm Drain Fees	643,800	669,600	696,400	724,300	753,300	Needs a 15% increase for 2012 104.0%
	Transportation Fees	1,404,900	1,447,000	1,490,400	1,535,100	1,581,200	103.0%
	Miscellaneous Service	16,000	16,000	16,000	16,000	16,000	100.0%
	Interest on Investments	6,200	6,400	6,600	6,800	7,000	103.0%
	Miscellaneous Revenues	56,100	57,200	58,300	59,500	60,700	102.0%
	Interfund Loan	-	-	-	-	-	
	Operating Transfers In	-	-	-	-	-	
	<b>Total Revenues</b>	<b>3,349,600</b>	<b>3,455,400</b>	<b>3,564,700</b>	<b>3,677,600</b>	<b>3,794,200</b>	
	<b>TOTAL RESOURCES</b>	<b>\$6,427,944</b>	<b>\$6,773,444</b>	<b>\$7,241,644</b>	<b>\$7,653,044</b>	<b>\$8,083,044</b>	
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
	Street Operations - Personal Services	\$728,800	\$758,000	\$788,300	\$819,800	\$852,600	104.0%
	Street Operations - Materials & Services	1,187,300	1,222,900	1,259,600	1,297,400	1,336,300	Includes Bus Service 103.0%
	Street Operations - Capital Outlay	4,500	4,500	4,500	4,500	4,500	100.0%
	Grounds Maintenance	226,000	232,800	239,800	247,000	254,400	103.0%
	Storm Water Operations - Personal Services	295,500	307,300	319,600	332,400	345,700	104.0%
	Storm Water Operations - Materials & Services	272,800	281,000	289,400	298,100	307,000	103.0%
	Storm Water Operations - Capital Outlay	105,000	-	-	-	-	100.0%
	New Debt Service	275,000	275,000	350,000	350,000	425,000	
	Interfund Loan	-	-	-	-	-	
	Operating Transfers Out	15,000	15,000	15,000	15,000	15,000	Bancroft Debt
	Contingency	100,000	104,000	107,000	110,000	114,000	Contingency is 3% minimum of operating revenues
	<b>Total Expenditures</b>	<b>3,209,900</b>	<b>3,200,500</b>	<b>3,373,200</b>	<b>3,474,200</b>	<b>3,654,500</b>	
	Unappropriated Ending Fund Balance (EFB)	3,218,044	3,572,944	3,868,444	4,178,844	4,428,544	
	<b>TOTAL REQUIREMENTS</b>	<b>\$6,427,944</b>	<b>\$6,773,444</b>	<b>\$7,241,644</b>	<b>\$7,653,044</b>	<b>\$8,083,044</b>	
	<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$139,700</b>	<b>\$254,900</b>	<b>\$191,500</b>	<b>\$203,400</b>	<b>\$139,700</b>	
<b>Operations Reconciliation:</b>							
	Plus Budgeted / Projected Contingencies	100,000	104,000	107,000	110,000	114,000	
	Storm Drain Balance	(444,236)	(362,936)	(\$275,536)	(\$181,736)	(\$81,136)	
	Transportation Balance	3,662,280	3,935,880	4,143,980	4,360,580	4,509,680	
	<b>Operating Fund Balance</b>	<b>3,318,044</b>	<b>3,676,944</b>	<b>3,975,444</b>	<b>4,288,844</b>	<b>4,542,544</b>	
	<b>Fund Balance Policy</b>	<b>502,000</b>	<b>518,000</b>	<b>535,000</b>	<b>552,000</b>	<b>569,000</b>	Policy is 15%.
	<b>Excess (deficiency)</b>	<b>\$2,816,044</b>	<b>\$3,158,944</b>	<b>\$3,440,444</b>	<b>\$3,736,844</b>	<b>\$3,973,544</b>	

**street fund long-term plan-continued**

<b>STREET FUND</b>						<b>2012</b>	<b>2012</b>	
<b>Capital Detail</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Amended</b>	<b>Estimate for</b>	<b>2013</b>
<b>#260</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>the Year</b>	<b>Adopted</b>
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$1,817,657	\$2,231,224	\$1,497,266	\$1,174,384	\$1,054,534	\$220,181	(\$35,451)	(\$434,890)
<b>Revenues</b>								
Intergovernmental Revenue	\$366,549	\$0	\$0	\$0	\$307,170	\$1,881,875	\$125,000	\$2,175,707
Other grants	-	1,100	-	-	-	-	775,000	-
Sys. Dev. Charges-Storm Water	61,940	36,653	16,930	15,279	19,256	13,000	14,000	15,000
Sys. Dev. Charges-Transportation	207,397	130,833	55,713	60,822	60,805	27,000	42,000	50,000
Assessment Revenues	108,864	67,195	25,587	3,292	17,867	5,000	13,000	10,000
Bond Proceeds - Storm Water Rev Bonds	-	-	-	-	-	-	-	-
Bond Proceeds - Transportation Rev Bonds	-	-	-	-	-	900,000	-	1,210,223
LID Bond	-	-	-	-	-	400,000	-	-
Interest on Investments	-	-	-	-	-	9,500	5,700	6,000
<b>Total Revenues</b>	<b>744,750</b>	<b>235,781</b>	<b>98,230</b>	<b>79,393</b>	<b>405,098</b>	<b>3,236,375</b>	<b>974,700</b>	<b>3,466,930</b>
<b>TOTAL RESOURCES</b>	<b>\$2,562,407</b>	<b>\$2,467,005</b>	<b>\$1,595,496</b>	<b>\$1,253,777</b>	<b>\$1,459,632</b>	<b>\$3,456,556</b>	<b>\$939,249</b>	<b>\$3,032,040</b>
<b>Expenditures</b>								
Street Operations - CIP	\$203,208	\$588,850	\$258,754	\$140,065	\$1,081,984	\$2,972,750	\$892,950	\$3,865,730
Storm Water Operations - CIP	-	-	-	-	-	-	-	-
Storm Water - SDC	33,412	152,980	35,510	10,818	41,290	146,850	146,850	198,750
Transportation - SDC	57,384	202,916	90,995	30,110	196,483	401,110	236,339	275,911
Transportation - LID - Materials & Services	7,498	7,498	7,498	7,498	7,498	-	-	-
Transportation - LID - Capital Outlay - City Fees	29,681	17,495	28,355	10,752	167,828	391,140	98,000	-
<b>Total Expenditures</b>	<b>\$331,183</b>	<b>\$969,739</b>	<b>\$421,112</b>	<b>\$199,243</b>	<b>\$1,495,083</b>	<b>\$3,911,850</b>	<b>\$1,374,139</b>	<b>\$4,340,391</b>
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>2,231,224</b>	<b>1,497,266</b>	<b>1,174,384</b>	<b>1,054,534</b>	<b>(35,451)</b>	<b>(455,294)</b>	<b>(434,890)</b>	<b>(1,308,351)</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$2,562,407</b>	<b>\$2,467,005</b>	<b>\$1,595,496</b>	<b>\$1,253,777</b>	<b>\$1,459,632</b>	<b>\$3,456,556</b>	<b>\$939,249</b>	<b>\$3,032,040</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$413,567</b>	<b>(\$733,958)</b>	<b>(\$322,882)</b>	<b>(\$119,850)</b>	<b>(\$1,089,985)</b>	<b>(\$675,475)</b>	<b>(\$399,439)</b>	<b>(\$873,461)</b>
<b>Capital Reconciliation:</b>								
<b>SDC Storm Balance</b>	<b>\$64,870</b>	<b>\$425,369</b>	<b>\$495,933</b>	<b>\$495,933</b>	<b>\$495,932</b>	<b>362,082</b>	<b>\$363,082</b>	<b>\$179,332</b>
<b>SDC Transportation Balance</b>	<b>1,696,691</b>	<b>1,624,608</b>	<b>1,589,326</b>	<b>1,620,038</b>	<b>1,484,360</b>	<b>1,110,250</b>	<b>1,290,021</b>	<b>1,064,110</b>
<b>Transportation Project Balance</b>	<b>163,341</b>	<b>(587,750)</b>	<b>(258,754)</b>	<b>(140,065)</b>	<b>(774,814)</b>	<b>(965,689)</b>	<b>(767,764)</b>	<b>(1,247,564)</b>
<b>LID Project Balance</b>	<b>101,366</b>	<b>161,063</b>	<b>179,152</b>	<b>164,194</b>	<b>6,735</b>	<b>11,735</b>	<b>19,735</b>	<b>29,735</b>
<b>Other</b>	<b>204,956</b>	<b>(126,024)</b>	<b>(831,273)</b>	<b>(1,085,566)</b>	<b>(1,247,664)</b>	<b>(973,672)</b>	<b>(1,339,964)</b>	<b>(1,333,964)</b>
<b>Capital Fund Balance</b>	<b>\$2,231,224</b>	<b>\$1,497,266</b>	<b>\$1,174,384</b>	<b>\$1,054,534</b>	<b>(\$35,451)</b>	<b>(\$455,294)</b>	<b>(\$434,890)</b>	<b>(\$1,308,351)</b>

**street fund long-term plan-continued**

<b>STREET FUND</b>							
<b>#260</b>	<b>Capital Detail</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
		<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
<b>RESOURCES</b>							
	<b>Working Capital Carryover (EFB)</b>	<b>(\$1,308,351)</b>	<b>(\$1,191,851)</b>	<b>(\$1,125,751)</b>	<b>(\$1,040,451)</b>	<b>(\$951,351)</b>	
<b>Revenues</b>							
	Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	
	Other grants	-	-	-	-	-	Jefferson St Grant/Loan
	Sys. Dev. Charges-Storm Water	15,800	16,600	17,400	18,300	19,200	105.0%
	Sys. Dev. Charges-Transportation	52,500	55,100	57,900	60,800	63,800	105.0%
	Assessment Revenues	106,600	-	-	-	-	Calculated for projects 100.0%
	Bond Proceeds - Storm Water Rev Bonds	105,000	36,400	-	-	-	
	Bond Proceeds - Transportation Rev Bonds	610,000	485,000	705,000	560,000	570,000	
	LID Bond	106,600	-	-	-	-	Calculated for projects
	Interest on Investments	30,000	30,000	30,000	30,000	30,000	103.0%
	<b>Total Revenues</b>	<b>1,026,500</b>	<b>623,100</b>	<b>810,300</b>	<b>669,100</b>	<b>683,000</b>	
	<b>TOTAL RESOURCES</b>	<b>(\$281,851)</b>	<b>(\$568,751)</b>	<b>(\$315,451)</b>	<b>(\$371,351)</b>	<b>(\$268,351)</b>	
<b>Expenditures</b>							
	Street Operations - CIP	\$610,000	\$485,000	\$705,000	\$560,000	\$570,000	Calculated for projects 100.0%
	Storm Water Operations - CIP	105,000	36,400	-	-	-	Calculated for projects 100.0%
	Storm Water - SDC	45,000	15,600	-	-	-	Calculated for projects
	Transportation - SDC	43,400	20,000	20,000	20,000	20,000	Calculated for projects
	Transportation - LID - Materials & Services	-	-	-	-	-	103.0%
	Transportation - LID - Capital Outlay - City Fees	106,600	-	-	-	-	Calculated for projects
	<b>Total Expenditures</b>	<b>\$910,000</b>	<b>\$557,000</b>	<b>\$725,000</b>	<b>\$580,000</b>	<b>\$590,000</b>	
	<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>(1,191,851)</b>	<b>(1,125,751)</b>	<b>(1,040,451)</b>	<b>(951,351)</b>	<b>(858,351)</b>	
	<b>TOTAL REQUIREMENTS</b>	<b>(\$281,851)</b>	<b>(\$568,751)</b>	<b>(\$315,451)</b>	<b>(\$371,351)</b>	<b>(\$268,351)</b>	
	<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$116,500</b>	<b>\$66,100</b>	<b>\$85,300</b>	<b>\$89,100</b>	<b>\$93,000</b>	
	<b>Capital Reconciliation:</b>						
	<b>SDC Storm Balance</b>	<b>\$150,132</b>	<b>\$151,132</b>	<b>\$168,532</b>	<b>\$186,832</b>	<b>\$206,032</b>	
	<b>SDC Transportation Balance</b>	<b>1,073,210</b>	<b>1,108,310</b>	<b>1,146,210</b>	<b>1,187,010</b>	<b>1,230,810</b>	
	<b>Transportation Project Balance</b>	<b>(1,247,564)</b>	<b>(1,247,564)</b>	<b>(1,247,564)</b>	<b>(1,247,564)</b>	<b>(1,247,564)</b>	
	<b>LID Project Balance</b>	<b>136,335</b>	<b>136,335</b>	<b>136,335</b>	<b>136,335</b>	<b>136,335</b>	
	<b>Other</b>	<b>(1,303,964)</b>	<b>(1,273,964)</b>	<b>(1,243,964)</b>	<b>(1,213,964)</b>	<b>(1,183,964)</b>	
	<b>Capital Fund Balance</b>	<b>(\$1,191,851)</b>	<b>(\$1,125,751)</b>	<b>(\$1,040,451)</b>	<b>(\$951,351)</b>	<b>(\$858,351)</b>	

## **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.
- ⇒ All Capital improvements for the Airport are performed in the CIP Fund 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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End	
								Estimate	2013 Adopted
400	Working Capital Carryover	\$ 54,874	\$ 55,339	\$ 86,891	\$ 99,978	\$ 32,160	\$ 42,573	\$ 60,083	\$ 77,462
	<b>Intergovernmental Revenues</b>								
	Federal	17,377	178,186	3,991	-	-	-	-	-
430	<b>Total Intergovernmental</b>	<b>17,377</b>	<b>178,186</b>	<b>3,991</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Charges for Services</b>								
	Rent	98,779	108,513	104,907	118,223	125,835	115,000	125,000	130,000
440	<b>Total Charges for Services</b>	<b>98,779</b>	<b>108,513</b>	<b>104,907</b>	<b>118,223</b>	<b>125,835</b>	<b>115,000</b>	<b>125,000</b>	<b>130,000</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	2,805	2,361	1,005	575	219	300	270	300
470	<b>Total Interest on Investments</b>	<b>2,805</b>	<b>2,361</b>	<b>1,005</b>	<b>575</b>	<b>219</b>	<b>300</b>	<b>270</b>	<b>300</b>
	<b>Other Financing Sources</b>								
	Loan Proceeds	-	-	290,000	-	-	-	-	-
490	<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>290,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Airport Fund</b>	<b>\$ 173,835</b>	<b>\$ 344,399</b>	<b>\$ 486,794</b>	<b>\$ 218,776</b>	<b>\$ 158,214</b>	<b>\$ 157,873</b>	<b>\$ 185,353</b>	<b>\$ 207,762</b>

**airport fund long-term plan**

<b>AIRPORT FUND</b>						2012	2012	
#280	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$54,874	\$55,339	\$86,891	\$99,978	\$32,160	\$42,573	\$60,083	\$77,462
<b>Revenues</b>								
Intergovernmental Revenue	\$17,377	\$178,186	\$3,991	\$0	\$0	\$0	\$0	\$0
Charges for Services	98,779	108,513	104,907	118,223	125,835	115,000	125,000	130,000
Interest on Investments	2,805	2,361	1,005	575	219	300	270	300
Other Financing Sources	-	-	290,000	-	-	-	-	-
<b>Total Revenues</b>	<b>118,961</b>	<b>289,060</b>	<b>399,903</b>	<b>118,798</b>	<b>126,054</b>	<b>115,300</b>	<b>125,270</b>	<b>130,300</b>
<b>TOTAL RESOURCES</b>	<b>\$173,835</b>	<b>\$344,399</b>	<b>\$486,794</b>	<b>\$218,776</b>	<b>\$158,214</b>	<b>\$157,873</b>	<b>\$185,353</b>	<b>\$207,762</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Materials and Services	\$83,424	\$97,242	\$63,645	\$68,080	\$59,595	\$64,950	\$64,950	\$64,950
Capital Outlay	-	125,194	8,493	-	-	-	-	-
Debt Service	35,072	35,072	314,678	38,536	38,536	43,536	42,941	38,536
Interfund Loan	-	-	-	80,000	-	-	-	-
Operating Contingency	-	-	-	-	-	5,000	-	5,000
<b>Total Expenditures</b>	<b>118,496</b>	<b>257,508</b>	<b>386,816</b>	<b>186,616</b>	<b>98,131</b>	<b>113,486</b>	<b>107,891</b>	<b>108,486</b>
Unappropriated Ending Fund Balance (EFB)	55,339	86,891	99,978	32,160	60,083	44,387	77,462	99,276
<b>TOTAL REQUIREMENTS</b>	<b>\$173,835</b>	<b>\$344,399</b>	<b>\$486,794</b>	<b>\$218,776</b>	<b>\$158,214</b>	<b>\$157,873</b>	<b>\$185,353</b>	<b>\$207,762</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$465</b>	<b>\$31,552</b>	<b>\$13,087</b>	<b>(\$67,818)</b>	<b>\$27,923</b>	<b>\$1,814</b>	<b>\$17,379</b>	<b>\$21,814</b>
<b>Ending Fund Balance</b>	<b>\$55,339</b>	<b>\$86,891</b>	<b>\$99,978</b>	<b>\$32,160</b>	<b>\$60,083</b>	<b>\$44,387</b>	<b>\$77,462</b>	<b>\$99,276</b>
<b>Fund Balance Policy</b>	<b>16,000</b>	<b>18,000</b>	<b>17,000</b>	<b>19,000</b>	<b>13,000</b>	<b>12,000</b>	<b>13,000</b>	<b>13,000</b>
<b>Excess (deficiency)</b>	<b>\$39,339</b>	<b>\$68,891</b>	<b>\$82,978</b>	<b>\$13,160</b>	<b>\$47,083</b>	<b>\$32,387</b>	<b>\$64,462</b>	<b>\$86,276</b>

<b>AIRPORT FUND</b>						
<b>#280</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
<b>RESOURCES</b>						
<b>Working Capital Carryover (EFB)</b>	<b>\$104,276</b>	<b>\$135,539</b>	<b>\$171,602</b>	<b>\$212,865</b>	<b>\$259,628</b>	Includes prior year unused contingency
<b>Revenues</b>						
Intergovernmental Revenue	\$650,000	\$142,500	\$0	\$0	\$0	
Charges for Services	136,500	143,300	150,500	158,000	165,900	105.0%
Interest on Investments	300	300	300	300	300	100.0%
Other Financing Sources	-	7,500	-	-	-	Refinanced T-hangar Bank Loan in 2009 0.0%
<b>Total Revenues</b>	<b>786,800</b>	<b>293,600</b>	<b>150,800</b>	<b>158,300</b>	<b>166,200</b>	
<b>TOTAL RESOURCES</b>	<b>\$891,076</b>	<b>\$429,139</b>	<b>\$322,402</b>	<b>\$371,165</b>	<b>\$425,828</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Materials and Services	\$67,000	\$69,000	\$71,000	\$73,000	\$75,000	103.0%
Capital Outlay	650,000	150,000	-	-	-	
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%
<b>Total Expenditures</b>	<b>760,537</b>	<b>262,537</b>	<b>114,537</b>	<b>116,537</b>	<b>118,537</b>	
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>130,539</b>	<b>166,602</b>	<b>207,865</b>	<b>254,628</b>	<b>307,291</b>	
<b>TOTAL REQUIREMENTS</b>	<b>\$891,076</b>	<b>\$429,139</b>	<b>\$322,402</b>	<b>\$371,165</b>	<b>\$425,828</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$26,263</b>	<b>\$31,063</b>	<b>\$36,263</b>	<b>\$41,763</b>	<b>\$47,663</b>	
<b>Ending Fund Balance</b>	<b>\$130,539</b>	<b>\$166,602</b>	<b>\$207,865</b>	<b>\$254,628</b>	<b>\$307,291</b>	
<b>Fund Balance Policy</b>	<b>14,000</b>	<b>14,000</b>	<b>15,000</b>	<b>16,000</b>	<b>17,000</b>	Policy is 10% of operating revenues.
<b>Excess (deficiency)</b>	<b>\$116,539</b>	<b>\$152,602</b>	<b>\$192,865</b>	<b>\$238,628</b>	<b>\$290,291</b>	

## **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.

## **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							2012 Year End	
		2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	Estimate	2013 Adopted
400	Working Capital Carryover	\$ 803,171	\$ 656,315	\$ 1,003,916	\$ 1,433,904	\$ 2,138,176	\$ 2,050,612	\$ 2,132,661	\$ 4,023,003
	<b>Taxes</b>								
	Food and Beverage Tax		391,717	373,791	395,952	398,224	432,000	422,000	443,000
410	<b>Total Taxes</b>	<b>394,781</b>	<b>391,717</b>	<b>373,791</b>	<b>395,952</b>	<b>398,224</b>	<b>432,000</b>	<b>422,000</b>	<b>443,000</b>
		394,781							
	<b>Intergovernmental Revenues</b>								
	Federal		-	-	196,058	1,428,253	175,000	267,500	490,000
430	<b>Total Intergovernmental</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,058</b>	<b>1,428,253</b>	<b>175,000</b>	<b>267,500</b>	<b>490,000</b>
	<b>Charges for Services</b>								
	Maintenance & Parking fees	69,714	83,987	83,951	69,444	58,345	80,000	50,000	50,000
	Use of Facilities Fee	1,094,073	900,179	1,105,178	1,105,526	1,105,526	930,000	930,000	930,000
440	<b>Total Charges for Services</b>	<b>1,163,787</b>	<b>984,166</b>	<b>1,189,129</b>	<b>1,174,970</b>	<b>1,163,871</b>	<b>1,010,000</b>	<b>980,000</b>	<b>980,000</b>
	<b>Parks</b>								
	System Development Charges	65,973	48,307	18,375	16,377	22,701	22,000	20,000	22,000
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	20,706	41,154	14,151	17,836	14,784	24,000	12,000	12,000
470	<b>Total Interest on Investments</b>	<b>20,706</b>	<b>41,154</b>	<b>14,151</b>	<b>17,836</b>	<b>14,784</b>	<b>24,000</b>	<b>12,000</b>	<b>12,000</b>
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	17,593	22,729	10,350	356	73,827	1,000	1,400	1,000
	Notes Receivable Payments	7,250	7,250	7,250	7,250	7,250	-	-	-
480	<b>Total Miscellaneous Revenues</b>	<b>24,843</b>	<b>29,979</b>	<b>17,600</b>	<b>7,606</b>	<b>81,077</b>	<b>1,000</b>	<b>1,400</b>	<b>1,000</b>
	<b>Other Financing Sources</b>								
	Loan Proceeds		-	-	-	-	4,670,000	3,060,434	1,892,000
	Interfund Loan	125,059	-	625,000	-	-	-	-	-
490	<b>Total Other Financing Sources</b>	<b>125,059</b>	<b>-</b>	<b>625,000</b>	<b>-</b>	<b>-</b>	<b>4,670,000</b>	<b>3,060,434</b>	<b>1,892,000</b>
	<b>Total Capital Improvements Fund</b>	<b>\$ 2,598,320</b>	<b>\$ 2,151,638</b>	<b>\$ 3,241,962</b>	<b>\$ 3,242,703</b>	<b>\$ 5,247,086</b>	<b>\$ 8,384,612</b>	<b>\$ 6,895,995</b>	<b>\$ 7,863,003</b>

**capital improvements plan fund long-term**

<b>CIP FUND - SUMMARY</b>						<b>2012</b>	<b>2012</b>	
<b>#410</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Amended</b>	<b>Estimate for</b>	<b>2013</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>the Year</b>	<b>Adopted</b>
<b>RESOURCES</b>								
<b>Working Capital Carryover (EFB)</b>	<b>\$803,171</b>	<b>\$656,315</b>	<b>\$1,003,916</b>	<b>\$1,433,904</b>	<b>\$2,138,176</b>	<b>\$2,050,612</b>	<b>\$2,132,661</b>	<b>\$4,023,003</b>
<b>Revenues</b>								
Taxes	\$394,781	\$391,717	\$373,791	\$395,952	\$398,224	\$432,000	\$422,000	\$443,000
Intergovernmental Revenues	-	-	-	196,058	1,428,253	175,000	267,500	490,000
Charges for Services	1,163,787	984,166	1,189,129	1,174,971	1,163,871	1,010,000	980,000	980,000
System Dev. Charges	65,973	48,307	18,375	16,377	22,701	22,000	20,000	22,000
Interest on Investments	20,706	41,154	14,151	17,835	14,784	24,000	12,000	12,000
Miscellaneous Revenues	24,843	29,979	17,600	7,606	81,077	1,000	1,400	1,000
Other Financing Sources	-	-	-	-	-	4,670,000	3,060,434	1,892,000
Interfund Loan	125,059	-	625,000	-	-	-	-	-
<b>Total Revenues</b>	<b>1,795,149</b>	<b>1,495,323</b>	<b>2,238,046</b>	<b>1,808,799</b>	<b>3,108,910</b>	<b>6,334,000</b>	<b>4,763,334</b>	<b>3,840,000</b>
<b>TOTAL RESOURCES</b>	<b>\$2,598,320</b>	<b>\$2,151,638</b>	<b>\$3,241,962</b>	<b>\$3,242,703</b>	<b>\$5,247,086</b>	<b>\$8,384,612</b>	<b>\$6,895,995</b>	<b>\$7,863,003</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Facilities - Personal Services	\$147,120	\$172,426	\$180,524	\$178,899	\$188,405	\$202,620	\$193,320	\$202,420
Facilities - Materials and Services	366,633	456,014	368,634	349,533	392,993	443,560	406,090	453,060
Facilities - Capital Outlay	79,876	96,137	740,164	261,970	1,641,467	3,623,000	1,503,000	4,425,750
Parks SDC - Material and Services	-	-	-	-	-	-	-	-
Parks SDC - Capital Outlay	-	-	-	-	-	121,350	292,000	-
Parks Open Space - Capital Outlay	317,883	120,572	205,861	-	52,509	1,785,650	148,600	1,892,000
Operating Transfers Out - SDC Debt	11,427	11,427	11,427	11,427	11,488	11,488	11,488	-
Operating Transfers Out - Open Space Debt	143,310	114,046	122,953	122,953	109,542	110,494	110,494	36,135
Operating Transfers Out - CIP Debt	180,697	177,100	178,495	179,745	510,021	-	-	-
Operating Transfers Out - AFN Debt	570,000	-	-	-	-	-	-	-
Interfund Loan	125,059	-	-	-	208,000	208,000	208,000	208,000
Contingency	-	-	-	-	-	50,000	-	100,000
<b>Total Expenditures</b>	<b>1,942,005</b>	<b>1,147,722</b>	<b>1,808,058</b>	<b>1,104,527</b>	<b>3,114,425</b>	<b>6,556,162</b>	<b>2,872,992</b>	<b>7,317,365</b>
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>656,315</b>	<b>1,003,916</b>	<b>1,433,904</b>	<b>2,138,176</b>	<b>2,132,661</b>	<b>1,828,450</b>	<b>4,023,003</b>	<b>545,638</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$2,598,320</b>	<b>\$2,151,638</b>	<b>\$3,241,962</b>	<b>\$3,242,703</b>	<b>\$5,247,086</b>	<b>\$8,384,612</b>	<b>\$6,895,995</b>	<b>\$7,863,003</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$146,856)</b>	<b>\$347,601</b>	<b>\$429,988</b>	<b>\$704,272</b>	<b>(\$5,515)</b>	<b>(\$222,162)</b>	<b>\$1,890,342</b>	<b>(\$3,477,365)</b>
<b>Ending Fund Balance Reconciliation</b>	<b>\$656,315</b>	<b>\$1,003,916</b>	<b>\$1,433,904</b>	<b>\$2,138,176</b>	<b>\$2,132,661</b>	<b>\$1,828,450</b>	<b>\$4,023,003</b>	<b>\$545,638</b>
<i>Plus Budgeted / Projected Contingencies</i>						50,000		100,000
<i>Minus SDC Restrictions</i>	(168,896)	(96,632)	(348,746)	(353,696)	(364,909)	(254,071)	(81,421)	(103,421)
<i>Minus Open Space Balance</i>	182,960	25,861	(19,116)	(292,115)	(320,288)	(236,477)	(247,021)	(445,886)
<b>Unassigned Ending Fund Balance</b>	<b>670,379</b>	<b>933,145</b>	<b>1,066,042</b>	<b>1,492,365</b>	<b>1,447,464</b>	<b>1,387,902</b>	<b>3,694,561</b>	<b>96,331</b>
<b>Fund Balance Policy</b>	<b>500,000</b>	<b>500,000</b>						
<i>Excess (deficiency)</i>	<b>\$170,379</b>	<b>\$433,145</b>	<b>\$566,042</b>	<b>\$992,365</b>	<b>\$947,464</b>	<b>\$887,902</b>	<b>\$3,194,561</b>	<b>(\$403,669)</b>

**capital improvements plan fund long-term**

**CIP FUND - SUMMARY**

#410	2014	2015	2016	2017	2018	Long-term
	Projection	Projection	Projection	Projection	Projection	Percent
<b>RESOURCES</b>						
<b>Working Capital Carryover (EFB)</b>	<b>\$645,638</b>	<b>\$3,444,538</b>	<b>\$1,951,738</b>	<b>\$2,837,238</b>	<b>\$2,295,138</b>	Includes prior year unused contingency
<b>Revenues</b>						
Taxes	\$456,300	\$470,000	\$484,100	\$498,600	\$513,600	Food & beverage tax ends Dec 2030
Intergovernmental Revenues	650,000	142,500	-	-	-	Airport improvement grants
Charges for Services	1,009,400	1,039,700	1,070,900	1,103,000	1,136,100	
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	4,012,000	-	1,307,000	-	1,453,000	
Interfund Loan	-	-	-	-	-	
<b>Total Revenues</b>	<b>6,204,100</b>	<b>1,739,900</b>	<b>2,961,400</b>	<b>1,702,900</b>	<b>3,206,000</b>	
<b>TOTAL RESOURCES</b>	<b>\$6,849,738</b>	<b>\$5,184,438</b>	<b>\$4,913,138</b>	<b>\$4,540,138</b>	<b>\$5,501,138</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Facilities - Personal Services	\$212,500	\$221,000	\$229,800	\$239,000	\$248,600	
Facilities - Materials and Services	466,700	480,700	495,100	510,000	525,300	
Facilities - Capital Outlay	925,000	430,000	280,000	280,000	280,000	
Parks SDC - Material and Services	-	-	-	-	-	
Parks SDC - Capital Outlay	-	-	-	22,025	220,250	
Parks Open Space - Capital Outlay	1,526,000	1,686,000	606,000	678,975	1,232,750	Depends on available food & beverage balance.
Operating Transfers Out - SDC Debt	-	-	-	-	-	
Operating Transfers Out - Open Space Debt	275,000	415,000	465,000	515,000	565,000	
Operating Transfers Out - CIP Debt	-	-	-	-	-	
Operating Transfers Out - AFN Debt	-	-	-	-	-	
Interfund Loan	-	-	-	-	-	
Contingency	100,000	100,000	100,000	100,000	100,000	Contingency is 3%.
<b>Total Expenditures</b>	<b>3,505,200</b>	<b>3,332,700</b>	<b>2,175,900</b>	<b>2,345,000</b>	<b>3,171,900</b>	
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>3,344,538</b>	<b>1,851,738</b>	<b>2,737,238</b>	<b>2,195,138</b>	<b>2,329,238</b>	
<b>TOTAL REQUIREMENTS</b>	<b>\$6,849,738</b>	<b>\$5,184,438</b>	<b>\$4,913,138</b>	<b>\$4,540,138</b>	<b>\$5,501,138</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$2,698,900</b>	<b>(\$1,592,800)</b>	<b>\$785,500</b>	<b>(\$642,100)</b>	<b>\$34,100</b>	
<b>Ending Fund Balance Reconciliation</b>	<b>\$3,344,538</b>	<b>\$1,851,738</b>	<b>\$2,737,238</b>	<b>\$2,195,138</b>	<b>\$2,329,238</b>	
Plus Budgeted / Projected Contingencies	100,000	100,000	100,000	100,000	100,000	
Minus SDC Restrictions	(128,421)	(153,421)	(178,421)	(181,396)	13,854	
Minus Open Space Balance	(3,113,186)	(1,482,186)	(2,202,286)	(1,506,911)	(1,675,761)	
<b>Unassigned Ending Fund Balance</b>	<b>202,931</b>	<b>316,131</b>	<b>456,531</b>	<b>606,831</b>	<b>767,331</b>	
<b>Fund Balance Policy</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	Policy is \$500,000
<b>Excess (deficiency)</b>	<b>(\$297,069)</b>	<b>(\$183,869)</b>	<b>(\$43,469)</b>	<b>\$106,831</b>	<b>\$267,331</b>	

**capital improvements plan fund long-term-continued**

<b>CIP FUND</b>							<b>2012</b>	<b>2012</b>	
<b>Operational Detail</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Amended</b>	<b>Estimate for</b>	<b>2013</b>	
<b>#410</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>the Year</b>	<b>Adopted</b>	
<b>RESOURCES</b>									
Working Capital Carryover (EFB)	\$463,487	\$328,497	\$482,119	\$860,182	\$1,090,447	\$1,010,714	\$952,846	\$911,836	
<b>Revenues</b>									
Taxes	\$0	\$0	\$0	\$0	\$208,000	\$208,000	\$208,000	\$208,000	
Charges for Services	1,163,787	984,166	1,189,129	1,174,971	1,163,871	1,010,000	980,000	980,000	
Interest on Investments	20,706	41,154	14,151	17,835	8,870	24,000	12,000	12,000	
Miscellaneous Revenues	24,843	29,979	17,600	7,606	81,077	1,000	1,400	1,000	
Sale of Land	125,059	-	-	-	-	-	-	-	
Interfund Loan	-	-	625,000	-	-	-	-	-	
Operating Transfers In	-	-	-	-	-	-	-	-	
<b>Total Revenues</b>	<b>1,334,395</b>	<b>1,055,299</b>	<b>1,845,880</b>	<b>1,200,412</b>	<b>1,461,818</b>	<b>1,243,000</b>	<b>1,201,400</b>	<b>1,201,000</b>	
<b>TOTAL RESOURCES</b>	<b>\$1,797,882</b>	<b>\$1,383,796</b>	<b>\$2,327,999</b>	<b>\$2,060,594</b>	<b>\$2,552,265</b>	<b>\$2,253,714</b>	<b>\$2,154,246</b>	<b>\$2,112,836</b>	
<b>REQUIREMENTS</b>									
<b>Expenditures</b>									
Facilities - Personal Services	\$147,120	\$172,426	\$180,524	\$178,899	\$188,405	\$202,620	\$193,320	\$202,420	
Facilities - Materials and Services	366,633	456,015	368,634	349,533	392,993	443,560	406,090	453,060	
Facilities - Capital Outlay	79,876	96,136	740,164	261,970	300,000	400,000	435,000	400,000	
Operating Transfers Out - CIP Debt	180,697	177,100	178,495	179,745	510,021	-	-	-	
Operating Transfers Out - AFN Debt	570,000	-	-	-	-	-	-	-	
Interfund Loan	125,059	-	-	-	208,000	208,000	208,000	208,000	
Operating Contingency	-	-	-	-	-	50,000	-	100,000	
<b>Total Expenditures</b>	<b>1,469,385</b>	<b>901,677</b>	<b>1,467,817</b>	<b>970,147</b>	<b>1,599,419</b>	<b>1,304,180</b>	<b>1,242,410</b>	<b>1,363,480</b>	
<b>Unappropriated Ending Fund Balance</b>	<b>328,497</b>	<b>482,119</b>	<b>860,182</b>	<b>1,090,447</b>	<b>952,846</b>	<b>949,534</b>	<b>911,836</b>	<b>749,356</b>	
<b>Total Requirements</b>	<b>\$1,797,882</b>	<b>\$1,383,796</b>	<b>\$2,327,999</b>	<b>\$2,060,594</b>	<b>\$2,552,265</b>	<b>\$2,253,714</b>	<b>\$2,154,246</b>	<b>\$2,112,836</b>	
<b>Revenues Over (Under) Expenditures</b>	<b>(\$134,990)</b>	<b>\$153,622</b>	<b>\$378,063</b>	<b>\$230,265</b>	<b>(\$137,601)</b>	<b>(\$61,180)</b>	<b>(\$41,010)</b>	<b>(\$162,480)</b>	
<b>Operations Reconciliation:</b>									
<b>Operating Fund Balance</b>	<b>\$328,497</b>	<b>\$482,119</b>	<b>\$860,182</b>	<b>\$1,090,447</b>	<b>\$952,846</b>	<b>\$949,534</b>	<b>\$911,836</b>	<b>\$749,356</b>	
<b>Fund Balance Policy</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	
<b>Excess (deficiency)</b>	<b>\$328,497</b>	<b>\$482,119</b>	<b>\$860,182</b>	<b>\$590,447</b>	<b>\$452,846</b>	<b>\$449,534</b>	<b>\$411,836</b>	<b>\$249,356</b>	

**capital improvements plan fund long-term-continued**

<b>CIP FUND</b>							
<b>Operational Detail</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>Long-term</b>
<b>#410</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>	<b>Percent</b>
<b>RESOURCES</b>							
Working Capital Carryover (EFB)	\$849,356	\$945,956	\$1,056,656	\$1,187,056	\$1,327,356	Includes prior year unused contingency	
<b>Revenues</b>							
Taxes	\$0	\$0	\$0	\$0	\$0	F&B Tax pays Clay St. internal loan 2011-2013	
Charges for Services	1,009,400	1,039,700	1,070,900	1,103,000	1,136,100		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	-	-	-	-	-		
<b>Total Revenues</b>	<b>1,050,800</b>	<b>1,092,400</b>	<b>1,135,300</b>	<b>1,169,300</b>	<b>1,204,400</b>		
<b>TOTAL RESOURCES</b>	<b>\$1,900,156</b>	<b>\$2,038,356</b>	<b>\$2,191,956</b>	<b>\$2,356,356</b>	<b>\$2,531,756</b>		
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
Facilities - Personal Services	\$212,500	\$221,000	\$229,800	\$239,000	\$248,600		<b>104.0%</b>
Facilities - Materials and Services	466,700	480,700	495,100	510,000	525,300		103.0%
Facilities - Capital Outlay	275,000	280,000	280,000	280,000	280,000	Internal projects.	100.0%
Operating Transfers Out - CIP Debt	-	-	-	-	-	City paid off CDES/OECDD loan 2.5 years early	
Operating Transfers Out - AFN Debt	-	-	-	-	-		
Interfund Loan	-	-	-	-	-	Repay internal loan from Equipment Fund for Clay St.	
Operating Contingency	100,000	100,000	100,000	100,000	100,000	Policy is minimum 3% - 4% of operating expenditures.	
<b>Total Expenditures</b>	<b>1,054,200</b>	<b>1,081,700</b>	<b>1,104,900</b>	<b>1,129,000</b>	<b>1,153,900</b>		
Unappropriated Ending Fund Balance	845,956	956,656	1,087,056	1,227,356	1,377,856		
<b>Total Requirements</b>	<b>\$1,900,156</b>	<b>\$2,038,356</b>	<b>\$2,191,956</b>	<b>\$2,356,356</b>	<b>\$2,531,756</b>		
<b>Revenues Over (Under) Expenditures</b>	<b>(\$3,400)</b>	<b>\$10,700</b>	<b>\$30,400</b>	<b>\$40,300</b>	<b>\$50,500</b>		
<b>Operations Reconciliation:</b>							
<b>Operating Fund Balance</b>	<b>\$845,956</b>	<b>\$956,656</b>	<b>\$1,087,056</b>	<b>\$1,227,356</b>	<b>\$1,377,856</b>		
<b>Fund Balance Policy</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	Policy is \$500,000	
<b>Excess (deficiency)</b>	<b>\$345,956</b>	<b>\$456,656</b>	<b>\$587,056</b>	<b>\$727,356</b>	<b>\$877,856</b>		

**capital improvements plan fund long-term-continued**

CIP #410	Capital Detail						2012	2012	
		2007	2008	2009	2010	2011	Amended	Estimate for	2013
		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>									
	Working Capital Carryover (EFB)	\$339,684	\$327,818	\$521,797	\$573,722	\$1,047,729	\$1,039,898	\$1,179,815	\$3,111,167
	<b>Revenues</b>								
	Taxes	\$394,781	\$391,717	\$373,791	\$395,952	\$190,224	\$224,000	\$214,000	\$235,000
	Intergovernmental Revenues	-	-	-	196,058	1,428,253	175,000	267,500	490,000
	Open Space Rents	-	-	-	-	-	-	-	-
	System Dev. Charges	65,973	48,307	18,375	16,377	22,701	22,000	20,000	22,000
	Interest	-	-	-	-	5,914	-	-	-
	Other Financing Sources	-	-	-	-	-	4,670,000	3,060,434	1,892,000
	<b>Total Revenues</b>	<b>460,754</b>	<b>440,024</b>	<b>392,166</b>	<b>608,387</b>	<b>1,647,092</b>	<b>5,091,000</b>	<b>3,561,934</b>	<b>2,639,000</b>
	<b>TOTAL RESOURCES</b>	<b>\$800,438</b>	<b>\$767,842</b>	<b>\$913,963</b>	<b>\$1,182,109</b>	<b>\$2,694,821</b>	<b>\$6,130,898</b>	<b>\$4,741,749</b>	<b>\$5,750,167</b>
<b>REQUIREMENTS</b>									
	<b>Expenditures</b>								
	Public Works - Capital Outlay	\$0	\$0	\$0	\$0	\$1,341,467	\$3,223,000	\$1,068,000	\$4,025,750
	Parks SDC - Material and Services	-	-	-	-	-	-	-	-
	Parks SDC - Capital Outlay	-	-	-	-	-	121,350	292,000	-
	Parks Open Space - Materials and Services	-	-	-	-	-	-	-	-
	Parks Open Space - Capital Outlay	317,883	120,572	205,861	-	52,509	1,785,650	148,600	1,892,000
	Transfers Out - SDC Debt	11,427	11,427	11,427	11,427	11,488	11,488	11,488	-
	Transfers Out - Open Space Debt	143,310	114,046	122,953	122,953	109,542	110,494	110,494	36,135
	<b>Total Expenditures</b>	<b>472,620</b>	<b>246,045</b>	<b>340,241</b>	<b>134,380</b>	<b>1,515,006</b>	<b>5,251,982</b>	<b>1,630,582</b>	<b>5,953,885</b>
	Unappropriated Ending Fund Balance	327,818	521,797	573,722	1,047,729	1,179,815	878,916	3,111,167	(203,718)
	<b>Total Requirements</b>	<b>\$800,438</b>	<b>\$767,842</b>	<b>\$913,963</b>	<b>\$1,182,109</b>	<b>\$2,694,821</b>	<b>\$6,130,898</b>	<b>\$4,741,749</b>	<b>\$5,750,167</b>
	<b>Revenues Over (Under) Expenditures</b>	<b>(\$143,310)</b>	<b>(\$114,046)</b>	<b>51,925</b>	<b>474,007</b>	<b>132,086</b>	<b>(160,982)</b>	<b>1,931,352</b>	<b>(3,314,885)</b>
	<b>Capital Reconciliation:</b>								
	SDC Fund Balance	\$168,896	\$96,632	\$348,746	\$353,696	\$364,909	\$254,071	\$81,421	\$103,421
	Open Space Fund Balance	(182,960)	(25,861)	19,116	292,115	320,288	236,477	247,021	445,886
	Other	341,882	451,026	205,860	401,918	494,618	388,368	2,782,725	(753,025)
	<b>Capital Fund Balance</b>	<b>\$327,818</b>	<b>\$521,797</b>	<b>\$573,722</b>	<b>\$1,047,729</b>	<b>\$1,179,815</b>	<b>\$878,916</b>	<b>\$3,111,167</b>	<b>(\$203,718)</b>

**capital improvements plan fund long-term-continued**

<b>CIP</b>							
<b>#410</b>	<b>Capital Detail</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	
		<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>
							<b>Percent</b>
<b>RESOURCES</b>							
	<b>Working Capital Carryover (EFB)</b>	<b>(\$203,718)</b>	<b>\$2,498,582</b>	<b>\$895,082</b>	<b>\$1,650,182</b>	<b>\$967,782</b>	
<b>Revenues</b>							
	Taxes	\$456,300	\$470,000	\$484,100	\$498,600	\$513,600	103.0%
	Intergovernmental Revenues	650,000	142,500	-	-	-	
	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	4,012,000	-	1,307,000	-	1,453,000	
	<b>Total Revenues</b>	<b>5,153,300</b>	<b>647,500</b>	<b>1,826,100</b>	<b>533,600</b>	<b>2,001,600</b>	
	<b>TOTAL RESOURCES</b>	<b>\$4,949,582</b>	<b>\$3,146,082</b>	<b>\$2,721,182</b>	<b>\$2,183,782</b>	<b>\$2,969,382</b>	
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
	Public Works - Capital Outlay	\$650,000	\$150,000	\$0	\$0	\$0	Per CIP
	Parks SDC - Material and Services	-	-	-	-	-	
	Parks SDC - Capital Outlay	-	-	-	22,025	220,250	Per CIP
	Parks Open Space - Materials and Services	-	-	-	-	-	
	Parks Open Space - Capital Outlay	1,526,000	1,686,000	606,000	678,975	1,232,750	
	Transfers Out - SDC Debt	-	-	-	-	-	
	Transfers Out - Open Space Debt	275,000	415,000	465,000	515,000	565,000	CIP will require borrowing & added debt service.
	<b>Total Expenditures</b>	<b>2,451,000</b>	<b>2,251,000</b>	<b>1,071,000</b>	<b>1,216,000</b>	<b>2,018,000</b>	
	<b>Unappropriated Ending Fund Balance</b>	<b>2,498,582</b>	<b>895,082</b>	<b>1,650,182</b>	<b>967,782</b>	<b>951,382</b>	
	<b>Total Requirements</b>	<b>\$4,949,582</b>	<b>\$3,146,082</b>	<b>\$2,721,182</b>	<b>\$2,183,782</b>	<b>\$2,969,382</b>	
	<b>Revenues Over (Under) Expenditures</b>	<b>2,702,300</b>	<b>(1,603,500)</b>	<b>755,100</b>	<b>(682,400)</b>	<b>(16,400)</b>	
<b>Capital Reconciliation:</b>							
	<b>SDC Fund Balance</b>	<b>\$128,421</b>	<b>\$153,421</b>	<b>\$178,421</b>	<b>\$181,396</b>	<b>(\$13,854)</b>	
	<b>Open Space Fund Balance</b>	<b>3,113,186</b>	<b>1,482,186</b>	<b>2,202,286</b>	<b>1,506,911</b>	<b>1,675,761</b>	
	<b>Other</b>	<b>(743,025)</b>	<b>(740,525)</b>	<b>(730,525)</b>	<b>(720,525)</b>	<b>(710,525)</b>	
	<b>Capital Fund Balance</b>	<b>\$2,498,582</b>	<b>\$895,082</b>	<b>\$1,650,182</b>	<b>\$967,782</b>	<b>\$951,382</b>	

## 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 and 2012 Fire Station #2. The property taxes levy is \$477,663. 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 \$36,135 to pay off notes for parks lands. 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							2012 Year End	
		2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	Estimate	2013 Adopted
400	Total Working Capital Carryover	\$ 459,095	\$ 559,263	\$ 1,246,509	\$ 1,072,785	\$ 762,199	\$ 894,697	\$ 809,249	\$ 1,011,586
	<b>Taxes</b>								
	Property Taxes								
	Current	621,451	370,144	375,581	374,622	387,812	972,250	940,268	834,663
	Prior	15,000	11,613	14,094	20,897	17,843	17,500	17,500	17,500
410	Total Taxes	636,451	381,757	389,675	395,519	405,655	989,750	957,768	852,163
	<b>Charges for Services</b>								
	Technology Payment	-	1,056,000	1,056,000	1,056,000	1,430,000	1,153,878	1,153,878	1,153,878
	Hospital	-	36,195	36,195	36,194	36,195	36,195	36,195	36,195
	Parking Lot Fees	-	38,316	38,316	38,316	35,886	38,316	38,316	38,316
	Miscellaneous	99,029	-	-	-	-	-	-	-
440	Total Charges for Services	99,029	1,130,511	1,130,511	1,130,510	1,502,081	1,228,389	1,228,389	1,228,389
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	17,292	23,805	13,089	11,141	3,312	5,000	2,000	2,100
470	Total Interest on Investments	17,292	23,805	13,089	11,141	3,312	5,000	2,000	2,100
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	29,302	665,577	29,133	29,301	29,302	29,302	29,302	29,302
480	Total Miscellaneous Revenues	29,302	665,577	29,133	29,301	29,302	29,302	29,302	29,302
	<b>Other Financing Sources</b>								
	Operating Transfers In:								
	From Capital Improvements Fund	905,434	302,573	312,875	314,125	631,051	121,982	121,982	36,135
490	Total Other Financing Sources	905,434	302,573	312,875	314,125	631,051	121,982	121,982	36,135
	<b>Total Debt Service Fund</b>	<b>\$ 2,146,603</b>	<b>\$ 3,063,486</b>	<b>\$ 3,121,792</b>	<b>\$ 2,953,381</b>	<b>\$ 3,333,600</b>	<b>\$ 3,269,120</b>	<b>\$ 3,148,690</b>	<b>\$ 3,159,675</b>

**debt service fund long-term plan**

DEBT SERVICE FUND						2012	2012	
#530	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$459,095	\$559,263	\$1,246,509	\$1,072,785	\$762,199	\$894,697	\$809,249	\$1,011,586
<b>Revenues</b>								
Taxes	\$636,451	\$381,757	\$389,675	\$395,519	\$405,655	\$989,750	\$957,768	\$852,163
Charges for Services Internal	21,325	1,056,000	1,056,000	1,056,000	1,430,000	1,153,878	1,153,878	1,153,878
Charges for Services - External	77,704	74,511	74,511	74,510	72,081	74,511	74,511	74,511
Assessment Payments	-	-	-	-	-	-	-	-
Interest on Investments	17,292	23,805	13,089	11,141	3,312	5,000	2,000	2,100
Miscellaneous Revenues	29,302	665,577	29,133	29,301	29,301	29,302	29,302	29,302
Operating Transfers In - Other	905,434	302,573	312,875	314,125	631,051	121,982	121,982	36,135
<b>Total Revenues</b>	<b>1,687,508</b>	<b>2,504,223</b>	<b>1,875,283</b>	<b>1,880,596</b>	<b>2,571,400</b>	<b>2,374,423</b>	<b>2,339,441</b>	<b>2,148,089</b>
<b>TOTAL RESOURCES</b>	<b>\$2,146,603</b>	<b>\$3,063,486</b>	<b>\$3,121,792</b>	<b>\$2,953,381</b>	<b>\$3,333,599</b>	<b>\$3,269,120</b>	<b>\$3,148,690</b>	<b>\$3,159,675</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Debt Service:								
Bancroft	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
General Obligation	284,036	357,475	369,682	377,898	380,369	505,750	385,750	274,875
AFN G.O. Debt	864,454	1,055,684	1,298,669	1,431,378	1,429,107	1,427,668	1,428,091	1,428,631
Fire Station 2	-	-	-	-	-	-	208,018	202,788
Notes and Contracts	438,850	403,818	380,656	381,906	714,874	115,156	115,245	103,755
<b>Total Expenditures</b>	<b>1,587,340</b>	<b>1,816,977</b>	<b>2,049,007</b>	<b>2,191,182</b>	<b>2,524,350</b>	<b>2,248,574</b>	<b>2,137,104</b>	<b>2,210,049</b>
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>559,263</b>	<b>1,246,509</b>	<b>1,072,785</b>	<b>762,199</b>	<b>809,249</b>	<b>1,020,546</b>	<b>1,011,586</b>	<b>949,626</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$2,146,603</b>	<b>\$3,063,486</b>	<b>\$3,121,792</b>	<b>\$2,953,381</b>	<b>\$3,333,599</b>	<b>\$3,269,120</b>	<b>\$3,148,690</b>	<b>\$3,159,675</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$100,168</b>	<b>\$687,246</b>	<b>(\$173,724)</b>	<b>(\$310,586)</b>	<b>\$47,050</b>	<b>\$125,849</b>	<b>\$202,337</b>	<b>(\$61,960)</b>

**debt service fund long-term plan**

<b>DEBT SERVICE FUND</b>						
<b>#530</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
<b>RESOURCES</b>						
<b>Working Capital Carryover (EFB)</b>	<b>\$949,626</b>	<b>\$1,064,784</b>	<b>\$1,207,042</b>	<b>\$1,332,458</b>	<b>\$1,384,929</b>	
<b>Revenues</b>						
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
<b>Total Revenues</b>	<b>2,365,418</b>	<b>2,365,418</b>	<b>2,335,793</b>	<b>2,262,598</b>	<b>2,329,198</b>	
<b>TOTAL RESOURCES</b>	<b>\$3,315,044</b>	<b>\$3,430,202</b>	<b>\$3,542,835</b>	<b>\$3,595,056</b>	<b>\$3,714,127</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Debt Service:						
Bancroft	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	If Bancroft Bonds issued on projects. 100.0%
General Obligation	274,875	277,750	274,750	274,500	274,500	CIP and debt schedule
AFN G.O. Debt	1,428,631	1,431,224	1,428,007	1,428,007	1,428,007	Debt schedules
Fire Station 2	240,000	240,000	240,000	240,000	240,000	\$240,000/yr - FS#2
Notes and Contracts	106,754	74,186	67,620	67,620	67,620	FY 2011 Paid off CDES/OECDD loan 2.5 years early
<b>Total Expenditures</b>	<b>2,250,260</b>	<b>2,223,160</b>	<b>2,210,377</b>	<b>2,210,127</b>	<b>2,210,127</b>	
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>1,064,784</b>	<b>1,207,042</b>	<b>1,332,458</b>	<b>1,384,929</b>	<b>1,504,000</b>	
<b>TOTAL REQUIREMENTS</b>	<b>\$3,315,044</b>	<b>\$3,430,202</b>	<b>\$3,542,835</b>	<b>\$3,595,056</b>	<b>\$3,714,127</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$115,158</b>	<b>\$142,258</b>	<b>\$125,416</b>	<b>\$52,471</b>	<b>\$119,071</b>	

## **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 12% in FY 2012-13.

### **Long-Term Assumptions**

- ⇒ Water sales are sensitive to weather and are expected to remain constant in FY 2013 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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	\$ 6,179,246	\$ 3,241,590	\$ 1,865,418	\$ 2,323,768	\$ 1,851,885	\$ 2,033,088	\$ 2,212,398	\$ 1,887,958
	<b>Taxes</b>								
	Property Taxes								
	Current	(1,950)	-	-	-	-	-	-	-
	Prior	2,272	1,267	329	101	45	50	40	50
410	<b>Total Taxes</b>	<b>322</b>	<b>1,267</b>	<b>329</b>	<b>101</b>	<b>45</b>	<b>50</b>	<b>40</b>	<b>50</b>
	<b>Intergovernmental Revenues</b>								
	Federal	135,828	48,096	55,628	99,928	344,396	1,669,965	341,500	3,600,000
430	<b>Total Intergovernmental</b>	<b>135,828</b>	<b>48,096</b>	<b>55,628</b>	<b>99,928</b>	<b>344,396</b>	<b>1,669,965</b>	<b>341,500</b>	<b>3,600,000</b>
	<b>Charges for Services</b>								
	Sales	3,829,222	3,780,193	4,067,377	4,146,730	4,250,255	4,752,900	4,579,200	5,169,000
440	<b>Total Charges for Services</b>	<b>3,829,222</b>	<b>3,780,193</b>	<b>4,067,377</b>	<b>4,146,730</b>	<b>4,250,255</b>	<b>4,752,900</b>	<b>4,579,200</b>	<b>5,169,000</b>
	<b>System Development Charges</b>	<b>367,839</b>	<b>340,835</b>	<b>125,389</b>	<b>151,864</b>	<b>180,604</b>	<b>100,000</b>	<b>150,000</b>	<b>150,000</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	203,541	123,528	19,232	22,991	10,006	13,200	10,000	10,000
470	<b>Total Interest on Investments</b>	<b>203,541</b>	<b>123,528</b>	<b>19,232</b>	<b>22,991</b>	<b>10,006</b>	<b>13,200</b>	<b>10,000</b>	<b>10,000</b>
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	114,370	27,663	275,654	34,036	21,297	31,200	25,000	25,000
	Bad Debts Recovered	-	-	-	118	-	-	-	-
480	<b>Total Miscellaneous Revenues</b>	<b>114,370</b>	<b>27,663</b>	<b>275,654</b>	<b>34,154</b>	<b>21,297</b>	<b>31,200</b>	<b>25,000</b>	<b>25,000</b>
	<b>Other Financing Sources</b>								
	Interfund Loans	-	-	-	80,000	550,000	-	-	-
	Proceeds from Debt Issuance	-	-	700,000	-	-	-	-	1,117,050
490	<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>700,000</b>	<b>80,000</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>1,117,050</b>
	<b>Total Water Fund</b>	<b>\$ 10,830,368</b>	<b>\$ 7,563,172</b>	<b>\$ 7,109,027</b>	<b>\$ 6,859,536</b>	<b>\$ 7,208,488</b>	<b>\$ 8,600,403</b>	<b>\$ 7,318,138</b>	<b>\$ 11,959,058</b>

## water fund long-term plan

WATER FUND - SUMMARY						2012	2012	
#670	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$6,179,246	\$3,241,590	\$1,865,418	\$2,323,768	\$1,851,885	\$2,033,088	\$2,212,398	\$1,887,958
<b>Revenues</b>								
Taxes	\$322	\$1,267	\$329	\$101	\$45	\$50	\$40	\$50
Intergovernmental Revenue	135,828	48,096	55,628	99,928	344,396	1,669,965	341,500	3,600,000
Systems Development Charges (SDC)	367,839	340,835	125,389	151,864	180,604	100,000	150,000	150,000
Charges for Services	3,829,222	3,780,193	4,067,377	4,146,730	4,250,255	4,752,900	4,579,200	5,169,000
Interest on investments	203,541	123,528	19,232	22,991	10,006	13,200	10,000	10,000
Miscellaneous Revenues	114,370	27,663	275,654	34,154	21,297	31,200	25,000	25,000
Interfund Loan	-	-	-	80,000	550,000	-	-	-
Bond Issue	-	-	700,000	-	-	-	-	1,117,050
<b>Total Revenues</b>	<b>\$4,651,122</b>	<b>\$4,321,582</b>	<b>\$5,243,609</b>	<b>\$4,535,768</b>	<b>\$5,356,603</b>	<b>\$6,567,315</b>	<b>\$5,105,740</b>	<b>\$10,071,100</b>
<b>TOTAL RESOURCES</b>	<b>\$10,830,368</b>	<b>\$7,563,172</b>	<b>\$7,109,027</b>	<b>\$6,859,536</b>	<b>\$7,208,488</b>	<b>\$8,600,403</b>	<b>\$7,318,138</b>	<b>\$11,959,058</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Conservation - Personal Services	\$101,786	\$104,551	\$110,291	\$107,737	\$104,482	\$108,676	\$100,700	\$133,815
Conservation - Materials & Services	60,537	57,910	57,451	67,317	71,013	62,850	65,200	61,255
Treatment - Personal Services	302,803	356,716	367,388	387,929	439,034	433,914	413,314	454,950
Treatment - Materials & Services	507,792	409,859	629,216	590,993	552,797	601,375	570,895	630,775
Treatment - Capital Outlay	158,492	713,571	40,865	79,183	1,872	21,000	22,000	259,300
Treatment - Debt Service	164,948	166,280	163,876	231,260	233,322	233,147	233,147	230,924
Forest Interface - Personal Services	76,643	86,847	89,048	99,361	185,325	187,786	210,000	218,335
Forest Interface - Materials & Services	117,412	92,571	39,923	121,655	183,791	1,655,672	296,672	3,519,654
Supply - Materials & Services	217,224	317,669	253,162	176,148	190,913	201,700	201,700	201,700
Supply - Capital	2,005,063	163,368	37,400	75,469	108,186	396,000	181,095	211,655
Supply - Debt Service	49,972	71,928	22,764	22,860	23,147	23,222	23,222	22,913
Distribution - Personal Services	919,967	895,038	924,626	858,990	837,850	916,520	777,534	871,840
Distribution - Materials & Services	1,303,705	1,040,512	1,387,586	1,449,115	1,374,610	1,325,999	1,335,634	1,419,349
Distribution - Capital	174,477	213,628	118,596	53,864	72,088	105,000	87,056	340,000
Distribution - Debt Service	325,850	325,901	322,299	325,990	330,336	327,151	327,151	146,106
SDC - Improvement	570,241	497,934	39,741	198,014	48,783	250,000	150,000	330,250
SDC - Reimbursement	408,155	58,761	58,109	38,321	113,549	110,000	110,000	-
SDC - Debt Service	123,711	124,710	122,918	123,445	124,992	124,860	124,860	123,193
Interfund Loan	-	-	-	-	-	200,000	200,000	200,000
New Debt Service	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	194,000	-	300,000
<b>Total Expenditures</b>	<b>7,588,778</b>	<b>5,697,754</b>	<b>4,785,259</b>	<b>5,007,651</b>	<b>4,996,090</b>	<b>7,478,872</b>	<b>5,430,180</b>	<b>9,676,014</b>
Unappropriated Ending Fund Balance (EFB)	3,241,590	1,865,418	2,323,768	1,851,885	2,212,398	1,121,531	1,887,958	2,283,044
<b>TOTAL REQUIREMENTS</b>	<b>\$10,830,368</b>	<b>\$7,563,172</b>	<b>\$7,109,027</b>	<b>\$6,859,536</b>	<b>\$7,208,488</b>	<b>\$8,600,403</b>	<b>\$7,318,138</b>	<b>\$11,959,058</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$2,937,656)</b>	<b>(\$1,376,172)</b>	<b>\$458,350</b>	<b>(\$471,883)</b>	<b>\$360,513</b>	<b>(\$911,557)</b>	<b>(\$324,440)</b>	<b>\$395,086</b>
<b>Ending Fund Balance Reconciliation</b>	<b>\$3,241,590</b>	<b>\$1,865,418</b>	<b>\$2,323,768</b>	<b>\$1,851,885</b>	<b>\$2,212,398</b>	<b>\$1,121,531</b>	<b>\$1,887,958</b>	<b>\$2,283,044</b>
Plus Budgeted / Projected Contingencies	-	-	-	-	-	194,000	-	300,000
Minus Debt Service Reserve Account	-	-	-	-	-	-	-	-
Minus Bond Reserve Account	-	-	-	-	-	-	-	-
Minus SDC Restrictions	(2,319,057)	(1,978,487)	(1,883,109)	(1,675,193)	(1,568,473)	(1,183,613)	(1,333,613)	(1,030,170)
Unassigned Ending Fund Balance	922,533	(113,069)	440,659	176,692	643,925	131,918	554,345	1,552,874
Fund Balance Policy	930,000	864,000	909,000	891,000	961,000	1,313,000	1,021,000	1,759,000
Excess (deficiency)	(\$7,467)	(\$977,069)	(\$468,341)	(\$714,308)	(\$317,075)	(\$1,181,082)	(\$466,655)	(\$206,126)

**water fund long-term plan**

<b>WATER FUND - SUMMARY</b>						
#670	2014	2015	2016	2017	2018	Long-term
	Projection	Projection	Projection	Projection	Projection	Percent
<b>RESOURCES</b>						
Working Capital Carryover (EFB)	\$2,583,044	\$3,067,270	\$3,394,464	\$4,284,450	\$4,527,724	Includes prior year unused contingency
<b>Revenues</b>						
Taxes	\$0	\$0	\$0	\$0	\$0	
Intergovernmental Revenue	50,000	50,000	50,000	50,000	50,000	
Systems Development Charges (SDC)	150,000	150,000	150,000	150,000	150,000	
Charges for Services	5,582,520	6,140,772	6,754,849	7,295,237	7,514,094	Rate increase per water master plan
Interest on investments	10,000	12,000	14,000	17,000	20,000	Calculated
Miscellaneous Revenues	25,000	25,000	25,000	25,000	25,000	Flat
Interfund Loan	-	-	-	-	-	
Bond Issue	2,473,000	2,706,000	3,130,000	8,705,400	9,773,100	Additional borrowing will be required for TAP project
<b>Total Revenues</b>	<b>\$8,290,520</b>	<b>\$9,083,772</b>	<b>\$10,123,849</b>	<b>\$16,242,637</b>	<b>\$17,532,194</b>	
<b>TOTAL RESOURCES</b>	<b>\$10,873,564</b>	<b>\$12,151,042</b>	<b>\$13,518,313</b>	<b>\$20,527,087</b>	<b>\$22,059,918</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Conservation - Personal Services	\$139,000	\$145,000	\$151,000	\$157,000	\$163,000	
Conservation - Materials & Services	63,000	65,000	67,000	69,000	71,000	
Treatment - Personal Services	473,000	492,000	512,000	532,000	553,000	
Treatment - Materials & Services	650,000	670,000	690,000	711,000	732,000	
Treatment - Capital Outlay	50,000	25,000	1,811,400	7,650,000	7,650,000	
Treatment - Debt Service	230,332	231,335	139,996	139,996	139,996	
Forest Interface - Personal Services	120,000	125,000	130,000	135,000	140,000	
Forest Interface - Materials & Services	100,000	103,000	106,000	109,000	112,000	
Supply - Materials & Services	208,000	214,000	220,000	227,000	234,000	
Supply - Capital	27,000	2,085,000	200,000	47,500	22,500	
Supply - Debt Service	22,731	22,871	10,185	10,185	10,185	
Distribution - Personal Services	907,000	943,000	981,000	1,020,000	1,061,000	
Distribution - Materials & Services	1,476,000	1,535,000	1,596,000	1,660,000	1,726,000	
Distribution - Capital	2,395,000	1,038,250	1,252,750	741,250	1,092,250	
Distribution - Debt Service	153,481	150,372	65,182	65,182	65,182	
SDC - Improvement	-	-	274,600	850,000	850,000	
SDC - Reimbursement	81,000	45,000	-	62,500	1,167,500	
SDC - Debt Service	272,750	272,750	272,750	272,750	272,750	
Interfund Loan	150,000	-	-	-	-	
New Debt Service	288,000	594,000	754,000	1,540,000	2,412,000	
Contingency	202,000	228,000	233,000	270,000	312,000	Contingency is 3%.
<b>Total Expenditures</b>	<b>8,008,294</b>	<b>8,984,578</b>	<b>9,466,863</b>	<b>16,269,363</b>	<b>18,786,363</b>	
Unappropriated Ending Fund Balance (EFB)	2,865,270	3,166,464	4,051,450	4,257,724	3,273,555	
<b>TOTAL REQUIREMENTS</b>	<b>\$10,873,564</b>	<b>\$12,151,042</b>	<b>\$13,518,313</b>	<b>\$20,527,087</b>	<b>\$22,059,918</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$282,226</b>	<b>\$99,194</b>	<b>\$656,986</b>	<b>(\$26,726)</b>	<b>(\$1,254,169)</b>	
<b>Ending Fund Balance Reconciliation</b>	<b>\$2,865,270</b>	<b>\$3,166,464</b>	<b>\$4,051,450</b>	<b>\$4,257,724</b>	<b>\$3,273,555</b>	
Plus Budgeted / Projected Contingencies	202,000	228,000	233,000	270,000	312,000	
Minus Debt Service Reserve Account	(1,025,850)	(1,489,794)	(2,379,530)	(3,186,754)	(3,598,135)	
Minus Bond Reserve Account	(81,000)	-	(274,600)	(637,900)	(1,379,600)	
Minus SDC Restrictions	(826,420)	(658,670)	(261,320)	773,930	2,914,180	
<b>Unassigned Ending Fund Balance</b>	<b>1,134,000</b>	<b>1,246,000</b>	<b>1,369,000</b>	<b>1,477,000</b>	<b>1,522,000</b>	
<b>Fund Balance Policy</b>	<b>1,134,000</b>	<b>1,246,000</b>	<b>1,369,000</b>	<b>1,477,000</b>	<b>1,522,000</b>	Policy is 20% of operating revenues.
<b>Excess (deficiency)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**water fund long-term plan-continued**

WATER FUND						2012	2012	
Operational Detail	2007	2008	2009	2010	2011	Amended	Estimate for	2013
#670	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	(\$284,473)	(\$160,948)	(\$161,523)	\$589,067	\$523,162	\$1,032,660	\$1,161,304	\$1,344,819
<b>Revenues</b>								
Taxes	\$322	\$1,267	\$329	\$101	\$45	\$50	\$40	\$50
Intergovernmental Revenue	135,828	48,096	55,628	99,928	344,396	1,669,965	341,500	3,600,000
Charges for Services	3,829,222	3,780,193	4,067,377	4,146,730	4,250,255	4,752,900	4,579,200	5,169,000
Interest on investments	203,541	123,528	19,232	22,991	-	4,200	3,000	3,000
Miscellaneous Revenues	114,370	27,663	275,654	34,154	21,297	31,200	25,000	25,000
Interfund Loan	-	-	-	80,000	550,000	-	-	-
Reimburse Ops Costs - Bond Issue	-	-	700,000	-	-	-	-	-
<b>Total Revenues</b>	<b>4,283,283</b>	<b>3,980,747</b>	<b>5,118,220</b>	<b>4,383,904</b>	<b>5,165,993</b>	<b>6,458,315</b>	<b>4,948,740</b>	<b>8,797,050</b>
<b>TOTAL RESOURCES</b>	<b>\$3,998,810</b>	<b>\$3,819,799</b>	<b>\$4,956,697</b>	<b>\$4,972,971</b>	<b>\$5,689,155</b>	<b>\$7,490,975</b>	<b>\$6,110,044</b>	<b>\$10,141,869</b>
<i>Rate adjustments included 2013 - 2018</i>								<b>12.88%</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Conservation - Personal Services	\$101,786	\$104,551	\$110,291	\$107,737	\$104,482	\$108,676	\$100,700	\$133,815
Conservation - Materials & Services	60,537	57,910	57,451	67,317	71,013	62,850	65,200	61,255
Treatment - Personal Services	302,803	356,716	367,388	387,929	439,034	433,914	413,314	454,950
Treatment - Materials & Services	507,792	409,859	629,216	590,993	552,797	601,375	570,895	630,775
Treatment - Capital Outlay	-	30,651	-	7,500	-	-	-	-
Treatment - Debt Service	164,948	166,280	163,876	231,260	233,322	233,147	233,147	230,924
Forest Interface - Personal Services	76,643	86,847	89,048	99,361	185,325	187,786	210,000	218,335
Forest Interface - Materials & Services	117,412	92,571	39,923	121,655	183,791	1,655,672	296,672	3,519,654
Supply - Materials & Services	217,224	317,669	253,162	176,148	190,913	201,700	201,700	201,700
Supply - Capital	-	-	-	-	-	-	-	-
Supply - Debt Service	49,972	71,928	22,764	22,860	23,147	23,222	23,222	22,913
Distribution - Personal Services	919,967	895,038	924,626	858,990	837,850	916,520	777,534	871,840
Distribution - Materials & Services	1,303,705	1,040,512	1,387,586	1,449,115	1,374,610	1,325,999	1,335,634	1,419,349
Distribution - Capital	11,119	24,889	-	2,954	1,231	10,000	10,056	-
Distribution - Debt Service	325,850	325,901	322,299	325,990	330,336	327,151	327,151	146,106
Interfund Loan	-	-	-	-	-	200,000	200,000	200,000
New Debt Service	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	194,000	-	300,000
<b>Total Expenditures</b>	<b>4,159,758.00</b>	<b>3,981,322.00</b>	<b>4,367,630.00</b>	<b>4,449,809.00</b>	<b>4,527,851.00</b>	<b>6,482,012.00</b>	<b>4,765,225.00</b>	<b>8,411,616.00</b>
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>(\$160,948)</b>	<b>(\$161,523)</b>	<b>\$589,067</b>	<b>\$523,162</b>	<b>\$1,161,304</b>	<b>\$1,008,963</b>	<b>\$1,344,819</b>	<b>\$1,730,253</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$3,998,810</b>	<b>\$3,819,799</b>	<b>\$4,956,697</b>	<b>\$4,972,971</b>	<b>\$5,689,155</b>	<b>\$7,490,975</b>	<b>\$6,110,044</b>	<b>\$10,141,869</b>

<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$123,525</b>	<b>(\$575)</b>	<b>\$750,590</b>	<b>(\$65,905)</b>	<b>\$638,142</b>	<b>(\$23,697)</b>	<b>\$183,515</b>	<b>\$385,434</b>
<b>Operations Reconciliation:</b>								
<b>Ending Fund Balance - Operations</b>	<b>(\$160,948)</b>	<b>(\$161,523)</b>	<b>\$589,067</b>	<b>\$523,162</b>	<b>\$1,161,304</b>	<b>\$1,008,963</b>	<b>\$1,344,819</b>	<b>\$1,730,253</b>
<b>Plus Budgeted / Projected Contingencies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>194,000</b>	<b>-</b>	<b>300,000</b>
<b>Minus Debt Service Reserve Account</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Fund Balance</b>	<b>(160,948)</b>	<b>(161,523)</b>	<b>589,067</b>	<b>523,162</b>	<b>1,161,304</b>	<b>1,202,963</b>	<b>1,344,819</b>	<b>2,030,253</b>
<b>Fund Balance Policy</b>	<b>857,000</b>	<b>796,000</b>	<b>884,000</b>	<b>861,000</b>	<b>923,000</b>	<b>900,000</b>	<b>900,000</b>	<b>1,039,000</b>
<b>Excess (deficiency)</b>	<b>(\$1,017,948)</b>	<b>(\$957,523)</b>	<b>(\$294,933)</b>	<b>(\$337,838)</b>	<b>\$238,304</b>	<b>\$302,963</b>	<b>\$444,819</b>	<b>\$991,253</b>

**water fund long-term plan-continued**

<b>WATER FUND</b>							
<b>Operational Detail</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>Long-term</b>
<b>#670</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>	<b>Percent</b>
<b>RESOURCES</b>							
Working Capital Carryover (EFB)	\$2,030,253	\$2,637,229	\$3,168,173	\$4,180,909	\$4,821,533	Includes prior year unused contingency	
<b>Revenues</b>							
Taxes	\$0	\$0	\$0	\$0	\$0		
Intergovernmental Revenue	50,000	50,000	50,000	50,000	50,000		
Charges for Services	5,582,520	6,140,772	6,754,849	7,295,237	7,514,094	Rate increase per water master plan	
Interest on investments	10,000	12,000	14,000	17,000	20,000		
Miscellaneous Revenues	25,000	25,000	25,000	25,000	25,000		
Interfund Loan	-	-	-	-	-		
Reimburse Ops Costs - Bond Issue	-	-	-	-	-		
<b>Total Revenues</b>	<b>5,667,520</b>	<b>6,227,772</b>	<b>6,843,849</b>	<b>7,387,237</b>	<b>7,609,094</b>		
<b>TOTAL RESOURCES</b>	<b>\$7,697,773</b>	<b>\$8,865,001</b>	<b>\$10,012,022</b>	<b>\$11,568,146</b>	<b>\$12,430,627</b>		
<b>Rate adjustments included 2013 - 2018</b>							
	<b>8.00%</b>	<b>10.00%</b>	<b>10.00%</b>	<b>8.00%</b>	<b>3.00%</b>	<b>Rate adjustments per master plan 2013 - 2018</b>	
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
Conservation - Personal Services	\$139,000	\$145,000	\$151,000	\$157,000	\$163,000		<b>104.0%</b>
Conservation - Materials & Services	63,000	65,000	67,000	69,000	71,000		103.0%
Treatment - Personal Services	473,000	492,000	512,000	532,000	553,000		<b>104.0%</b>
Treatment - Materials & Services	650,000	670,000	690,000	711,000	732,000		103.0%
Treatment - Capital Outlay	-	-	-	-	-		100.0%
Treatment - Debt Service	230,332	231,335	139,996	139,996	139,996	2009 - FF&C included in treatment division	100.0%
Forest Interface - Personal Services	120,000	125,000	130,000	135,000	140,000		<b>104.0%</b>
Forest Interface - Materials & Services	100,000	103,000	106,000	109,000	112,000		103.0%
Supply - Materials & Services	208,000	214,000	220,000	227,000	234,000		103.0%
Supply - Capital	-	-	-	-	-		100.0%
Supply - Debt Service	22,731	22,871	10,185	10,185	10,185		100.0%
Distribution - Personal Services	907,000	943,000	981,000	1,020,000	1,061,000		<b>104.0%</b>
Distribution - Materials & Services	1,476,000	1,535,000	1,596,000	1,660,000	1,726,000	Franchise payments included	104.0%
Distribution - Capital	80,000	406,250	408,750	371,250	371,250		100.0%
Distribution - Debt Service	153,481	150,372	65,182	65,182	65,182		100.0%
Interfund Loan	150,000	-	-	-	-		
New Debt Service	288,000	594,000	754,000	1,540,000	2,412,000	New debt service on SDC borrowing	
Contingency	202,000	228,000	233,000	270,000	312,000	Contingency is 4% of operating expenditures.	
<b>Total Expenditures</b>	<b>5,262,544.00</b>	<b>5,924,828.00</b>	<b>6,064,113.00</b>	<b>7,016,613.00</b>	<b>8,102,613.00</b>		
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>\$2,435,229</b>	<b>\$2,940,173</b>	<b>\$3,947,909</b>	<b>\$4,551,533</b>	<b>\$4,328,014</b>		
<b>TOTAL REQUIREMENTS</b>	<b>\$7,697,773</b>	<b>\$8,865,001</b>	<b>\$10,012,022</b>	<b>\$11,568,146</b>	<b>\$12,430,627</b>		
<b>Rate increase based on new debt service only</b>							
	<b>6.00%</b>	<b>5.00%</b>	<b>3.00%</b>	<b>12.00%</b>	<b>12.00%</b>		
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$404,976</b>	<b>\$302,944</b>	<b>\$779,736</b>	<b>\$370,624</b>	<b>(\$493,519)</b>		
<b>Operations Reconciliation:</b>							
<b>Ending Fund Balance - Operations</b>	<b>\$2,435,229</b>	<b>\$2,940,173</b>	<b>\$3,947,909</b>	<b>\$4,551,533</b>	<b>\$4,328,014</b>		
<b>Plus Budgeted / Projected Contingencies</b>	<b>202,000</b>	<b>228,000</b>	<b>233,000</b>	<b>270,000</b>	<b>312,000</b>		
<b>Minus Debt Service Reserve Account</b>	<b>(1,025,850)</b>	<b>(1,489,794)</b>	<b>(2,379,530)</b>	<b>(3,186,754)</b>	<b>(3,598,135)</b>		
<b>Operating Fund Balance</b>	<b>2,637,229</b>	<b>3,168,173</b>	<b>4,180,909</b>	<b>4,821,533</b>	<b>4,640,014</b>		
<b>Fund Balance Policy</b>	<b>1,124,000</b>	<b>1,236,000</b>	<b>1,359,000</b>	<b>1,467,000</b>	<b>1,512,000</b>	Policy is 20% of revenues	
<b>Excess (deficiency)</b>	<b>\$1,513,229</b>	<b>\$1,932,173</b>	<b>\$2,821,909</b>	<b>\$3,354,533</b>	<b>\$3,128,014</b>		

**water fund long-term plan-continued**

<b>WATER FUND</b>						<b>2012</b>	<b>2012</b>		
<b>Capital Detail</b>		<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Amended</b>	<b>Estimate for</b>	<b>2013</b>
<b>#670</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>the Year</b>	<b>Adopted</b>
<b>RESOURCES</b>									
Working Capital Carryover (EFB)		\$6,463,719	\$3,402,538	\$2,026,941	\$1,734,701	\$1,328,723	\$1,000,428	\$1,051,094	\$543,139
<b>Revenues</b>									
Intergovernmental Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
System Development Charges (SDC):		-	-	-	-	-	-	-	-
Reimbursement		160,846	95,366	125,389	151,864	180,604	100,000	150,000	150,000
Improvement		206,993	245,469	-	-	-	-	-	-
Interest		-	-	-	-	10,006	9,000	7,000	7,000
Interfund Loan		-	-	-	-	-	-	-	-
Bond Issue		-	-	-	-	-	-	-	1,117,050
<b>Total Revenues</b>		<b>367,839</b>	<b>340,835</b>	<b>125,389</b>	<b>151,864</b>	<b>190,610</b>	<b>109,000</b>	<b>157,000</b>	<b>1,274,050</b>
<b>TOTAL RESOURCES</b>		<b>\$6,831,558</b>	<b>\$3,743,373</b>	<b>\$2,152,330</b>	<b>\$1,886,565</b>	<b>\$1,519,333</b>	<b>\$1,109,428</b>	<b>\$1,208,094</b>	<b>\$1,817,189</b>
<b>Requirements</b>									
<b>Expenditures</b>									
Treatment - Capital Projects		\$158,492	\$682,920	\$40,865	\$71,683	\$1,872	\$21,000	\$22,000	\$259,300
Supply - Capital Projects		2,005,063	163,368	37,400	75,469	108,186	396,000	181,095	211,655
Distribution - Capital Projects		163,358	188,739	118,596	50,910	70,857	95,000	77,000	340,000
Interfund Loan		-	-	-	-	-	-	-	-
SDC - M&S		-	2,330	-	-	-	-	-	-
SDC Projects - Reimbursement		408,155	58,761	58,109	38,321	113,549	110,000	110,000	-
SDC Projects - Improvement		570,241	495,604	39,741	198,014	48,783	250,000	150,000	330,250
SDC Debt Service - Reimbursement		123,711	124,710	122,918	123,445	124,992	124,860	124,860	123,193
<b>Total Expenditures</b>		<b>3,429,020</b>	<b>1,716,432</b>	<b>417,629</b>	<b>557,842</b>	<b>468,239</b>	<b>996,860</b>	<b>664,955</b>	<b>1,264,398</b>
Unappropriated Ending Fund Balance (EFB)		\$3,402,538	\$2,026,941	\$1,734,701	\$1,328,723	\$1,051,094	\$112,568	\$543,139	\$552,791
<b>TOTAL REQUIREMENTS</b>		<b>\$6,831,558</b>	<b>\$3,743,373</b>	<b>\$2,152,330</b>	<b>\$1,886,565</b>	<b>\$1,519,333</b>	<b>\$1,109,428</b>	<b>\$1,208,094</b>	<b>\$1,817,189</b>
<b>Annual Revenues Over (Under) Expenditures</b>		<b>(\$3,061,181)</b>	<b>(\$1,375,597)</b>	<b>(\$292,240)</b>	<b>(\$405,978)</b>	<b>(\$277,629)</b>	<b>(\$887,860)</b>	<b>(\$507,955)</b>	<b>\$9,652</b>
<b>Ending Capital Fund Balance:</b>									
SDC Reimbursement Fund Balance		\$893,479	\$805,374	\$749,737	\$739,835	\$681,898	\$547,038	\$597,038	\$623,845
SDC Improvement Fund Balance		1,425,578	1,173,113	1,133,372	935,358	886,575	636,575	736,575	406,325
Bond Reserve Account		-	-	-	-	-	-	-	-
Other		1,083,481	48,454	(148,408)	(346,470)	(517,379)	(1,071,045)	(790,474)	(477,379)
<b>Capital Fund Balance</b>		<b>\$3,402,538</b>	<b>\$2,026,941</b>	<b>\$1,734,701</b>	<b>\$1,328,723</b>	<b>\$1,051,094</b>	<b>\$112,568</b>	<b>\$543,139</b>	<b>\$552,791</b>

**water fund long-term plan-continued**

<b>WATER FUND</b>							
<b>#670</b>	<b>Capital Detail</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
		<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
<b>RESOURCES</b>							
	Working Capital Carryover (EFB)	\$552,791	\$430,041	\$226,291	\$103,541	(\$293,809)	
<b>Revenues</b>							
	Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	
	System Development Charges (SDC):						
	Reimbursement	150,000	150,000	150,000	150,000	150,000	100.0%
	Improvement	-	-	-	-	-	105.0%
	Interest	-	-	-	-	-	103.0%
	Interfund Loan	-	-	-	-	-	
	Bond Issue	2,473,000	2,706,000	3,130,000	8,705,400	9,773,100	Includes SDC borrowing
	<b>Total Revenues</b>	<b>2,623,000</b>	<b>2,856,000</b>	<b>3,280,000</b>	<b>8,855,400</b>	<b>9,923,100</b>	
	<b>TOTAL RESOURCES</b>	<b>\$3,175,791</b>	<b>\$3,286,041</b>	<b>\$3,506,291</b>	<b>\$8,958,941</b>	<b>\$9,629,291</b>	
<b>Requirements</b>							
<b>Expenditures</b>							
	Treatment - Capital Projects	\$50,000	\$25,000	\$1,811,400	\$7,650,000	\$7,650,000	
	Supply - Capital Projects	27,000	2,085,000	200,000	47,500	22,500	
	Distribution - Capital Projects	2,315,000	632,000	844,000	370,000	721,000	
	Interfund Loan	-	-	-	-	-	
	SDC - M&S	-	-	-	-	-	102.0%
	SDC Projects - Reimbursement	81,000	45,000	-	62,500	1,167,500	per CIP
	SDC Projects - Improvement	-	-	274,600	850,000	850,000	per CIP
	SDC Debt Service - Reimbursement	272,750	272,750	272,750	272,750	272,750	
	<b>Total Expenditures</b>	<b>2,745,750</b>	<b>3,059,750</b>	<b>3,402,750</b>	<b>9,252,750</b>	<b>10,683,750</b>	
	Unappropriated Ending Fund Balance (EFB)	\$430,041	\$226,291	\$103,541	(\$293,809)	(\$1,054,459)	
	<b>TOTAL REQUIREMENTS</b>	<b>\$3,175,791</b>	<b>\$3,286,041</b>	<b>\$3,506,291</b>	<b>\$8,958,941</b>	<b>\$9,629,291</b>	
	<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$122,750)</b>	<b>(\$203,750)</b>	<b>(\$122,750)</b>	<b>(\$397,350)</b>	<b>(\$760,650)</b>	
	<b>Ending Capital Fund Balance:</b>						
	<b>SDC Reimbursement Fund Balance</b>	<b>\$420,095</b>	<b>\$252,345</b>	<b>\$129,595</b>	<b>(\$55,655)</b>	<b>(\$1,345,905)</b>	
	<b>SDC Improvement Fund Balance</b>	<b>406,325</b>	<b>406,325</b>	<b>131,725</b>	<b>(718,275)</b>	<b>(1,568,275)</b>	
	<b>Bond Reserve Account</b>	<b>81,000</b>	<b>-</b>	<b>274,600</b>	<b>637,900</b>	<b>1,379,600</b>	
	<b>Other</b>	<b>(477,379)</b>	<b>(432,379)</b>	<b>(432,379)</b>	<b>(157,779)</b>	<b>480,121</b>	
	<b>Capital Fund Balance</b>	<b>\$430,041</b>	<b>\$226,291</b>	<b>\$103,541</b>	<b>(\$293,809)</b>	<b>(\$1,054,459)</b>	

## **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 10% increase in rates in wastewater FY 2012-13.

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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	<u>\$ 5,301,598</u>	<u>\$ 4,862,001</u>	<u>\$ 3,764,972</u>	<u>\$ 3,710,771</u>	<u>\$ 3,496,009</u>	<u>\$ 3,116,654</u>	<u>\$ 3,250,113</u>	<u>\$ 2,365,009</u>
	<b>Taxes</b>								
	Food and Beverage Tax	1,594,280	1,566,868	1,495,164	1,583,807	1,592,897	1,728,000	1,652,000	1,735,000
410	<b>Total Taxes</b>	<u>1,594,280</u>	<u>1,566,868</u>	<u>1,495,164</u>	<u>1,583,807</u>	<u>1,592,897</u>	<u>1,728,000</u>	<u>1,652,000</u>	<u>1,735,000</u>
	<b>Charges for Services</b>								
	Public Works Services	-	-	-	12,000	12,000	12,000	14,250	12,000
	Sales	2,432,868	2,607,275	2,734,001	3,136,850	3,373,748	3,558,000	3,568,600	3,935,000
440	<b>Total Charges for Services</b>	<u>2,432,868</u>	<u>2,607,275</u>	<u>2,734,001</u>	<u>3,148,850</u>	<u>3,385,748</u>	<u>3,570,000</u>	<u>3,582,850</u>	<u>3,947,000</u>
	<b>System Development Charges</b>	<u>208,554</u>	<u>127,224</u>	<u>75,843</u>	<u>55,945</u>	<u>68,956</u>	<u>40,000</u>	<u>66,000</u>	<u>66,000</u>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	239,195	178,212	44,062	42,498	22,476	30,000	20,000	20,000
470	<b>Total Interest on Investments</b>	<u>239,195</u>	<u>178,212</u>	<u>44,062</u>	<u>42,498</u>	<u>22,476</u>	<u>30,000</u>	<u>20,000</u>	<u>20,000</u>
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	74,088	3,167	110	5	-	-	3,000	3,000
480	<b>Total Miscellaneous Revenues</b>	<u>74,088</u>	<u>3,167</u>	<u>110</u>	<u>5</u>	<u>-</u>	<u>-</u>	<u>3,000</u>	<u>3,000</u>
	<b>Other Financing Sources</b>								
	Bond Proceeds	-	-	300,000	-	324,400	467,200	-	2,309,657
	Interfund Loans	-	-	-	-	-	-	-	-
490	<b>Total Other Financing Sources</b>	<u>-</u>	<u>-</u>	<u>300,000</u>	<u>-</u>	<u>324,400</u>	<u>467,200</u>	<u>-</u>	<u>2,309,657</u>
	<b>Total Wastewater Fund</b>	<u>\$ 9,850,583</u>	<u>\$ 9,344,747</u>	<u>\$ 8,414,152</u>	<u>\$ 8,541,876</u>	<u>\$ 8,890,486</u>	<u>\$ 8,951,854</u>	<u>\$ 8,573,963</u>	<u>\$ 10,445,666</u>

## wastewater fund long-term plan

WASTEWATER FUND - SUMMARY						2012	2012	
#675	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$5,301,598	\$4,862,001	\$3,764,972	\$3,710,771	\$3,496,009	\$3,116,654	\$3,250,113	\$2,365,009
<b>Revenues</b>								
Taxes	\$1,594,280	\$1,566,868	\$1,495,164	\$1,583,807	\$1,592,897	\$1,728,000	\$1,652,000	\$1,735,000
System Development Charges (SDC)	208,554	127,224	75,843	55,945	68,956	40,000	66,000	66,000
Charges for Services	2,432,868	2,607,275	2,734,001	3,148,850	3,385,748	3,570,000	3,582,850	3,947,000
Interest on Investments	239,195	178,212	44,062	42,498	22,476	30,000	20,000	20,000
Miscellaneous	74,088	3,167	110	5	-	-	3,000	3,000
Bond Issue	-	-	300,000	-	324,400	467,200	-	2,309,657
<b>Total Revenues</b>	<b>4,548,985</b>	<b>4,482,746</b>	<b>4,649,180</b>	<b>4,831,105</b>	<b>5,394,477</b>	<b>5,835,200</b>	<b>5,323,850</b>	<b>8,080,657</b>
<b>TOTAL RESOURCES</b>	<b>\$9,850,583</b>	<b>\$9,344,747</b>	<b>\$8,414,152</b>	<b>\$8,541,876</b>	<b>\$8,890,486</b>	<b>\$8,951,854</b>	<b>\$8,573,963</b>	<b>\$10,445,666</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Collection - Personal Services	\$337,548	\$353,121	\$461,034	\$404,318	\$425,250	\$456,162	\$432,910	\$461,210
Collection - Materials & Services	929,083	987,003	901,848	1,125,106	1,064,983	1,177,570	1,152,183	1,247,855
Collection - Capital Outlay	184,105	726,638	60,690	38,605	34,004	303,750	303,750	921,449
Collection - Debt Service	-	-	-	-	28,571	28,573	28,571	28,572
Treatment - Personal Services	423,830	405,950	440,059	441,307	400,676	491,085	484,520	511,890
Treatment - Materials & Services	1,017,386	1,054,594	1,030,492	1,184,244	1,509,117	1,472,640	1,421,896	1,578,391
Treatment - Capital Outlay	283,451	1,534	7,902	44,355	44,325	514,708	469,974	1,273,234
Treatment - Debt Service	1,793,096	1,788,060	1,782,849	1,777,457	1,920,235	1,642,000	1,642,000	1,639,200
SDC Projects	20,083	262,875	18,507	1,904	213,212	373,162	273,150	388,006
New Debt Service	-	-	-	28,571	-	-	-	-
Contingency	-	-	-	-	-	160,000	-	160,000
<b>Total Expenditures</b>	<b>4,988,582</b>	<b>5,579,775</b>	<b>4,703,381</b>	<b>5,045,867</b>	<b>5,640,373</b>	<b>6,619,650</b>	<b>6,208,954</b>	<b>8,209,807</b>
Unappropriated Ending Fund Balance (EFB)	4,862,001	3,764,972	3,710,771	3,496,009	3,250,113	2,332,204	2,365,009	2,235,859
<b>TOTAL REQUIREMENTS</b>	<b>\$9,850,583</b>	<b>\$9,344,747</b>	<b>\$8,414,152</b>	<b>\$8,541,876</b>	<b>\$8,890,486</b>	<b>\$8,951,854</b>	<b>\$8,573,963</b>	<b>\$10,445,666</b>
<i>Annual Revenues Over (Under) Expenditures</i>	<i>(\$439,597)</i>	<i>(\$1,097,029)</i>	<i>(\$54,201)</i>	<i>(\$214,762)</i>	<i>(\$245,896)</i>	<i>(\$784,450)</i>	<i>(\$885,104)</i>	<i>(\$129,150)</i>
<b>Ending Fund Balance Reconciliation</b>	<b>\$4,862,001</b>	<b>\$3,764,972</b>	<b>\$3,710,771</b>	<b>\$3,496,009</b>	<b>\$3,250,113</b>	<b>\$2,332,204</b>	<b>\$2,365,009</b>	<b>\$2,235,859</b>
<i>Plus Budgeted / Projected Contingencies</i>	-	-	-	-	-	160,000	-	160,000
<i>Minus Debt &amp; F&amp;B Restricted</i>	<i>(1,780,000)</i>	<i>(1,780,000)</i>	<i>(1,780,000)</i>	<i>(875,490)</i>	<i>(875,490)</i>	<i>(886,000)</i>	<i>(800,000)</i>	<i>(895,800)</i>
<i>Minus SDC Restrictions</i>	<i>(1,996,031)</i>	<i>(1,860,380)</i>	<i>(1,917,715)</i>	<i>(1,971,756)</i>	<i>(1,827,501)</i>	<i>(1,225,094)</i>	<i>(1,620,351)</i>	<i>(1,298,345)</i>
<b>Unassigned Ending Fund Balance</b>	<b>1,085,970</b>	<b>124,592</b>	<b>13,056</b>	<b>648,763</b>	<b>547,122</b>	<b>381,110</b>	<b>(55,342)</b>	<b>201,714</b>
<b>Fund Balance Policy</b>	<b>651,000</b>	<b>653,000</b>	<b>686,000</b>	<b>716,000</b>	<b>750,000</b>	<b>799,000</b>	<b>789,000</b>	<b>856,000</b>
<i>Excess (deficiency)</i>	<i>\$434,970</i>	<i>(\$528,408)</i>	<i>(\$672,944)</i>	<i>(\$67,237)</i>	<i>(\$202,878)</i>	<i>(\$417,890)</i>	<i>(\$844,342)</i>	<i>(\$654,286)</i>

**wastewater fund long-term plan**

<b>WASTEWATER FUND - SUMMARY</b>							
<b>#675</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>	<b>Percent</b>
<b>RESOURCES</b>							
Working Capital Carryover (EFB)	\$2,395,859	\$2,847,714	\$3,475,513	\$3,787,584	\$4,682,859	Includes prior year unused contingency	
<b>Revenues</b>							
Taxes	\$1,787,000	\$1,841,000	\$1,896,000	\$1,953,000	\$2,012,000		
System Development Charges (SDC)	68,000	70,000	72,100	74,300	76,500		
Charges for Services	4,341,700	4,775,870	5,253,457	5,778,803	6,356,683	Rate increase per wastewater master plan	
Interest on Investments	20,000	20,000	20,000	20,000	20,000		
Miscellaneous	1,000	1,000	1,000	1,000	1,000		
Bond Issue	880,266	3,211,550	2,420,445	2,573,683	493,271	Includes SDC borrowing	
<b>Total Revenues</b>	<b>7,097,966</b>	<b>9,919,420</b>	<b>9,663,002</b>	<b>10,400,786</b>	<b>8,959,454</b>		
<b>TOTAL RESOURCES</b>	<b>\$9,493,825</b>	<b>\$12,767,134</b>	<b>\$13,138,515</b>	<b>\$14,188,370</b>	<b>\$13,642,313</b>		
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
Collection - Personal Services	\$480,000	\$499,000	\$519,000	\$540,000	\$562,000		
Collection - Materials & Services	1,285,000	1,324,000	1,364,000	1,405,000	1,447,000	Removed 2% franchise payment in 2011	
Collection - Capital Outlay	223,816	903,435	265,088	383,854	77,978		
Collection - Debt Service	28,571	28,571	28,571	28,571	28,571	2009 - FF&C	
Treatment - Personal Services	532,000	553,000	575,000	598,000	622,000		
Treatment - Materials & Services	1,626,000	1,675,000	1,725,000	1,777,000	1,830,000	Moved filters from CIP to equip sinking fund	
Treatment - Capital Outlay	606,700	1,732,500	1,913,900	1,957,900	534,500	100.0%	
Treatment - Debt Service	1,629,300	1,623,750	1,622,300	1,614,800	1,608,600	DEQ Loan refinanced in 2011	
SDC Projects	164,724	625,365	817,072	473,386	112,722	per CIP	
New Debt Service	70,000	327,000	521,000	727,000	766,000	New debt service on SDC borrowing	
Contingency	170,000	181,000	191,000	201,000	206,000	Contingency is 3% of operating expenditures	
<b>Total Expenditures</b>	<b>6,816,111</b>	<b>9,472,621</b>	<b>9,541,931</b>	<b>9,706,511</b>	<b>7,795,371</b>		
Unappropriated Ending Fund Balance (EFB)	2,677,714	3,294,513	3,596,584	4,481,859	5,846,942		
<b>TOTAL REQUIREMENTS</b>	<b>\$9,493,825</b>	<b>\$12,767,134</b>	<b>\$13,138,515</b>	<b>\$14,188,370</b>	<b>\$13,642,313</b>		
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$281,855</b>	<b>\$446,799</b>	<b>\$121,071</b>	<b>\$694,275</b>	<b>\$1,164,083</b>		
<b>Ending Fund Balance Reconciliation</b>	<b>\$2,677,714</b>	<b>\$3,294,513</b>	<b>\$3,596,584</b>	<b>\$4,481,859</b>	<b>\$5,846,942</b>		
Plus Budgeted / Projected Contingencies	170,000	181,000	191,000	201,000	206,000		
Minus Debt & F&B Restricted	(1,053,500)	(1,270,750)	(1,544,450)	(1,882,650)	(2,286,050)		
Minus SDC Restrictions	(1,201,621)	(646,256)	98,716	497,802	534,024		
Unassigned Ending Fund Balance	592,593	1,558,507	2,341,850	3,298,011	4,300,916		
Fund Balance Policy	922,000	996,000	1,076,000	1,163,000	1,258,000	Policy is 15% of operating revenues.	
<b>Excess (deficiency)</b>	<b>(\$329,407)</b>	<b>\$562,507</b>	<b>\$1,265,850</b>	<b>\$2,135,011</b>	<b>\$3,042,916</b>		

**wastewater fund long-term plan-continued**

WASTEWATER FUND						2012	2012	
Operational Detail	2007	2008	2009	2010	2011	Amended	Estimate for	2013
#675	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$3,514,121	\$2,886,053	\$2,584,641	\$2,506,730	\$2,314,079	\$2,043,324	\$1,966,368	\$2,062,138
<b>Revenues</b>								
Taxes	\$1,594,280	\$1,566,868	\$1,495,164	\$1,583,807	\$1,592,897	\$1,728,000	\$1,652,000	\$1,735,000
Charges for Services	2,432,868	2,607,275	2,734,001	3,148,850	3,385,748	3,570,000	3,582,850	3,947,000
Interest on Investments	239,195	178,212	44,062	42,498	22,476	30,000	20,000	20,000
Miscellaneous	74,088	3,167	110	5	-	-	3,000	3,000
Reimburse Ops Costs - Bond Issue	-	-	300,000	-	-	-	-	-
<b>Total Revenues</b>	<b>4,340,431</b>	<b>4,355,522</b>	<b>4,573,337</b>	<b>4,775,160</b>	<b>5,001,121</b>	<b>5,328,000</b>	<b>5,257,850</b>	<b>5,705,000</b>
<b>TOTAL RESOURCES</b>	<b>\$7,854,552</b>	<b>\$7,241,575</b>	<b>\$7,157,978</b>	<b>\$7,281,890</b>	<b>\$7,315,200</b>	<b>\$7,371,324</b>	<b>\$7,224,218</b>	<b>\$7,767,138</b>
<i>Rate adjustments included 2013 - 2018</i>								10%
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Collection - Personal Services	\$337,548	\$353,121	\$461,034	\$404,318	\$425,250	\$456,162	\$432,910	\$461,210
Collection - Materials & Services	929,083	987,003	901,848	1,125,106	1,064,983	1,177,570	1,152,183	1,247,855
Collection - Capital Outlay	184,105	68,206	34,966	-	-	-	-	-
Collection - Debt Service	-	-	-	-	28,571	28,573	28,571	28,572
Treatment - Personal Services	423,830	405,950	440,059	441,307	400,676	491,085	484,520	511,890
Treatment - Materials & Services	1,017,386	1,054,594	1,030,492	1,184,244	1,509,117	1,472,640	1,421,896	1,578,391
Treatment - Capital Outlay	283,451	-	-	6,808	-	-	-	-
Treatment - Debt Service	1,793,096	1,788,060	1,782,849	1,777,457	1,920,235	1,642,000	1,642,000	1,639,200
New Debt Service	-	-	-	28,571	-	-	-	-
Contingency	-	-	-	-	-	160,000	-	160,000
<b>Total Expenditures</b>	<b>4,968,499</b>	<b>4,656,934</b>	<b>4,651,248</b>	<b>4,967,811</b>	<b>5,348,832</b>	<b>5,428,030</b>	<b>5,162,080</b>	<b>5,627,118</b>
Unappropriated Ending Fund Balance (EFB)	2,886,053	2,584,641	2,506,730	2,314,079	1,966,368	1,943,294	2,062,138	2,140,020
<b>TOTAL REQUIREMENTS</b>	<b>\$7,854,552</b>	<b>\$7,241,575</b>	<b>\$7,157,978</b>	<b>\$7,281,890</b>	<b>\$7,315,200</b>	<b>\$7,371,324</b>	<b>\$7,224,218</b>	<b>\$7,767,138</b>

<i>Annual Revenues Over (Under) Expenditures</i>	<b>(\$628,068)</b>	<b>(\$301,412)</b>	<b>(\$77,911)</b>	<b>(\$192,651)</b>	<b>(\$347,711)</b>	<b>(\$100,030)</b>	<b>\$95,770</b>	<b>\$77,882</b>
<b>Operations Reconciliation:</b>								
<i>Ending Fund Balance - Operations</i>	<b>\$2,886,053</b>	<b>\$2,584,641</b>	<b>\$2,506,730</b>	<b>\$2,314,079</b>	<b>\$1,966,368</b>	<b>\$1,943,294</b>	<b>\$2,062,138</b>	<b>\$2,140,020</b>
<i>Plus Budgeted / Projected Contingencies</i>	-	-	-	-	-	160,000	-	160,000
<i>Minus DEQ Loan Reserve/Internal restriction</i>	1,780,000	1,780,000	1,780,000	875,490	875,490	886,000	800,000	895,800
<i>Operating Fund Balance</i>	<b>4,666,053</b>	<b>4,364,641</b>	<b>4,286,730</b>	<b>3,189,569</b>	<b>2,841,858</b>	<b>2,989,294</b>	<b>2,862,138</b>	<b>3,195,820</b>
<i>Fund Balance Policy</i>	651,000	653,000	686,000	716,000	750,000	799,000	789,000	856,000
<i>Excess (deficiency)</i>	<b>\$4,015,053</b>	<b>\$3,711,641</b>	<b>\$3,600,730</b>	<b>\$2,473,569</b>	<b>\$2,091,858</b>	<b>\$2,190,294</b>	<b>\$2,073,138</b>	<b>\$2,339,820</b>

**wastewater fund long-term plan-continued**

<b>WASTEWATER FUND</b>						
Operational Detail	2014	2015	2016	2017	2018	Long-term
#675	Projection	Projection	Projection	Projection	Projection	Percent
<b>RESOURCES</b>						
Working Capital Carryover (EFB)	\$2,300,020	\$2,798,849	\$3,406,398	\$4,221,984	\$5,284,416	Includes prior year unused contingency
<b>Revenues</b>						
Taxes	\$1,787,000	\$1,841,000	\$1,896,000	\$1,953,000	\$2,012,000	103.0%
Charges for Services	4,341,700	4,775,870	5,253,457	5,778,803	6,356,683	Rate increase per wastewater master plan
Interest on Investments	20,000	20,000	20,000	20,000	20,000	102.0%
Miscellaneous	1,000	1,000	1,000	1,000	1,000	102.0%
Reimburse Ops Costs - Bond Issue	-	-	-	-	-	
<b>Total Revenues</b>	<b>6,149,700</b>	<b>6,637,870</b>	<b>7,170,457</b>	<b>7,752,803</b>	<b>8,389,683</b>	
<b>TOTAL RESOURCES</b>	<b>\$8,449,720</b>	<b>\$9,436,719</b>	<b>\$10,576,855</b>	<b>\$11,974,787</b>	<b>\$13,674,099</b>	
<b>Rate adjustments included 2013 - 2018</b>						
	10%	10%	10%	10%	10%	Rate adjustments included 2013 - 2018
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Collection - Personal Services	\$480,000	\$499,000	\$519,000	\$540,000	\$562,000	104.0%
Collection - Materials & Services	1,285,000	1,324,000	1,364,000	1,405,000	1,447,000	Removed 2% franchise payment in 2011 103.0%
Collection - Capital Outlay	-	-	-	-	-	100.0%
Collection - Debt Service	28,571	28,571	28,571	28,571	28,571	2009 - FF&C
Treatment - Personal Services	532,000	553,000	575,000	598,000	622,000	104.0%
Treatment - Materials & Services	1,626,000	1,675,000	1,725,000	1,777,000	1,830,000	Moved filters from CIP to equip sinking fund 103.0%
Treatment - Capital Outlay	-	-	-	-	-	100.0%
Treatment - Debt Service	1,629,300	1,623,750	1,622,300	1,614,800	1,608,600	DEQ Loan refinanced in 2011
New Debt Service	70,000	327,000	521,000	727,000	766,000	New debt service on SDC borrowing
Contingency	170,000	181,000	191,000	201,000	206,000	Contingency is 3% of operating expenditures
<b>Total Expenditures</b>	<b>5,820,871</b>	<b>6,211,321</b>	<b>6,545,871</b>	<b>6,891,371</b>	<b>7,070,171</b>	
Unappropriated Ending Fund Balance (EFB)	2,628,849	3,225,398	4,030,984	5,083,416	6,603,928	
<b>TOTAL REQUIREMENTS</b>	<b>\$8,449,720</b>	<b>\$9,436,719</b>	<b>\$10,576,855</b>	<b>\$11,974,787</b>	<b>\$13,674,099</b>	
	1.80%	5.90%	4.10%	3.90%	0.70%	Rate increase based on new debt service only
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$328,829</b>	<b>\$426,549</b>	<b>\$624,586</b>	<b>\$861,432</b>	<b>\$1,319,512</b>	
<b>Operations Reconciliation:</b>						
Ending Fund Balance - Operations	\$2,628,849	\$3,225,398	\$4,030,984	\$5,083,416	\$6,603,928	
Plus Budgeted / Projected Contingencies	170,000	181,000	191,000	201,000	206,000	
Minus DEQ Loan Reserve/Internal restriction	1,053,500	1,270,750	1,544,450	1,882,650	2,286,050	Debt need of \$800,000 Plus F&B surplus restricted
<b>Operating Fund Balance</b>	<b>3,852,349</b>	<b>4,677,148</b>	<b>5,766,434</b>	<b>7,167,066</b>	<b>9,095,978</b>	
Fund Balance Policy	922,000	996,000	1,076,000	1,163,000	1,258,000	Policy is 15% of operating revenues.
<b>Excess (deficiency)</b>	<b>\$2,930,349</b>	<b>\$3,681,148</b>	<b>\$4,690,434</b>	<b>\$6,004,066</b>	<b>\$7,837,978</b>	

**wastewater fund long-term plan-continued**

<b>WASTEWATER FUND</b>						2012	2012		
<b>Capital Detail</b>		2007	2008	2009	2010	2011	Amended	Estimate for	2013
<b>#675</b>		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>									
Working Capital Carryover (EFB)		\$1,787,477	\$1,975,948	\$1,180,331	\$1,204,041	\$1,181,930	\$1,073,330	\$1,283,745	\$302,871
<b>Revenues</b>									
System Development Charges (SDC) - Reimbursement		\$117,486	\$62,276	\$75,543	\$55,569	\$68,956	\$40,000	\$66,000	\$66,000
System Development Charges - Improvement		91,068	64,948	300	376	-	-	-	-
Bond Issue		-	-	-	-	324,400	467,200	-	\$2,309,657
<b>Total Revenues</b>		<b>208,554</b>	<b>127,224</b>	<b>75,843</b>	<b>55,945</b>	<b>393,356</b>	<b>507,200</b>	<b>66,000</b>	<b>2,375,657</b>
<b>TOTAL RESOURCES</b>		<b>\$1,996,031</b>	<b>\$2,103,172</b>	<b>\$1,256,174</b>	<b>\$1,259,986</b>	<b>\$1,575,286</b>	<b>\$1,580,530</b>	<b>\$1,349,745</b>	<b>\$2,678,528</b>
<b>Requirements</b>									
<b>Expenditures</b>									
Collection - CIP		\$0	\$658,432	\$25,724	\$38,605	\$34,004	\$303,750	\$303,750	\$921,449
Treatment - CIP		-	1,534	7,902	37,547	44,325	514,708	469,974	1,273,234
SDC Reimbursements		-	129,125	14,120	1,289	2,606	21,250	21,250	7,500
SDC Improvements		20,083	133,750	4,387	615	210,606	351,912	251,900	380,506
<b>Total Expenditures</b>		<b>20,083</b>	<b>922,841</b>	<b>52,133</b>	<b>78,056</b>	<b>291,541</b>	<b>1,191,620</b>	<b>1,046,874</b>	<b>2,582,689</b>
<b>Unappropriated Ending Fund Balance (EFB)</b>		<b>\$1,975,948</b>	<b>\$1,180,331</b>	<b>\$1,204,041</b>	<b>\$1,181,930</b>	<b>\$1,283,745</b>	<b>\$388,910</b>	<b>\$302,871</b>	<b>\$95,839</b>
<b>TOTAL REQUIREMENTS</b>		<b>\$1,996,031</b>	<b>\$2,103,172</b>	<b>\$1,256,174</b>	<b>\$1,259,986</b>	<b>\$1,575,286</b>	<b>\$1,580,530</b>	<b>\$1,349,745</b>	<b>\$2,678,528</b>
<b>Annual Revenues Over (Under) Expenditures</b>		<b>\$188,471</b>	<b>(\$795,617)</b>	<b>\$23,710</b>	<b>(\$22,111)</b>	<b>\$101,815</b>	<b>(\$684,420)</b>	<b>(\$980,874)</b>	<b>(\$207,032)</b>
<b>Ending Capital Fund Balance:</b>									
SDC Reimbursement Fund Balance		\$1,435,237	\$1,368,388	\$1,429,811	\$1,484,091	\$1,550,441	\$1,532,841	\$1,595,191	\$1,653,691
SDC Improvement Fund Balance		560,794	491,992	487,904	487,665	277,060	(307,747)	25,160	(355,346)
<b>SDC Restrictions</b>		<b>1,996,031</b>	<b>1,860,380</b>	<b>1,917,715</b>	<b>1,971,756</b>	<b>1,827,501</b>	<b>1,225,094</b>	<b>1,620,351</b>	<b>1,298,345</b>
Waste Water Bond Proceeds Balance		-	-	-	-	-	-	-	114,974
Other		(20,083)	(680,049)	(713,674)	(789,826)	(543,756)	(836,184)	(1,317,480)	(1,317,480)
<b>Capital Fund Balance</b>		<b>\$1,975,948</b>	<b>\$1,180,331</b>	<b>\$1,204,041</b>	<b>\$1,181,930</b>	<b>\$1,283,745</b>	<b>\$388,910</b>	<b>\$302,871</b>	<b>\$95,839</b>

**wastewater fund long-term plan-continued**

<b>WASTEWATER FUND</b>							
<b>#675</b>	<b>Capital Detail</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
		<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
<b>RESOURCES</b>							
	<b>Working Capital Carryover (EFB)</b>	<b>\$95,839</b>	<b>\$48,865</b>	<b>\$69,115</b>	<b>(\$434,400)</b>	<b>(\$601,557)</b>	
	<b>Revenues</b>						
	System Development Charges (SDC) - Reimbursement	\$68,000	\$70,000	\$72,100	\$74,300	\$76,500	103.0%
	System Development Charges - Improvement	-	-	-	-	-	103.0%
	Bond Issue	880,266	3,211,550	2,420,445	2,573,683	493,271	Includes SDC borrowing
	<b>Total Revenues</b>	<b>948,266</b>	<b>3,281,550</b>	<b>2,492,545</b>	<b>2,647,983</b>	<b>569,771</b>	
	<b>TOTAL RESOURCES</b>	<b>\$1,044,105</b>	<b>\$3,330,415</b>	<b>\$2,561,660</b>	<b>\$2,213,583</b>	<b>(\$31,786)</b>	
<b>Requirements</b>							
	<b>Expenditures</b>						
	Collection - CIP	\$223,816	\$903,435	\$265,088	\$383,854	\$77,978	per CIP
	Treatment - CIP	606,700	1,732,500	1,913,900	1,957,900	534,500	per CIP
	SDC Reimbursements	-	-	-	-	-	per CIP
	SDC Improvements	164,724	625,365	817,072	473,386	112,722	per CIP
	<b>Total Expenditures</b>	<b>995,240</b>	<b>3,261,300</b>	<b>2,996,060</b>	<b>2,815,140</b>	<b>725,200</b>	
	<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>\$48,865</b>	<b>\$69,115</b>	<b>(\$434,400)</b>	<b>(\$601,557)</b>	<b>(\$756,986)</b>	
	<b>TOTAL REQUIREMENTS</b>	<b>\$1,044,105</b>	<b>\$3,330,415</b>	<b>\$2,561,660</b>	<b>\$2,213,583</b>	<b>(\$31,786)</b>	
	<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$46,974)</b>	<b>\$20,250</b>	<b>(\$503,515)</b>	<b>(\$167,157)</b>	<b>(\$155,429)</b>	
	<b>Ending Capital Fund Balance:</b>						
	SDC Reimbursement Fund Balance	\$1,721,691	\$1,791,691	\$1,863,791	\$1,938,091	\$2,014,591	
	SDC Improvement Fund Balance	(520,070)	(1,145,435)	(1,962,507)	(2,435,893)	(2,548,615)	
	<b>SDC Restrictions</b>	<b>1,201,621</b>	<b>646,256</b>	<b>(98,716)</b>	<b>(497,802)</b>	<b>(534,024)</b>	
	Waste Water Bond Proceeds Balance	49,750	575,615	241,457	231,929	-119,207	
	Other	(1,202,506)	(1,152,756)	(577,141)	(335,684)	(103,755)	
	<b>Capital Fund Balance</b>	<b>\$48,865</b>	<b>\$69,115</b>	<b>(\$434,400)</b>	<b>(\$601,557)</b>	<b>(\$756,986)</b>	

## **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. In the budget is an estimated \$1.4 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 9% increase is expected on 10/1/2012.

### **Fund Balance**

The fund balance policy requires a balance of 12% of revenues.

**electric fund resources**

#	Description	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	\$ 2,116,269	\$ 2,178,995	\$ 1,469,744	\$ 1,642,543	\$ 2,054,733	\$ 2,290,459	\$ 2,476,295	\$ 2,070,401
	<b>Intergovernmental</b>								
	Federal	32,233	67,620	47,121	267,350	187,436	145,000	150,000	200,000
	Grants	-	-	-	500	-	-	-	-
430	<b>Total Intergovernmental</b>	<b>32,233</b>	<b>67,620</b>	<b>47,121</b>	<b>267,850</b>	<b>187,436</b>	<b>145,000</b>	<b>150,000</b>	<b>200,000</b>
	<b>Charges for Services</b>								
	Sales	10,941,631	11,081,322	11,532,716	11,935,603	12,126,401	12,393,723	12,240,000	13,109,040
	Surcharge	1,111,676	1,009,060	292	-	-	-	-	-
	Miscellaneous Services	232,160	169,848	155,959	208,676	112,315	269,732	210,000	210,000
440	<b>Total Charges for Services</b>	<b>12,285,467</b>	<b>12,260,230</b>	<b>11,688,967</b>	<b>12,144,279</b>	<b>12,238,716</b>	<b>12,663,455</b>	<b>12,450,000</b>	<b>13,319,040</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	90,007	55,827	9,052	11,320	10,817	19,500	9,000	15,000
470	<b>Total Interest on Investments</b>	<b>90,007</b>	<b>55,827</b>	<b>9,052</b>	<b>11,320</b>	<b>10,817</b>	<b>19,500</b>	<b>9,000</b>	<b>15,000</b>
	<b>Miscellaneous Revenues</b>								
	Donations	3,389	9,919	4,422	5,706	6,499	7,500	6,500	6,500
	Loan Proceeds	57,750	73,176	90,558	114,464	121,112	115,000	110,000	115,000
	Miscellaneous Income	36,207	72,235	234,446	147,758	17,830	15,000	50,000	48,500
	Bad Debt Recovered	-	-	-	8,060	9,331	8,000	10,000	10,000
480	<b>Total Miscellaneous Revenues</b>	<b>97,346</b>	<b>155,330</b>	<b>329,426</b>	<b>275,988</b>	<b>154,772</b>	<b>145,500</b>	<b>176,500</b>	<b>180,000</b>
	<b>Other Financing Sources</b>								
	Other Financing Sources	-	304,000	148,961	-	-	1,000,000	-	1,400,000
490	<b>Total Other Financing Sources</b>	<b>-</b>	<b>304,000</b>	<b>148,961</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>1,400,000</b>
	<b>Total Electric Fund</b>	<b>\$ 14,621,322</b>	<b>\$ 15,022,002</b>	<b>\$ 13,693,271</b>	<b>\$ 14,341,980</b>	<b>\$ 14,646,474</b>	<b>\$ 16,263,914</b>	<b>\$ 15,261,795</b>	<b>\$ 17,184,441</b>

## electric fund long-term plan

ELECTRIC FUND						2012	2012	
#690	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$2,116,269	\$2,178,995	\$1,469,744	\$1,642,543	\$2,054,733	\$2,290,459	\$2,476,295	\$2,070,401
<b>Revenues</b>								
Intergovernmental Revenue	\$32,233	\$67,620	\$47,121	\$267,850	\$187,436	\$145,000	\$150,000	\$200,000
Charges for Services	10,941,631	11,081,322	11,464,585	11,867,837	12,126,401	12,548,455	12,240,000	13,109,040
Fees	232,160	169,848	224,382	276,442	112,315	115,000	210,000	210,000
Surcharge	1,111,676	1,009,060	-	-	-	-	-	-
Interest on Investments	90,007	55,827	9,052	11,320	10,817	19,500	9,000	15,000
Miscellaneous Revenues	97,346	155,330	329,426	275,988	154,772	145,500	176,500	180,000
Other Financing Proceeds	-	304,000	148,961	-	-	1,000,000	-	1,400,000
<b>Total Revenues</b>	<b>12,505,053</b>	<b>12,843,007</b>	<b>12,223,527</b>	<b>12,699,437</b>	<b>12,591,741</b>	<b>13,973,455</b>	<b>12,785,500</b>	<b>15,114,040</b>
<b>TOTAL RESOURCES</b>	<b>\$14,621,322</b>	<b>\$15,022,002</b>	<b>\$13,693,271</b>	<b>\$14,341,980</b>	<b>\$14,646,474</b>	<b>\$16,263,914</b>	<b>\$15,261,795</b>	<b>\$17,184,441</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Conservation - Personal Services	\$141,242	\$142,840	\$146,652	\$137,865	\$140,425	\$145,951	\$175,050	\$181,840
Conservation - Materials & Services	318,011	259,016	445,419	577,026	406,996	363,890	339,990	365,540
Conservation - Project	-	676,610	-	-	-	-	-	-
BPA Supply power costs	5,769,848	5,458,025	4,657,861	4,873,111	5,212,557	5,710,000	5,450,000	5,951,000
Supply - Materials & Services	312,915	399,107	396,307	377,107	361,255	385,300	363,205	385,300
Supply - Capital Outlay	-	152,031	163,071	-	-	1,000,000	-	1,400,000
Distribution - Personal Services	1,789,161	1,916,307	1,906,064	1,872,383	1,781,859	2,060,817	2,040,000	2,267,530
Distribution - Materials & Services	2,573,892	2,583,913	2,638,629	2,766,363	2,807,969	2,902,500	2,825,750	3,008,750
Distribution - Capital Outlay	647,970	825,471	557,994	539,852	367,969	660,000	540,000	585,000
Distribution M&S - Payment for Technology debt.	-	252,300	252,300	252,300	252,300	541,300	541,300	541,300
BPA Transmission power costs	886,288	886,638	861,105	866,133	814,013	953,000	891,535	971,773
Transmission - Materials & Services	3,000	-	-	-	-	-	-	-
CREB Debt Service to 2022; Substation to 2032	-	-	25,326	25,107	24,836	24,565	24,564	24,294
Operating Contingency	-	-	-	-	-	425,000	-	425,000
<b>Total Expenditures</b>	<b>12,442,327</b>	<b>13,552,258</b>	<b>12,050,728</b>	<b>12,287,247</b>	<b>12,170,179</b>	<b>15,172,323</b>	<b>13,191,394</b>	<b>16,107,327</b>
Unappropriated Ending Fund Balance (EFB)	2,178,995	1,469,744	1,642,543	2,054,733	2,476,295	1,091,591	2,070,401	1,077,114
<b>TOTAL REQUIREMENTS</b>	<b>\$14,621,322</b>	<b>\$15,022,002</b>	<b>\$13,693,271</b>	<b>\$14,341,980</b>	<b>\$14,646,474</b>	<b>\$16,263,914</b>	<b>\$15,261,795</b>	<b>\$17,184,441</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$62,726</b>	<b>(\$709,251)</b>	<b>\$172,799</b>	<b>\$412,190</b>	<b>\$421,562</b>	<b>(\$1,198,868)</b>	<b>(\$405,894)</b>	<b>(\$993,287)</b>
<b>Ending Fund Balance Reconciliation</b>	<b>\$2,178,995</b>	<b>\$1,469,744</b>	<b>\$1,642,543</b>	<b>\$2,054,733</b>	<b>\$2,476,295</b>	<b>\$1,091,591</b>	<b>\$2,070,401</b>	<b>\$1,077,114</b>
Plus Budgeted / Projected Contingencies	-	-	-	-	-	425,000	-	425,000
<b>Adjusted Ending Fund Balance</b>	<b>2,178,995</b>	<b>1,469,744</b>	<b>1,642,543</b>	<b>2,054,733</b>	<b>2,476,295</b>	<b>1,516,591</b>	<b>2,070,401</b>	<b>1,502,114</b>
<b>Fund Balance Policy</b>	<b>1,500,600</b>	<b>1,504,700</b>	<b>1,448,900</b>	<b>1,523,900</b>	<b>1,511,000</b>	<b>1,556,800</b>	<b>1,534,300</b>	<b>1,645,700</b>
<b>Excess (deficiency)</b>	<b>\$678,395</b>	<b>(\$34,956)</b>	<b>\$193,643</b>	<b>\$530,833</b>	<b>\$965,295</b>	<b>(\$40,209)</b>	<b>\$536,101</b>	<b>(\$143,586)</b>

*electric fund long-term plan*

<b>ELECTRIC FUND</b>						
<b>#690</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Percent</b>
						<b>Comments</b>
<b>RESOURCES</b>						
<b>Working Capital Carryover (EFB)</b>	<b>\$1,502,114</b>	<b>\$1,077,821</b>	<b>\$785,599</b>	<b>\$690,599</b>	<b>\$677,099</b>	Includes prior year unused contingency
<b>Revenues</b>						
Intergovernmental Revenue	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	100.0%
Charges for Services	13,568,000	14,043,000	14,535,000	15,044,000	15,571,000	103.5%
Fees	216,000	222,000	229,000	236,000	243,000	103.0%
Surcharge	-	-	-	-	-	7/1/08 BPA surcharge absorbed into regular rates
Interest on Investments	15,000	15,000	15,000	15,000	15,000	102.0%
Miscellaneous Revenues	184,000	188,000	192,000	196,000	200,000	102.0%
Other Financing Proceeds	-	-	-	-	-	CREB & BETC proceeds
<b>Total Revenues</b>	<b>14,133,000</b>	<b>14,618,000</b>	<b>15,121,000</b>	<b>15,641,000</b>	<b>16,179,000</b>	
<b>TOTAL RESOURCES</b>	<b>\$15,635,114</b>	<b>\$15,695,821</b>	<b>\$15,906,599</b>	<b>\$16,331,599</b>	<b>\$16,856,099</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Conservation - Personal Services	\$189,100	\$196,700	\$204,600	\$212,800	\$221,300	104.0%
Conservation - Materials & Services	376,500	387,800	399,400	411,400	423,700	103.0%
Conservation - Project	-	-	-	-	-	100.0%
BPA Supply power costs	6,000,000	6,200,000	6,200,000	6,400,000	6,400,000	Estimated for 2012 wholesale contract renewal
Supply - Materials & Services	396,900	408,800	421,100	433,700	446,700	103.0%
Supply - Capital Outlay	-	-	-	-	-	100.0%
Distribution - Personal Services	2,358,200	2,452,500	2,550,600	2,652,600	2,758,700	104.0%
Distribution - Materials & Services	3,099,000	3,192,000	3,287,800	3,386,400	3,488,000	103.0%
Distribution - Capital Outlay	635,000	570,000	650,000	655,000	595,000	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
Transmission - Materials & Services	4,000	4,100	4,200	4,300	4,400	103.0%
CREB Debt Service to 2022; Substation to 2032	104,293	104,022	104,000	104,000	104,000	100.0%
Operating Contingency	437,000	447,000	456,000	470,000	475,000	Contingency is 3% of operating expenditures.
<b>Total Expenditures</b>	<b>14,994,293</b>	<b>15,357,222</b>	<b>15,672,000</b>	<b>16,124,500</b>	<b>16,311,100</b>	
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>640,821</b>	<b>338,599</b>	<b>234,599</b>	<b>207,099</b>	<b>544,999</b>	
<b>TOTAL REQUIREMENTS</b>	<b>\$15,635,114</b>	<b>\$15,695,821</b>	<b>\$15,906,599</b>	<b>\$16,331,599</b>	<b>\$16,856,099</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$861,293)</b>	<b>(\$739,222)</b>	<b>(\$551,000)</b>	<b>(\$483,500)</b>	<b>(\$132,100)</b>	
<b>Ending Fund Balance Reconciliation</b>	<b>\$640,821</b>	<b>\$338,599</b>	<b>\$234,599</b>	<b>\$207,099</b>	<b>\$544,999</b>	
<b>Plus Budgeted / Projected Contingencies</b>	<b>437,000</b>	<b>447,000</b>	<b>456,000</b>	<b>470,000</b>	<b>475,000</b>	
<b>Adjusted Ending Fund Balance</b>	<b>1,077,821</b>	<b>785,599</b>	<b>690,599</b>	<b>677,099</b>	<b>1,019,999</b>	
<b>Fund Balance Policy</b>	<b>1,696,000</b>	<b>1,754,200</b>	<b>1,814,500</b>	<b>1,876,900</b>	<b>1,941,500</b>	Policy is 12% of operating revenues.
<b>Excess (deficiency)</b>	<b>(\$618,179)</b>	<b>(\$968,601)</b>	<b>(\$1,123,901)</b>	<b>(\$1,199,801)</b>	<b>(\$921,501)</b>	

## **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 revised for changes in the cable television industry.

### **Fund Balance**

The fund balance policy requires a balance of 20% of revenues which was established in FY 2007.

**telecommunication fund resources**

#	Description	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End	
								Estimate	2013 Adopted
400	Working Capital Carryover	\$ 518,687	\$ 963,896	\$ 869,719	\$ 929,945	\$ 953,315	\$ 453,183	\$ 517,916	\$ 439,778
	<b>Charges for Services</b>								
	Sales:								
	CATV	516,711	132,124	126,862	109,596	158,523	200,000	129,200	129,200
	High Speed	189,708	191,229	192,114	195,506	193,378	180,000	185,000	185,000
	Internet	1,309,300	1,386,344	1,486,766	1,512,646	1,592,857	1,662,000	1,509,922	1,509,922
	Misc Services	13,748	8	4	1,041	-	14,000	8,460	8,460
440	<b>Total Charges for Services</b>	<b>2,029,467</b>	<b>1,709,705</b>	<b>1,805,746</b>	<b>1,818,789</b>	<b>1,944,758</b>	<b>2,056,000</b>	<b>1,832,582</b>	<b>1,832,582</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	25,598	29,251	7,945	8,203	2,348	5,000	2,500	2,500
470	<b>Total Interest on Investments</b>	<b>25,598</b>	<b>29,251</b>	<b>7,945</b>	<b>8,203</b>	<b>2,348</b>	<b>5,000</b>	<b>2,500</b>	<b>2,500</b>
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	53,951	69,788	609	163	12,481	2,500	5,000	5,000
480	<b>Total Miscellaneous Revenues</b>	<b>53,951</b>	<b>69,788</b>	<b>609</b>	<b>163</b>	<b>12,481</b>	<b>2,500</b>	<b>5,000</b>	<b>5,000</b>
	<b>Total Telecommunications Fund</b>	<b>\$ 2,653,272</b>	<b>\$ 2,772,890</b>	<b>\$ 2,684,019</b>	<b>\$ 2,757,100</b>	<b>\$ 2,912,902</b>	<b>\$ 2,516,683</b>	<b>\$ 2,357,998</b>	<b>\$ 2,279,860</b>

## telecommunication fund long-term plan

TELECOMMUNICATION FUND						2012	2012	
#691	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$518,687	\$963,896	\$869,719	\$929,945	\$953,315	\$453,183	\$517,916	\$439,778
<b>Revenues</b>								
Taxes	\$25,569	\$250	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	2,029,467	1,709,705	1,805,746	1,818,789	1,944,758	2,056,000	1,832,582	1,832,582
Interest on Investments	25,598	29,251	7,945	8,203	2,348	5,000	2,500	2,500
Miscellaneous Revenues	53,951	69,788	609	163	12,481	2,500	5,000	5,000
<b>Total Revenues</b>	<b>2,134,585</b>	<b>1,808,994</b>	<b>1,814,300</b>	<b>1,827,155</b>	<b>1,959,587</b>	<b>2,063,500</b>	<b>1,840,082</b>	<b>1,840,082</b>
<b>TOTAL RESOURCES</b>	<b>\$2,653,272</b>	<b>\$2,772,890</b>	<b>\$2,684,019</b>	<b>\$2,757,100</b>	<b>\$2,912,902</b>	<b>\$2,516,683</b>	<b>\$2,357,998</b>	<b>\$2,279,860</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Promotions - Personal Services	\$375	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Promotions - Materials & Services	58,998	-	-	-	-	-	-	-
Cable Television - Personal Services	168,899	-	-	-	-	-	-	-
Cable Television - Materials & Services	397,790	-	-	-	-	-	-	-
CATV Capital Outlay	5,548	-	-	-	-	-	-	-
Internet - Personal Services	574,646	627,737	572,458	567,474	629,561	670,620	600,000	629,045
Internet - Materials & Services	449,475	756,017	822,119	812,435	858,492	856,959	824,220	887,817
Internet - Capital Outlay	33,645	163,417	3,497	67,876	206,933	140,640	85,000	100,000
Debt service/Payment for Technology debt.	-	356,000	356,000	356,000	700,000	409,000	409,000	409,000
Contingency	-	-	-	-	-	100,000	-	100,000
<b>Total Expenditures</b>	<b>1,689,376</b>	<b>1,903,171</b>	<b>1,754,074</b>	<b>1,803,785</b>	<b>2,394,986</b>	<b>2,177,219</b>	<b>1,918,220</b>	<b>2,125,862</b>
Unappropriated Ending Fund Balance (EFB)	963,896	869,719	929,945	953,315	517,916	339,464	439,778	153,998
<b>TOTAL REQUIREMENTS</b>	<b>\$2,653,272</b>	<b>\$2,772,890</b>	<b>\$2,684,019</b>	<b>\$2,757,100</b>	<b>\$2,912,902</b>	<b>\$2,516,683</b>	<b>\$2,357,998</b>	<b>\$2,279,860</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$445,209</b>	<b>(\$94,177)</b>	<b>\$60,226</b>	<b>\$23,370</b>	<b>(\$435,399)</b>	<b>(\$113,719)</b>	<b>(\$78,138)</b>	<b>(\$285,780)</b>
<b>Ending Fund Balance Reconciliation</b>	<b>\$963,896</b>	<b>\$869,719</b>	<b>\$929,945</b>	<b>\$953,315</b>	<b>\$517,916</b>	<b>\$339,464</b>	<b>\$439,778</b>	<b>\$153,998</b>
<b>Plus Budgeted / Projected Contingencies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>
<b>Adjusted Ending Fund Balance</b>	<b>963,896</b>	<b>869,719</b>	<b>929,945</b>	<b>953,315</b>	<b>517,916</b>	<b>439,464</b>	<b>439,778</b>	<b>253,998</b>
<b>Fund Balance Policy</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>392,000</b>	<b>413,000</b>	<b>368,000</b>	<b>368,000</b>
<b>Excess (deficiency)</b>	<b>\$613,896</b>	<b>\$519,719</b>	<b>\$579,945</b>	<b>\$603,315</b>	<b>\$125,916</b>	<b>\$26,464</b>	<b>\$71,778</b>	<b>(\$114,002)</b>

**telecommunication fund long-term plan**

<b>TELECOMMUNICATION FUND</b>								
<b>#691</b>	2014	2015	2016	2017	2018		Long-term	
	Projection	Projection	Projection	Projection	Projection	Comments	Percent	
<b>RESOURCES</b>								
<b>Working Capital Carryover (EFB)</b>	<b>\$253,998</b>	<b>\$126,998</b>	<b>\$137,798</b>	<b>\$147,498</b>	<b>\$230,598</b>	Includes prior year unused contingency		
<b>Revenues</b>								
Taxes	\$0	\$0	\$0	\$0	\$0			
Charges for Services	1,924,200	2,020,400	2,121,400	2,227,500	2,338,900		105.0%	
Interest on Investments	2,500	2,500	2,500	2,500	2,500			
Miscellaneous Revenues	5,000	5,000	5,000	5,000	5,000			
<b>Total Revenues</b>	<b>1,931,700</b>	<b>2,027,900</b>	<b>2,128,900</b>	<b>2,235,000</b>	<b>2,346,400</b>			
<b>TOTAL RESOURCES</b>	<b>\$2,185,698</b>	<b>\$2,154,898</b>	<b>\$2,266,698</b>	<b>\$2,382,498</b>	<b>\$2,576,998</b>			
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Promotions - Personal Services	\$0	\$0	\$0	\$0	\$0			
Promotions - Materials & Services	-	-	-	-	-			
Cable Television - Personal Services	-	-	-	-	-			
Cable Television - Materials & Services	-	-	-	-	-			
CATV Capital Outlay	-	-	-	-	-			
Internet - Personal Services	654,200	680,400	707,600	735,900	765,300		104.0%	
Internet - Materials & Services	914,500	951,700	971,600	991,000	1,010,800		103.0%	
Internet - Capital Outlay	190,000	85,000	140,000	125,000	125,000		100.0%	
Debt service/Payment for Technology debt.	300,000	300,000	300,000	300,000	356,000			
Contingency	100,000	100,000	100,000	100,000	100,000	Contingency raised to \$100,000 due to industry fluctuations.		
<b>Total Expenditures</b>	<b>2,158,700</b>	<b>2,117,100</b>	<b>2,219,200</b>	<b>2,251,900</b>	<b>2,357,100</b>			
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>26,998</b>	<b>37,798</b>	<b>47,498</b>	<b>130,598</b>	<b>219,898</b>			
<b>TOTAL REQUIREMENTS</b>	<b>\$2,185,698</b>	<b>\$2,154,898</b>	<b>\$2,266,698</b>	<b>\$2,382,498</b>	<b>\$2,576,998</b>			
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$227,000)</b>	<b>(\$89,200)</b>	<b>(\$90,300)</b>	<b>(\$16,900)</b>	<b>(\$10,700)</b>			
<b>Ending Fund Balance Reconciliation</b>	<b>\$26,998</b>	<b>\$37,798</b>	<b>\$47,498</b>	<b>\$130,598</b>	<b>\$219,898</b>			
<b>Plus Budgeted / Projected Contingencies</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>			
<b>Adjusted Ending Fund Balance</b>	<b>126,998</b>	<b>137,798</b>	<b>147,498</b>	<b>230,598</b>	<b>319,898</b>			
<b>Fund Balance Policy</b>	<b>386,000</b>	<b>406,000</b>	<b>426,000</b>	<b>447,000</b>	<b>469,000</b>	Policy is 20% of operating revenues.		
<b>Excess (deficiency)</b>	<b>(\$259,002)</b>	<b>(\$268,202)</b>	<b>(\$278,502)</b>	<b>(\$216,402)</b>	<b>(\$149,102)</b>			

## **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.

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 2012-13 and to increase 5% thereafter.
- ⇒ 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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	\$ 439,010	\$ 788,106	\$ 368,086	\$ 161,163	\$ 266,820	\$ 301,659	\$ 491,546	\$ 600,979
	<b>Taxes</b>								
	Food and Beverage Tax			-	-	30,726	22,000	35,580	36,000
	Late and Penalty	20,721	12,366	16,460	15,926	25,808	20,000	22,800	23,000
410	<b>Total Taxes</b>	<b>20,721</b>	<b>12,366</b>	<b>16,460</b>	<b>15,926</b>	<b>56,534</b>	<b>42,000</b>	<b>58,380</b>	<b>59,000</b>
	<b>Intergovernmental</b>								
	Grant	-	2,835	2,895	2,850	2,820	2,820	2,820	2,820
430	<b>Total Intergovernmental</b>	<b>-</b>	<b>2,835</b>	<b>2,895</b>	<b>2,850</b>	<b>2,820</b>	<b>2,820</b>	<b>2,820</b>	<b>2,820</b>
	<b>Charges for Services</b>								
	Finance Department Services	12,796	1,627	1,987	1,772	1,864	2,000	12,921	13,000
	Recorder Services	57	17	183	-	-	-	-	-
	Lien Search	11,240	7,880	6,840	8,850	8,920	9,000	8,575	9,000
	Passport Fees	21,636	18,927	-	80	20	-	-	-
	Public Works Services	257,204	194,331	270,597	112,975	8,920	10,000	8,971	10,000
	Engineering Fees			-	-	126,867	60,000	133,849	266,000
	Interdepartmental	4,944,910	4,798,407	5,051,289	5,464,714	5,447,906	5,613,200	5,612,800	5,613,200
440	<b>Total Charges for Services</b>	<b>5,247,843</b>	<b>5,021,189</b>	<b>5,330,896</b>	<b>5,588,391</b>	<b>5,594,497</b>	<b>5,694,200</b>	<b>5,777,116</b>	<b>5,911,200</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	46,469	44,756	9,315	7,325	3,685	5,000	4,100	5,000
470	<b>Total Interest on Investments</b>	<b>46,469</b>	<b>44,756</b>	<b>9,315</b>	<b>7,325</b>	<b>3,685</b>	<b>5,000</b>	<b>4,100</b>	<b>5,000</b>
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	277,778	100,281	96,043	96,380	84,796	100,000	104,509	110,000
480	<b>Total Miscellaneous Revenues</b>	<b>277,778</b>	<b>100,281</b>	<b>96,043</b>	<b>96,380</b>	<b>84,796</b>	<b>100,000</b>	<b>104,509</b>	<b>110,000</b>
	<b>Total Central Services Fund</b>	<b>\$ 6,031,821</b>	<b>\$ 5,969,533</b>	<b>\$ 5,823,695</b>	<b>\$ 5,872,035</b>	<b>\$ 6,009,152</b>	<b>\$ 6,145,679</b>	<b>\$ 6,438,471</b>	<b>\$ 6,688,999</b>

## central services fund long-term plan

CENTRAL SERVICES FUND						2012	2012	
#710	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$439,010	\$788,106	\$368,086	\$161,163	\$266,820	\$301,659	\$491,546	\$600,979
<b>Revenues</b>								
Taxes	\$20,721	\$12,366	\$16,460	\$15,926	\$56,534	\$42,000	\$58,380	\$59,000
Intergovernmental	-	2,835	2,895	2,850	2,820	2,820	2,820	2,820
Charges for Services	5,247,843	5,021,189	5,330,896	5,588,391	5,594,497	5,694,200	5,777,116	5,911,200
Interest on Investments	46,469	44,756	9,315	7,325	3,685	5,000	4,100	5,000
Miscellaneous Revenues	277,778	100,281	96,043	96,380	84,796	100,000	104,509	110,000
Operating Transfers In	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>5,592,811</b>	<b>5,181,427</b>	<b>5,455,609</b>	<b>5,710,872</b>	<b>5,742,332</b>	<b>5,844,020</b>	<b>5,946,925</b>	<b>6,088,020</b>
<b>TOTAL RESOURCES</b>	<b>\$6,031,821</b>	<b>\$5,969,533</b>	<b>\$5,823,695</b>	<b>\$5,872,035</b>	<b>\$6,009,152</b>	<b>\$6,145,679</b>	<b>\$6,438,471</b>	<b>\$6,688,999</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Administration - Personal Services *	\$727,413	\$881,997	\$947,547	\$930,353	\$886,000	\$1,046,420	\$827,128	\$1,176,952
Administration - Materials & Services *	249,141	420,424	308,348	287,937	308,059	318,381	367,410	328,391
IT - Computer Services - Personal Services	645,631	802,967	861,784	847,220	813,844	900,896	883,000	862,245
IT - Computer Services - Materials & Services	243,454	340,415	302,704	274,844	252,618	262,146	228,200	276,728
IT - Computer Services - Capital Outlay	1,327	10,172	-	-	44,303	25,000	40,000	20,000
Administrative Services - Personal Services **	1,305,792	1,096,316	1,205,657	1,260,409	1,209,143	1,269,965	1,106,437	1,377,377
Administrative Services - Materials & Services **	525,286	398,403	392,554	395,043	407,047	466,636	459,984	475,402
Administrative Services - Capital Outlay **	14,834	14,426	10,789	-	-	-	183,400	50,000
City Recorder - Personal Services	155,673	165,725	154,978	157,431	161,394	167,106	167,106	178,931
City Recorder - Materials & Services	114,923	115,532	111,366	136,353	138,962	143,650	144,024	145,750
City Recorder - Capital Outlay	-	-	6,006	-	-	-	-	-
Public Works - Personal Services ***	1,006,708	1,115,948	1,164,212	1,086,241	1,076,321	1,165,603	1,218,330	1,373,665
Public Works - Materials & Services ***	253,533	239,122	196,587	229,384	219,915	224,850	212,473	230,750
Public Works - Capital Outlay ***	-	-	-	-	-	-	-	10,300
Transfers	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	145,000	-	150,000
<b>Total Expenditures</b>	<b>5,243,715</b>	<b>5,601,447</b>	<b>5,662,532</b>	<b>5,605,215</b>	<b>5,517,606</b>	<b>6,135,653</b>	<b>5,837,492</b>	<b>6,656,491</b>
Unappropriated Ending Fund Balance (EFB)	788,106	368,086	161,163	266,820	491,546	10,026	600,979	32,508
<b>TOTAL REQUIREMENTS</b>	<b>\$6,031,821</b>	<b>\$5,969,533</b>	<b>\$5,823,695</b>	<b>\$5,872,035</b>	<b>\$6,009,152</b>	<b>\$6,145,679</b>	<b>\$6,438,471</b>	<b>\$6,688,999</b>
<i>Annual Revenues Over (Under) Expenditures</i>	<i>\$349,096</i>	<i>(\$420,020)</i>	<i>(\$206,923)</i>	<i>\$105,657</i>	<i>\$224,726</i>	<i>(\$291,633)</i>	<i>\$109,433</i>	<i>(\$568,471)</i>
<i>Ending Fund Balance Reconciliation</i>	<i>\$788,106</i>	<i>\$368,086</i>	<i>\$161,163</i>	<i>\$266,820</i>	<i>\$491,546</i>	<i>\$10,026</i>	<i>\$600,979</i>	<i>\$32,508</i>
<i>Plus Budgeted / Projected Contingencies</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>145,000</i>	<i>-</i>	<i>150,000</i>
<i>Adjusted Ending Fund Balance</i>	<i>788,106</i>	<i>368,086</i>	<i>161,163</i>	<i>266,820</i>	<i>491,546</i>	<i>155,026</i>	<i>600,979</i>	<i>182,508</i>
<i>Fund Balance Policy</i>	<i>168,000</i>	<i>155,000</i>	<i>164,000</i>	<i>171,000</i>	<i>172,000</i>	<i>175,000</i>	<i>178,000</i>	<i>183,000</i>
<i>Excess (deficiency)</i>	<i>\$620,106</i>	<i>\$213,086</i>	<i>(\$2,837)</i>	<i>\$95,820</i>	<i>\$319,546</i>	<i>(\$19,974)</i>	<i>\$422,979</i>	<i>(\$492)</i>

\*Includes Human Resources in 2008 and 2009

\*\*Includes Human Resources in 2007

\*\*\*Includes Facilities Division that was transferred to CIP in 2007

**central services fund long-term plan**

<b>CENTRAL SERVICES FUND</b>						
<b>#710</b>	2014	2015	2016	2017	2018	Long-term
	Projection	Projection	Projection	Projection	Projection	Comments
<b>RESOURCES</b>						Percent
Working Capital Carryover (EFB)	\$182,508	(\$101,772)	(\$169,352)	(\$72,032)	(\$3,812)	Includes prior year unused contingency
<b>Revenues</b>						
Taxes	\$60,800	\$62,600	\$64,500	\$66,400	\$68,400	103.0%
Intergovernmental	2,820	2,820	2,820	2,820	2,820	102.0%
Charges for Services	6,502,000	6,827,000	7,168,000	7,526,000	7,902,000	2014 (10%) increase will be needed.
Interest on Investments	5,000	5,000	5,000	5,000	5,000	102.0%
Miscellaneous Revenues	113,000	116,000	119,000	123,000	127,000	103.0%
Operating Transfers In	-	-	-	-	-	
<b>Total Revenues</b>	<b>6,683,620</b>	<b>7,013,420</b>	<b>7,359,320</b>	<b>7,723,220</b>	<b>8,105,220</b>	
<b>TOTAL RESOURCES</b>	<b>\$6,866,128</b>	<b>\$6,911,648</b>	<b>\$7,189,968</b>	<b>\$7,651,188</b>	<b>\$8,101,408</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Administration - Personal Services *	\$1,224,000	\$1,273,000	\$1,324,000	\$1,377,000	\$1,432,000	104.0%
Administration - Materials & Services *	338,000	348,000	358,000	369,000	380,000	103.0%
IT - Computer Services - Personal Services	897,000	933,000	970,000	1,009,000	1,049,000	104.0%
IT - Computer Services - Materials & Services	285,000	294,000	303,000	312,000	321,000	103.0%
IT - Computer Services - Capital Outlay	298,900	160,000	80,000	200,000	100,000	100.0%
Administrative Services - Personal Services **	1,432,000	1,489,000	1,549,000	1,611,000	1,675,000	104.0%
Administrative Services - Materials & Services **	490,000	505,000	520,000	536,000	552,000	103.0%
Administrative Services - Capital Outlay **	-	-	-	-	-	100.0%
City Recorder - Personal Services	186,000	193,000	201,000	209,000	217,000	104.0%
City Recorder - Materials & Services	150,000	155,000	160,000	165,000	170,000	103.0%
City Recorder - Capital Outlay	-	-	-	-	-	100.0%
Public Works - Personal Services ***	1,429,000	1,486,000	1,545,000	1,607,000	1,671,000	104.0%
Public Works - Materials & Services ***	238,000	245,000	252,000	260,000	268,000	103.0%
Public Works - Capital Outlay ***	-	-	-	-	-	100.0%
Transfers	-	-	-	-	-	
Contingency	209,000	212,400	217,900	229,700	235,100	Contingency is 3%.
<b>Total Expenditures</b>	<b>7,176,900</b>	<b>7,293,400</b>	<b>7,479,900</b>	<b>7,884,700</b>	<b>8,070,100</b>	
Unappropriated Ending Fund Balance (EFB)	(310,772)	(381,752)	(289,932)	(233,512)	31,308	
<b>TOTAL REQUIREMENTS</b>	<b>\$6,866,128</b>	<b>\$6,911,648</b>	<b>\$7,189,968</b>	<b>\$7,651,188</b>	<b>\$8,101,408</b>	
<i>Annual Revenues Over (Under) Expenditures</i>	<i>(\$493,280)</i>	<i>(\$279,980)</i>	<i>(\$120,580)</i>	<i>(\$161,480)</i>	<i>\$35,120</i>	
<i>Ending Fund Balance Reconciliation</i>	<i>(\$310,772)</i>	<i>(\$381,752)</i>	<i>(\$289,932)</i>	<i>(\$233,512)</i>	<i>\$31,308</i>	
<i>Plus Budgeted / Projected Contingencies</i>	<i>209,000</i>	<i>212,400</i>	<i>217,900</i>	<i>229,700</i>	<i>235,100</i>	
<i>Adjusted Ending Fund Balance</i>	<i>(101,772)</i>	<i>(169,352)</i>	<i>(72,032)</i>	<i>(3,812)</i>	<i>266,408</i>	
<i>Fund Balance Policy</i>	<i>201,000</i>	<i>210,000</i>	<i>221,000</i>	<i>232,000</i>	<i>243,000</i>	Policy is 3% of operating revenues.
<i>Excess (deficiency)</i>	<i>(\$302,772)</i>	<i>(\$379,352)</i>	<i>(\$293,032)</i>	<i>(\$235,812)</i>	<i>\$23,408</i>	

\*Includes Human Resources in 2008 and 2009

\*\*Includes Human Resources in 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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	<u>\$ 1,060,790</u>	<u>\$ 1,125,430</u>	<u>\$ 1,138,699</u>	<u>\$ 696,071</u>	<u>\$ 640,110</u>	<u>\$ 783,477</u>	<u>\$ 605,943</u>	<u>\$ 617,493</u>
	<b>Charges for Services</b>								
	Interdepartmental	629,027	648,360	639,189	330,335	330,335	404,705	404,500	404,705
	Workers Compensation	-	-	-	304,158	305,412	325,000	320,500	330,000
440	<b>Total Charges for Services</b>	<u>629,027</u>	<u>648,360</u>	<u>639,189</u>	<u>634,493</u>	<u>635,747</u>	<u>729,705</u>	<u>725,000</u>	<u>734,705</u>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	65,867	57,152	15,240	12,961	5,770	9,200	4,000	5,000
470	<b>Total Interest on Investments</b>	<u>65,867</u>	<u>57,152</u>	<u>15,240</u>	<u>12,961</u>	<u>5,770</u>	<u>9,200</u>	<u>4,000</u>	<u>5,000</u>
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	38,644	9,683	107,543	36,482	21,992	30,000	20,000	30,000
480	<b>Total Miscellaneous Revenues</b>	<u>38,644</u>	<u>9,683</u>	<u>107,543</u>	<u>36,482</u>	<u>21,992</u>	<u>30,000</u>	<u>20,000</u>	<u>30,000</u>
	<b>Total Insurance Services Fund</b>	<u><u>\$ 1,794,328</u></u>	<u><u>\$ 1,840,625</u></u>	<u><u>\$ 1,900,671</u></u>	<u><u>\$ 1,380,007</u></u>	<u><u>\$ 1,303,619</u></u>	<u><u>\$ 1,552,382</u></u>	<u><u>\$ 1,354,943</u></u>	<u><u>\$ 1,387,198</u></u>

## insurance services fund long-term plan

INSURANCE SERVICES FUND						2012	2012	
#720	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$1,060,790	\$1,125,430	\$1,138,699	\$696,071	\$640,110	\$783,477	\$605,943	\$617,493
<b>Revenues</b>								
Charges for Services	\$629,027	\$648,360	\$639,189	\$634,493	\$635,747	\$729,705	\$725,000	\$734,705
Interest on Investments	65,867	57,152	15,240	12,961	5,770	9,200	4,000	5,000
Miscellaneous Revenues	38,644	9,683	107,543	36,482	21,992	30,000	20,000	30,000
<b>Total Revenues</b>	<b>733,538</b>	<b>715,195</b>	<b>761,972</b>	<b>683,936</b>	<b>663,509</b>	<b>768,905</b>	<b>749,000</b>	<b>769,705</b>
<b>TOTAL RESOURCES</b>	<b>\$1,794,328</b>	<b>\$1,840,625</b>	<b>\$1,900,671</b>	<b>\$1,380,007</b>	<b>\$1,303,619</b>	<b>\$1,552,382</b>	<b>\$1,354,943</b>	<b>\$1,387,198</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Personal Services	\$145,561	\$81,133	\$80,885	\$77,909	\$77,134	\$79,580	\$82,950	\$83,130
Materials and Services	523,337	620,793	1,123,715	661,988	620,542	676,500	654,500	676,500
Operating Contingency						150,000		150,000
<b>Total Expenditures</b>	<b>668,898</b>	<b>701,926</b>	<b>1,204,600</b>	<b>739,897</b>	<b>697,676</b>	<b>906,080</b>	<b>737,450</b>	<b>909,630</b>
Unappropriated Ending Fund Balance (EFB)	1,125,430	1,138,699	696,071	640,110	605,943	646,302	617,493	477,568
<b>TOTAL REQUIREMENTS</b>	<b>\$1,794,328</b>	<b>\$1,840,625</b>	<b>\$1,900,671</b>	<b>\$1,380,007</b>	<b>\$1,303,619</b>	<b>\$1,552,382</b>	<b>\$1,354,943</b>	<b>\$1,387,198</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$64,640</b>	<b>\$13,269</b>	<b>(\$442,628)</b>	<b>(\$55,961)</b>	<b>(\$34,167)</b>	<b>(\$137,175)</b>	<b>\$11,550</b>	<b>(\$139,925)</b>
<b>Ending Fund Balance Reconciliation</b>	<b>\$1,125,430</b>	<b>\$1,138,699</b>	<b>\$696,071</b>	<b>\$640,110</b>	<b>\$605,943</b>	<b>\$646,302</b>	<b>\$617,493</b>	<b>\$477,568</b>
Plus Budgeted / Projected Contingencies	-	-	-	-	-	150,000	-	150,000
<b>Adjusted Ending Fund Balance</b>	<b>1,125,430</b>	<b>1,138,699</b>	<b>696,071</b>	<b>640,110</b>	<b>605,943</b>	<b>796,302</b>	<b>617,493</b>	<b>627,568</b>
<b>Fund Balance Policy</b>	<b>501,000</b>	<b>516,000</b>	<b>531,000</b>	<b>547,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Excess (deficiency)</b>	<b>\$624,430</b>	<b>\$622,699</b>	<b>\$165,071</b>	<b>\$93,110</b>	<b>(\$394,057)</b>	<b>(\$203,698)</b>	<b>(\$382,507)</b>	<b>(\$372,432)</b>

*insurance services fund long-term plan*

<b>INSURANCE SERVICES FUND</b>						
<b>#720</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>
						<b>Percent</b>
<b>RESOURCES</b>						
Working Capital Carryover (EFB)	\$627,568	\$614,568	\$651,568	\$743,568	\$898,568	Includes prior year unused contingency
<b>Revenues</b>						
Charges for Services	\$735,000	\$809,000	\$890,000	\$979,000	\$1,077,000	An average of 10% increases in 2012 and after
Interest on Investments	5,000	5,000	5,000	5,000	5,000	Based upon claims & exposures
Miscellaneous Revenues	30,000	30,000	30,000	30,000	30,000	
<b>Total Revenues</b>	<b>770,000</b>	<b>844,000</b>	<b>925,000</b>	<b>1,014,000</b>	<b>1,112,000</b>	
<b>TOTAL RESOURCES</b>	<b>\$1,397,568</b>	<b>\$1,458,568</b>	<b>\$1,576,568</b>	<b>\$1,757,568</b>	<b>\$2,010,568</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Personal Services	\$86,000	\$89,000	\$93,000	\$97,000	\$101,000	<b>104.0%</b>
Materials and Services	697,000	718,000	740,000	762,000	785,000	Estimated on premiums and projected claims
Operating Contingency	150,000	150,000	150,000	150,000	150,000	Industry changes encourage this dollar level
<b>Total Expenditures</b>	<b>933,000</b>	<b>957,000</b>	<b>983,000</b>	<b>1,009,000</b>	<b>1,036,000</b>	
Unappropriated Ending Fund Balance (EFB)	464,568	501,568	593,568	748,568	974,568	
<b>TOTAL REQUIREMENTS</b>	<b>\$1,397,568</b>	<b>\$1,458,568</b>	<b>\$1,576,568</b>	<b>\$1,757,568</b>	<b>\$2,010,568</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$163,000)</b>	<b>(\$113,000)</b>	<b>(\$58,000)</b>	<b>\$5,000</b>	<b>\$76,000</b>	
<b>Ending Fund Balance Reconciliation</b>	<b>\$464,568</b>	<b>\$501,568</b>	<b>\$593,568</b>	<b>\$748,568</b>	<b>\$974,568</b>	
<b>Plus Budgeted / Projected Contingencies</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	
<b>Adjusted Ending Fund Balance</b>	<b>614,568</b>	<b>651,568</b>	<b>743,568</b>	<b>898,568</b>	<b>1,124,568</b>	
<b>Fund Balance Policy</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	
<b>Excess (deficiency)</b>	<b>(\$385,432)</b>	<b>(\$348,432)</b>	<b>(\$256,432)</b>	<b>(\$101,432)</b>	<b>\$124,568</b>	

## **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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	\$ 1,510,170	\$ 1,750,852	\$ 1,329,672	\$ 844,150	\$ 1,760,305	\$ 650,551	\$ 1,858,969	\$ 2,372,415
	<b>Intergovernmental Revenues</b>								
	Grants	-	-	-	-	26,264	-	-	-
430	<b>Total Intergovernmental</b>	-	-	-	-	26,264	-	-	-
	<b>Charges for Services</b>								
	Technology Fee	66,653	54,848	63,000	63,000	63,000	63,000	-	-
	Maintenance Services	697,891	660,407	558,015	805,200	1,008,276	926,150	926,150	926,150
	Equipment Replacement	567,485	493,629	533,109	777,537	767,412	772,413	772,413	772,413
	Fuel Sales	51,421	45,130	60,195	46,345	64,042	50,000	75,000	75,000
440	<b>Total Charges for Services</b>	1,383,450	1,254,014	1,214,319	1,692,082	1,902,730	1,811,563	1,773,563	1,773,563
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	80,566	72,125	16,603	24,883	24,055	35,000	25,000	25,000
470	<b>Total Interest on Investments</b>	80,566	72,125	16,603	24,883	24,055	35,000	25,000	25,000
	<b>Miscellaneous Revenues</b>								
	Miscellaneous Income	18,051	574	9,304	12	271	5,000	4,000	5,000
	Sale of Equipment	63,504	148,723	30,694	14,745	11,000	50,000	12,000	50,000
480	<b>Total Miscellaneous Revenues</b>	81,555	149,297	39,998	14,757	11,271	55,000	16,000	55,000
	<b>Other Financing Sources</b>								
	Interfund Loans	-	-	-	-	208,000	408,000	408,000	408,000
490	<b>Total Other Financing Sources</b>	-	-	-	-	208,000	408,000	408,000	408,000
	<b>Total Equipment Fund</b>	<b>\$ 3,055,741</b>	<b>\$ 3,226,288</b>	<b>\$ 2,600,592</b>	<b>\$ 2,575,872</b>	<b>\$ 3,932,625</b>	<b>\$ 2,960,114</b>	<b>\$ 4,081,532</b>	<b>\$ 4,633,978</b>

## equipment fund long-term plan

EQUIPMENT FUND						2012	2012	
#730	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$1,510,170	\$1,750,852	\$1,329,672	\$844,150	\$1,760,305	\$650,551	\$1,858,969	\$2,372,415
<b>Revenues</b>								
Charges for Services	\$1,383,450	\$1,254,014	\$1,214,319	\$1,692,082	\$1,902,730	\$1,811,563	\$1,773,563	\$1,773,563
Interest on Investments	80,566	72,125	16,603	24,883	24,055	35,000	25,000	25,000
Miscellaneous Revenues	81,555	149,297	39,998	14,757	11,271	55,000	16,000	55,000
Grant	-	-	-	-	26,264	-	-	-
Interfund Loan	-	-	-	-	208,000	408,000	408,000	408,000
<b>Total Revenues</b>	<b>1,545,571</b>	<b>1,475,436</b>	<b>1,270,920</b>	<b>1,731,722</b>	<b>2,172,320</b>	<b>2,309,563</b>	<b>2,222,563</b>	<b>2,261,563</b>
<b>TOTAL RESOURCES</b>	<b>\$3,055,741</b>	<b>\$3,226,288</b>	<b>\$2,600,592</b>	<b>\$2,575,872</b>	<b>\$3,932,625</b>	<b>\$2,960,114</b>	<b>\$4,081,532</b>	<b>\$4,633,978</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
PW Maintenance Division - Personal Services	\$243,499	\$266,336	\$279,542	\$274,889	\$410,530	\$430,069	\$370,677	\$424,320
PW Maintenance Division - Materials & Services	479,423	487,001	435,487	459,847	572,816	558,545	554,923	559,645
PW Maintenance Division - Capital								10,000
Purchasing and Acquisition Division - Capital	581,967	1,143,279	416,413	80,831	540,310	800,000	783,517	1,037,000
Interfund Loan	-	-	625,000	-	550,000	-	-	-
Operating Contingency						47,000		50,000
<b>Total Expenditures</b>	<b>1,304,889</b>	<b>1,896,616</b>	<b>1,756,442</b>	<b>815,567</b>	<b>2,073,656</b>	<b>1,835,614</b>	<b>1,709,117</b>	<b>2,080,965</b>
Unappropriated Ending Fund Balance (EFB)	1,750,852	1,329,672	844,150	1,760,305	1,858,969	1,124,500	2,372,415	2,553,013
<b>TOTAL REQUIREMENTS</b>	<b>\$3,055,741</b>	<b>\$3,226,288</b>	<b>\$2,600,592</b>	<b>\$2,575,872</b>	<b>\$3,932,625</b>	<b>\$2,960,114</b>	<b>\$4,081,532</b>	<b>\$4,633,978</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$240,682</b>	<b>(\$421,180)</b>	<b>(\$485,522)</b>	<b>\$916,155</b>	<b>\$98,664</b>	<b>\$473,949</b>	<b>\$513,446</b>	<b>\$180,598</b>
<b>Ending Fund Balance Reconciliation</b>	<b>\$1,750,852</b>	<b>\$1,329,672</b>	<b>\$844,150</b>	<b>\$1,760,305</b>	<b>\$1,858,969</b>	<b>\$1,124,500</b>	<b>\$2,372,415</b>	<b>\$2,553,013</b>
Plus Budgeted / Projected Contingencies	-	-	-	-	-	47,000	-	50,000
<b>Adjusted Ending Fund Balance</b>	<b>1,750,852</b>	<b>1,329,672</b>	<b>844,150</b>	<b>1,760,305</b>	<b>1,858,969</b>	<b>1,171,500</b>	<b>2,372,415</b>	<b>2,603,013</b>
<b>Fund Balance Policy</b>	<b>1,600,000</b>							
Excess (deficiency)	\$150,852	(\$270,328)	(\$755,850)	\$160,305	\$258,969	(\$428,500)	\$772,415	\$1,003,013

**equipment fund long-term plan**

#730	2014 Projection	2015 Projection	2016 Projection	2017 Projection	2018 Projection	Comments	Long-term Percent
<b>RESOURCES</b>							
Working Capital Carryover (EFB)	\$2,603,013	\$2,629,576	\$2,563,576	\$2,558,576	\$2,618,576	Includes prior year unused contingency	
<b>Revenues</b>							
Charges for Services	\$1,811,563	\$1,902,000	\$1,997,000	\$2,097,000	\$2,202,000		105.0%
Interest on Investments	26,000	27,000	28,000	29,000	30,000		103.0%
Miscellaneous Revenues	56,000	57,000	58,000	59,000	60,000		102.0%
Grant	-	-	-	-	-		
Interfund Loan	150,000	-	-	-	-	Repayments from CIP and Water funds.	
<b>Total Revenues</b>	<b>2,043,563</b>	<b>1,986,000</b>	<b>2,083,000</b>	<b>2,185,000</b>	<b>2,292,000</b>		
<b>TOTAL RESOURCES</b>	<b>\$4,646,576</b>	<b>\$4,615,576</b>	<b>\$4,646,576</b>	<b>\$4,743,576</b>	<b>\$4,910,576</b>		
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
PW Maintenance Division - Personal Services	\$441,000	\$459,000	\$477,000	\$496,000	\$516,000		104.0%
PW Maintenance Division - Materials & Services	576,000	593,000	611,000	629,000	648,000		103.0%
PW Maintenance Division - Capital							
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	64,000	65,000	Contingency is 3% of operating expenditures.	
<b>Total Expenditures</b>	<b>2,078,000</b>	<b>2,114,000</b>	<b>2,151,000</b>	<b>2,189,000</b>	<b>2,229,000</b>		
Unappropriated Ending Fund Balance (EFB)	2,568,576	2,501,576	2,495,576	2,554,576	2,681,576		
<b>TOTAL REQUIREMENTS</b>	<b>\$4,646,576</b>	<b>\$4,615,576</b>	<b>\$4,646,576</b>	<b>\$4,743,576</b>	<b>\$4,910,576</b>		
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$34,437)</b>	<b>(\$128,000)</b>	<b>(\$68,000)</b>	<b>(\$4,000)</b>	<b>\$63,000</b>		
<b>Ending Fund Balance Reconciliation</b>	<b>\$2,568,576</b>	<b>\$2,501,576</b>	<b>\$2,495,576</b>	<b>\$2,554,576</b>	<b>\$2,681,576</b>		
Plus Budgeted / Projected Contingencies	61,000	62,000	63,000	64,000	65,000		
<b>Adjusted Ending Fund Balance</b>	<b>2,629,576</b>	<b>2,563,576</b>	<b>2,558,576</b>	<b>2,618,576</b>	<b>2,746,576</b>		
<b>Fund Balance Policy</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>		
<b>Excess (deficiency)</b>	<b>\$1,029,576</b>	<b>\$963,576</b>	<b>\$958,576</b>	<b>\$1,018,576</b>	<b>\$1,146,576</b>		

## **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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
400	Working Capital Carryover	\$ 719,429	\$ 749,918	\$ 771,948	\$ 788,753	\$ 807,797	\$ 830,297	\$ 831,603	\$ 867,103
	<b>Charges for Services</b>								
	Sales	25,568	21,530	21,028	15,690	23,306	22,000	35,000	25,000
440	<b>Total Charges for Services</b>	<b>25,568</b>	<b>21,530</b>	<b>21,028</b>	<b>15,690</b>	<b>23,306</b>	<b>22,000</b>	<b>35,000</b>	<b>25,000</b>
	<b>Interest on Investments</b>								
	Interest on Pooled Investments	35,421	33,180	10,075	10,025	5,298	20,000	3,000	20,000
470	<b>Total Interest on Investments</b>	<b>35,421</b>	<b>33,180</b>	<b>10,075</b>	<b>10,025</b>	<b>5,298</b>	<b>20,000</b>	<b>3,000</b>	<b>20,000</b>
	Operating Transfers In:								
	From General Fund	500	500	500	500	500	500	500	500
490	<b>Total Other Financing Sources</b>	<b>500</b>	<b>500</b>						
	<b>Total Cemetery Trust Fund</b>	<b>\$ 780,918</b>	<b>\$ 805,128</b>	<b>\$ 803,551</b>	<b>\$ 814,968</b>	<b>\$ 836,901</b>	<b>\$ 872,797</b>	<b>\$ 870,103</b>	<b>\$ 912,603</b>

**cemetery trust fund long-term plan**

<b>CEMETERY TRUST FUND</b>						2012	2012	
<b>#810</b>	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$719,429	\$749,918	\$771,948	\$788,753	\$807,797	\$830,297	\$831,603	\$867,103
<b>Revenues</b>								
Charges for Services	\$25,568	\$21,530	\$21,028	\$15,690	\$23,306	\$22,000	\$35,000	\$25,000
Interest on Investments	35,421	33,180	10,075	10,025	5,298	20,000	3,000	20,000
Operating Transfers In	500	500	500	500	500	500	500	500
<b>Total Revenues</b>	<b>61,489</b>	<b>55,210</b>	<b>31,603</b>	<b>26,215</b>	<b>29,104</b>	<b>42,500</b>	<b>38,500</b>	<b>45,500</b>
<b>TOTAL RESOURCES</b>	<b>\$780,918</b>	<b>\$805,128</b>	<b>\$803,551</b>	<b>\$814,968</b>	<b>\$836,901</b>	<b>\$872,797</b>	<b>\$870,103</b>	<b>\$912,603</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Operating Transfers Out	\$31,000	\$33,180	\$14,798	\$7,171	\$5,298	\$20,000	\$3,000	\$20,000
<b>Total Expenditures</b>	<b>31,000</b>	<b>33,180</b>	<b>14,798</b>	<b>7,171</b>	<b>5,298</b>	<b>20,000</b>	<b>3,000</b>	<b>20,000</b>
Unappropriated Ending Fund Balance (EFB)	749,918	771,948	788,753	807,797	831,603	852,797	867,103	892,603
<b>TOTAL REQUIREMENTS</b>	<b>\$780,918</b>	<b>\$805,128</b>	<b>\$803,551</b>	<b>\$814,968</b>	<b>\$836,901</b>	<b>\$872,797</b>	<b>\$870,103</b>	<b>\$912,603</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$30,489</b>	<b>\$22,030</b>	<b>\$16,805</b>	<b>\$19,044</b>	<b>\$23,806</b>	<b>\$22,500</b>	<b>\$35,500</b>	<b>\$25,500</b>

No Fund Balance Policy

*cemetery trust fund long-term plan*

<b>CEMETERY TRUST FUND</b>						
<b>#810</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Long-term</b>
	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Comments</b>
<b>RESOURCES</b>						<b>Percent</b>
<b>Working Capital Carryover (EFB)</b>	<b>\$892,603</b>	<b>\$918,103</b>	<b>\$943,603</b>	<b>\$969,103</b>	<b>\$994,603</b>	
<b>Revenues</b>						
Charges for Services	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	100.0%
Interest on Investments	20,600	21,200	21,800	22,500	23,200	103.0%
Operating Transfers In	500	500	500	500	500	Transfer from General Fund per charter
<b>Total Revenues</b>	<b>46,100</b>	<b>46,700</b>	<b>47,300</b>	<b>48,000</b>	<b>48,700</b>	
<b>TOTAL RESOURCES</b>	<b>\$938,703</b>	<b>\$964,803</b>	<b>\$990,903</b>	<b>\$1,017,103</b>	<b>\$1,043,303</b>	
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
Operating Transfers Out	\$20,600	\$21,200	\$21,800	\$22,500	\$23,200	Interest earnings transfer to General Fund
<b>Total Expenditures</b>	<b>20,600</b>	<b>21,200</b>	<b>21,800</b>	<b>22,500</b>	<b>23,200</b>	
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>918,103</b>	<b>943,603</b>	<b>969,103</b>	<b>994,603</b>	<b>1,020,103</b>	
<b>TOTAL REQUIREMENTS</b>	<b>\$938,703</b>	<b>\$964,803</b>	<b>\$990,903</b>	<b>\$1,017,103</b>	<b>\$1,043,303</b>	
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$25,500</b>	<b>\$25,500</b>	<b>\$25,500</b>	<b>\$25,500</b>	<b>\$25,500</b>	

No Fund Balance Policy

## **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 25% of operational revenues.

**parcs and recreation fund resources**

Description	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
<b>Working Capital Carryover</b>	<b>\$ 1,507,367</b>	<b>\$ 1,180,912</b>	<b>\$ 1,201,442</b>	<b>\$ 1,379,751</b>	<b>\$ 1,787,781</b>	<b>\$ 1,991,310</b>	<b>\$ 2,214,031</b>	<b>\$ 2,087,749</b>
<b>Taxes</b>								
Property Taxes								
Current	3,415,109	3,688,554	3,779,193	3,879,036	4,033,202	4,138,200	4,150,000	4,270,000
Prior	122,560	183,647	128,367	164,872	158,977	125,000	175,000	175,000
<b>Total Taxes</b>	<b>3,537,669</b>	<b>3,872,201</b>	<b>3,907,560</b>	<b>4,043,908</b>	<b>4,192,179</b>	<b>4,263,200</b>	<b>4,325,000</b>	<b>4,445,000</b>
<b>Intergovernmental Revenues</b>								
Grants/other	19,796	-	-	9,983	21,139	15,000	-	-
<b>Total Intergovernmental</b>	<b>19,796</b>	<b>-</b>	<b>-</b>	<b>9,983</b>	<b>21,139</b>	<b>15,000</b>	<b>-</b>	<b>-</b>
<b>Charges for Service</b>								
Facility Rentals	27,573	34,514	62,220	68,942	61,858	62,000	60,000	60,000
Contracted Services	228,345	242,192	370,670	282,590	264,820	215,000	215,000	190,000
Golf Course Fees	309,286	301,859	304,677	325,758	293,114	320,000	305,000	305,000
Park Fees	66,965	51,076	-	-	-	-	-	-
Recreation Programs	115,764	182,238	235,127	253,389	259,231	230,000	240,000	250,000
<b>Total Charges for Services</b>	<b>747,933</b>	<b>811,879</b>	<b>972,694</b>	<b>930,679</b>	<b>879,023</b>	<b>827,000</b>	<b>820,000</b>	<b>805,000</b>
<b>Interest on Investments</b>								
Interest on Pooled Investments	100,496	92,172	18,623	21,748	14,441	20,000	11,000	11,000
<b>Total Interest on Investments</b>	<b>100,496</b>	<b>92,172</b>	<b>18,623</b>	<b>21,748</b>	<b>14,441</b>	<b>20,000</b>	<b>11,000</b>	<b>11,000</b>
<b>Miscellaneous</b>								
Donations	3,825	17,691	6,259	8,681	5,475	7,500	2,000	7,500
Miscellaneous Income	38,798	119,649	238,108	7,414	42,414	15,000	12,000	15,000
Bad Debt Recovered				1,024	-		20,000	1,000
<b>Total Miscellaneous Income</b>	<b>42,623</b>	<b>137,340</b>	<b>244,367</b>	<b>17,119</b>	<b>47,889</b>	<b>22,500</b>	<b>34,000</b>	<b>23,500</b>
<b>Total Parks &amp; Recreation</b>	<b>\$ 5,955,884</b>	<b>\$ 6,094,504</b>	<b>\$ 6,344,686</b>	<b>\$ 6,403,188</b>	<b>\$ 6,942,452</b>	<b>\$ 7,139,010</b>	<b>\$ 7,404,031</b>	<b>\$ 7,372,249</b>

***parks and recreation fund long-term plan***

<b>PARKS AND RECREATION FUND</b>						2012	2012	2013
	2007	2008	2009	2010	2011	Amended	Estimate for	2013
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$1,507,367	\$1,180,912	\$1,201,442	\$1,379,751	\$1,787,781	\$1,991,310	\$2,214,031	\$2,087,749
Revenues								
Taxes	\$3,537,669	\$3,872,201	\$3,907,560	\$4,043,908	\$4,192,179	\$4,263,200	\$4,325,000	\$4,445,000
Intergovernmental Revenues	19,796	-	-	9,983	21,139	15,000	-	-
Charges for Service	747,933	811,879	972,694	930,679	879,023	827,000	820,000	805,000
Interest on Investments	100,496	92,172	18,623	21,748	14,441	20,000	11,000	11,000
Miscellaneous	42,623	137,340	244,367	17,119	47,889	22,500	34,000	23,500
<b>Total Revenues</b>	<b>4,448,517</b>	<b>4,913,592</b>	<b>5,143,244</b>	<b>5,023,437</b>	<b>5,154,671</b>	<b>5,147,700</b>	<b>5,190,000</b>	<b>5,284,500</b>
<b>TOTAL RESOURCES</b>	<b>\$5,955,884</b>	<b>\$6,094,504</b>	<b>\$6,344,686</b>	<b>\$6,403,188</b>	<b>\$6,942,452</b>	<b>\$7,139,010</b>	<b>\$7,404,031</b>	<b>\$7,372,249</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Parks Division - Personal Services	\$2,074,763	\$2,136,233	\$2,081,920	\$1,944,128	\$1,763,704	\$1,875,640	\$1,875,640	\$2,027,110
Parks Division - Materials & Services	1,325,579	1,314,375	1,168,705	1,177,461	1,513,601	1,589,600	1,545,312	1,894,800
Parks Division - Capital Outlay	46,011	9,717	236,849	18,571	94,830	35,000	35,000	35,000
Parks Division - Debt Service	8,139	-	-	-	-	-	-	-
Recreation Division - Personal Services	668,927	735,981	707,088	728,866	762,291	813,140	801,140	956,280
Recreation Division - Materials & Services	213,903	224,931	400,174	309,096	287,849	289,900	289,900	283,500
Golf Division - Personal Services	144,583	162,551	170,596	281,265	160,354	278,790	278,790	327,820
Golf Division - Materials & Services	208,590	194,533	199,603	156,020	121,480	154,100	141,500	157,300
Golf Division - Capital Outlay	4,477	4,741	-	-	24,312	-	-	-
Transfers Out	80,000	110,000	-	-	-	-	-	-
To City's General Fund	-	-	-	-	-	-	-	-
To City's Reserve	-	-	-	-	-	349,000	349,000	-
To Parks CIP	-	-	-	-	-	-	-	350,000
Contingency	-	-	-	-	-	50,000	-	50,000
<b>Total Expenditures</b>	<b>4,774,972</b>	<b>4,893,062</b>	<b>4,964,935</b>	<b>4,615,407</b>	<b>4,728,421</b>	<b>5,435,170</b>	<b>5,316,282</b>	<b>6,081,810</b>
Unappropriated Ending Fund Balance (EFB)	1,180,912	1,201,442	1,379,751	1,787,781	2,214,031	1,703,840	2,087,749	1,290,439
<b>TOTAL REQUIREMENTS</b>	<b>\$5,955,884</b>	<b>\$6,094,504</b>	<b>\$6,344,686</b>	<b>\$6,403,188</b>	<b>\$6,942,452</b>	<b>\$7,139,010</b>	<b>\$7,404,031</b>	<b>\$7,372,249</b>
<i>Annual Revenues Over (Under) Expenditures</i>	<i>(\$326,455)</i>	<i>\$20,530</i>	<i>\$178,309</i>	<i>\$408,030</i>	<i>\$426,250</i>	<i>(\$287,470)</i>	<i>(\$126,282)</i>	<i>(\$797,310)</i>
<i>Ending Fund Balance Reconciliation</i>	<i>\$1,180,912</i>	<i>\$1,201,442</i>	<i>\$1,379,751</i>	<i>\$1,787,781</i>	<i>\$2,214,031</i>	<i>\$1,703,840</i>	<i>\$2,087,749</i>	<i>\$1,290,439</i>
<i>Plus Budgeted / Projected Contingencies</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>50,000</i>	<i>-</i>	<i>50,000</i>
<i>Adjusted Ending Fund Balance</i>	<i>1,180,912</i>	<i>1,201,442</i>	<i>1,379,751</i>	<i>1,787,781</i>	<i>2,214,031</i>	<i>1,753,840</i>	<i>2,087,749</i>	<i>1,340,439</i>
<i>Fund Balance Policy</i>	<i>939,000</i>	<i>957,000</i>	<i>993,000</i>	<i>923,000</i>	<i>1,182,000</i>	<i>1,230,000</i>	<i>1,242,000</i>	<i>1,321,000</i>
<i>Excess (deficiency)</i>	<i>\$241,912</i>	<i>\$244,442</i>	<i>\$386,751</i>	<i>\$864,781</i>	<i>\$1,032,031</i>	<i>\$523,840</i>	<i>\$845,749</i>	<i>\$19,439</i>

## PARKS AND RECREATION FUND

	2014	2015	2016	2017	2018	Comments	Long-term Percent
	Projection	Projection	Projection	Projection	Projection		
<b>RESOURCES</b>							
Working Capital Carryover (EFB)	\$1,340,439	\$942,439	\$544,439	\$148,439	(\$245,561)	Includes prior year unused contingency	
<b>Revenues</b>							
Taxes	\$4,623,000	\$4,808,000	\$5,000,000	\$5,200,000	\$5,408,000	Presented as rate of \$2.09/\$1000	104.0%
Intergovernmental Revenues							103.0%
Charges for Service	829,000	854,000	880,000	906,000	933,000		103.0%
Interest on Investments	11,000	11,000	11,000	11,000	11,000		103.0%
Miscellaneous	24,000	25,000	26,000	27,000	28,000		103.0%
<b>Total Revenues</b>	<b>5,487,000</b>	<b>5,698,000</b>	<b>5,917,000</b>	<b>6,144,000</b>	<b>6,380,000</b>		
<b>TOTAL RESOURCES</b>	<b>\$6,827,439</b>	<b>\$6,640,439</b>	<b>\$6,461,439</b>	<b>\$6,292,439</b>	<b>\$6,134,439</b>		
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
Parks Division - Personal Services	\$2,108,000	\$2,192,000	\$2,280,000	\$2,371,000	\$2,466,000		104.0%
Parks Division - Materials & Services	1,952,000	2,011,000	2,071,000	2,133,000	2,197,000		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	995,000	1,035,000	1,076,000	1,119,000	1,164,000		104.0%
Recreation Division - Materials & Services	292,000	301,000	310,000	319,000	329,000		103.0%
Golf Division - Personal Services	341,000	355,000	369,000	384,000	399,000		104.0%
Golf Division - Materials & Services	162,000	167,000	172,000	177,000	182,000		103.0%
Golf Division - Capital Outlay	-	-	-	-	-		100.0%
Transfers Out	-	-	-	-	-		
To City's General Fund	-	-	-	-	-		
To City's Reserve	-	-	-	-	-		
To Parks CIP	-	-	-	-	-		
Contingency	50,000	50,000	50,000	50,000	50,000		
<b>Total Expenditures</b>	<b>5,935,000</b>	<b>6,146,000</b>	<b>6,363,000</b>	<b>6,588,000</b>	<b>6,822,000</b>		
Unappropriated Ending Fund Balance (EFB)	892,439	494,439	98,439	(295,561)	(687,561)		
<b>TOTAL REQUIREMENTS</b>	<b>\$6,827,439</b>	<b>\$6,640,439</b>	<b>\$6,461,439</b>	<b>\$6,292,439</b>	<b>\$6,134,439</b>		
<i>Annual Revenues Over (Under) Expenditures</i>	<i>(\$448,000)</i>	<i>(\$448,000)</i>	<i>(\$446,000)</i>	<i>(\$444,000)</i>	<i>(\$442,000)</i>		
<i>Ending Fund Balance Reconciliation</i>	<i>\$892,439</i>	<i>\$494,439</i>	<i>\$98,439</i>	<i>(\$295,561)</i>	<i>(\$687,561)</i>		
<i>Plus Budgeted / Projected Contingencies</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>		
<i>Adjusted Ending Fund Balance</i>	<i>942,439</i>	<i>544,439</i>	<i>148,439</i>	<i>(245,561)</i>	<i>(637,561)</i>		
<i>Fund Balance Policy</i>	<i>1,372,000</i>	<i>1,425,000</i>	<i>1,479,000</i>	<i>1,536,000</i>	<i>1,595,000</i>	Policy is 25% of revenues	
<i>Excess (deficiency)</i>	<i>(\$429,561)</i>	<i>(\$880,561)</i>	<i>(\$1,330,561)</i>	<i>(\$1,781,561)</i>	<i>(\$2,232,561)</i>		

## **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 is a transfer budgeted in for this fiscal year for deferred maintenance.

**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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End	
							Estimate	2013 Adopted
<b>Working Capital Carryover</b>	<b>\$ 165,326</b>	<b>\$ 195,390</b>	<b>\$ 263,343</b>	<b>\$ 166,991</b>	<b>\$ 252,864</b>	<b>\$ 228,504</b>	<b>\$ 432,867</b>	<b>\$ 457,167</b>
<b>Charges for Service</b>								
Other Charges	-	-	7,087	9,440	7,335	13,000	7,500	8,000
Depreciation/Vehicle Replacement	98,301	79,026	40,000	70,000	215,000	20,000	85,000	20,000
<b>Total Charges for Service</b>	<b>98,301</b>	<b>79,026</b>	<b>47,087</b>	<b>79,440</b>	<b>222,335</b>	<b>33,000</b>	<b>92,500</b>	<b>28,000</b>
<b>Interest on Investments</b>								
Interest on Investments	6,644	11,978	3,832	1,767	1,655	2,000	1,800	1,900
<b>Total Interest on Investments</b>	<b>6,644</b>	<b>11,978</b>	<b>3,832</b>	<b>1,767</b>	<b>1,655</b>	<b>2,000</b>	<b>1,800</b>	<b>1,900</b>
<b>Miscellaneous</b>								
Miscellaneous Income	-	-	11,755	4,666	-	-	-	-
<b>Total Miscellaneous Income</b>	<b>-</b>	<b>-</b>	<b>11,755</b>	<b>4,666</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Financing Sources</b>								
Operating Transfers In:								
From Parks & City	80,000	110,000	-	-	-	-	-	350,000
<b>Total Other Financing Sources</b>	<b>80,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350,000</b>
<b>Total Parks Capital Improvement</b>	<b>\$ 350,271</b>	<b>\$ 396,394</b>	<b>\$ 326,017</b>	<b>\$ 252,864</b>	<b>\$ 476,854</b>	<b>\$ 263,504</b>	<b>\$ 527,167</b>	<b>\$ 837,067</b>

***parcs capital improvement fund long-term plan***

<b>PARKS CIP FUND</b>	2007	2008	2009	2010	2011	2012	2012	2013
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
<b>RESOURCES</b>								
<b>Working Capital Carryover (EFB)</b>	\$165,326	\$195,390	\$263,343	\$166,991	\$252,864	\$228,504	\$432,867	\$457,167
<b>Revenues</b>								
Charges for Service	\$3,301	(\$974)	\$7,087	\$9,440	\$7,335	\$13,000	\$7,500	\$8,000
Charges for Service -Vehicle Replacement	95,000	80,000	40,000	70,000	215,000	20,000	85,000	20,000
Intergovernmental Revenue								
Interest on Investments	6,644	11,978	3,832	1,767	1,655	2,000	1,800	1,900
Sale of Assets	-	-	11,755	4,666	-	-	-	-
Transfers In - from Parks	80,000	110,000	-	-	-	-	-	350,000
<b>Total Revenues</b>	<b>184,945</b>	<b>201,004</b>	<b>62,674</b>	<b>85,873</b>	<b>223,990</b>	<b>35,000</b>	<b>94,300</b>	<b>379,900</b>
<b>TOTAL RESOURCES</b>	<b>\$350,271</b>	<b>\$396,394</b>	<b>\$326,017</b>	<b>\$252,864</b>	<b>\$476,854</b>	<b>\$263,504</b>	<b>\$527,167</b>	<b>\$837,067</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Capital Equipment Replacement	154,881	133,051	-	-	43,987	50,000	50,000	245,000
Capital Projects	-	-	159,026	-	-	20,000	20,000	350,000
<b>Total Expenditures</b>	<b>154,881</b>	<b>133,051</b>	<b>159,026</b>	<b>-</b>	<b>43,987</b>	<b>70,000</b>	<b>70,000</b>	<b>595,000</b>
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>195,390</b>	<b>263,343</b>	<b>166,991</b>	<b>252,864</b>	<b>432,867</b>	<b>193,504</b>	<b>457,167</b>	<b>242,067</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$350,271</b>	<b>\$396,394</b>	<b>\$326,017</b>	<b>\$252,864</b>	<b>\$476,854</b>	<b>\$263,504</b>	<b>\$527,167</b>	<b>\$837,067</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$30,064</b>	<b>\$67,953</b>	<b>(\$96,352)</b>	<b>\$85,873</b>	<b>\$180,003</b>	<b>(\$35,000)</b>	<b>\$24,300</b>	<b>(\$215,100)</b>
<b>Unappropriated Ending Fund Balance</b>	<b>\$195,390</b>	<b>\$263,343</b>	<b>\$166,991</b>	<b>\$252,864</b>	<b>\$432,867</b>	<b>\$193,504</b>	<b>\$457,167</b>	<b>\$242,067</b>
<b>Reserve for equipment replacement</b>					<b>98,160</b>	<b>20,000</b>	<b>133,160</b>	<b>(91,840)</b>
<b>Adjusted Ending Fund Balance</b>	<b>\$195,390</b>	<b>\$263,343</b>	<b>\$166,991</b>	<b>\$252,864</b>	<b>\$334,707</b>	<b>\$173,504</b>	<b>\$324,007</b>	<b>\$333,907</b>

No Fund Balance Policy

*parcs capital improvement fund long-term plan*

<b>PARKS CIP FUND</b>							
	2014	2015	2016	2017	2018		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
<b>RESOURCES</b>							
<b>Working Capital Carryover (EFB)</b>	<b>\$242,067</b>	<b>\$238,067</b>	<b>\$235,167</b>	<b>\$233,367</b>	<b>\$232,667</b>		
<b>Revenues</b>							
Charges for Service	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000		100.0%
Charges for Service -Vehicle Replacement	21,000	22,000	23,000	24,000	25,000		103.0%
Intergovernmental Revenue							
Interest on Investments	2,000	2,100	2,200	2,300	2,400		103.0%
Sale of Assets	-	-	-	-	-		
Transfers In - from Parks	-	-	-	-	-		100.0%
<b>Total Revenues</b>	<b>31,000</b>	<b>32,100</b>	<b>33,200</b>	<b>34,300</b>	<b>35,400</b>		
<b>TOTAL RESOURCES</b>	<b>\$273,067</b>	<b>\$270,167</b>	<b>\$268,367</b>	<b>\$267,667</b>	<b>\$268,067</b>		
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
Capital Equipment Replacement	35,000	35,000	35,000	35,000	35,000		
Capital Projects	-	-	-	-	-		100.0%
<b>Total Expenditures</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>		
<b>Unappropriated Ending Fund Balance (EFB)</b>	<b>238,067</b>	<b>235,167</b>	<b>233,367</b>	<b>232,667</b>	<b>233,067</b>		
<b>TOTAL REQUIREMENTS</b>	<b>\$273,067</b>	<b>\$270,167</b>	<b>\$268,367</b>	<b>\$267,667</b>	<b>\$268,067</b>		
<b>Annual Revenues Over (Under) Expenditures</b>	<b>(\$4,000)</b>	<b>(\$2,900)</b>	<b>(\$1,800)</b>	<b>(\$700)</b>	<b>\$400</b>		
<b>Unappropriated Ending Fund Balance</b>	<b>\$238,067</b>	<b>\$235,167</b>	<b>\$233,367</b>	<b>\$232,667</b>	<b>\$233,067</b>		
<b>Reserve for equipment replacement</b>	<b>(105,840)</b>	<b>(118,840)</b>	<b>(130,840)</b>	<b>(141,840)</b>	<b>(151,840)</b>	Sinking Fund	
<b>Adjusted Ending Fund Balance</b>	<b>\$343,907</b>	<b>\$354,007</b>	<b>\$364,207</b>	<b>\$374,507</b>	<b>\$384,907</b>		

No Fund Balance Policy

## **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 2012-13 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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Amended	2012 Year End Estimate	2013 Adopted
Working Capital Carryover	\$ 35,374	\$ 72,671	\$ 160,591	\$ 27,356	\$ 22,534	\$ -	\$ 9,899	\$ (8,000)
<b>Taxes</b>								
Property Taxes								
Current	2,230,697	2,432,276	(9,466)	(2,910)	-	-	-	-
Prior	80,520	120,857	84,604	41,524	18,141	20,000	12,000	8,000
<b>Total Taxes</b>	<b>2,311,217</b>	<b>2,553,133</b>	<b>75,138</b>	<b>38,614</b>	<b>18,141</b>	<b>20,000</b>	<b>12,000</b>	<b>8,000</b>
<b>Total Youth Activities Levy</b>	<b>\$ 2,346,591</b>	<b>\$ 2,625,804</b>	<b>\$ 235,729</b>	<b>\$ 65,970</b>	<b>\$ 40,675</b>	<b>\$ 20,000</b>	<b>\$ 21,899</b>	<b>\$ -</b>

**youth activities levy fund long-term plan**

<b>YOUTH ACTIVITIES LEVY FUND</b>						<b>2012</b>	<b>2012</b>	<b>2013</b>
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Amended</b>	<b>Estimate for</b>	<b>2013</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>the Year</b>	<b>Adopted</b>
<b>RESOURCES</b>								
Working Capital Carryover (EFB)	\$35,374	\$72,671	\$160,591	\$27,356	\$22,534	\$0	\$9,899	(\$8,000)
<b>Revenues</b>								
Taxes	\$2,311,217	\$2,553,133	\$75,138	\$38,614	\$18,141	\$20,000	\$12,000	\$8,000
Charges for Service	-	-	-	-	-	-	-	-
Interest on Investments	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>2,311,217</b>	<b>2,553,133</b>	<b>75,138</b>	<b>38,614</b>	<b>18,141</b>	<b>20,000</b>	<b>12,000</b>	<b>8,000</b>
<b>TOTAL RESOURCES</b>	<b>\$2,346,591</b>	<b>\$2,625,804</b>	<b>\$235,729</b>	<b>\$65,970</b>	<b>\$40,675</b>	<b>\$20,000</b>	<b>\$21,899</b>	<b>\$0</b>
<b>REQUIREMENTS</b>								
<b>Expenditures</b>								
Personal Services	\$92,469	\$164,454	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Services	2,181,451	2,300,759	208,373	43,436	30,776	20,000	29,899	-
<b>Total Expenditures</b>	<b>2,273,920</b>	<b>2,465,213</b>	<b>208,373</b>	<b>43,436</b>	<b>30,776</b>	<b>20,000</b>	<b>29,899</b>	<b>-</b>
Unappropriated Ending Fund Balance (EFB)	72,671	160,591	27,356	22,534	9,899	0	(8,000)	0
<b>TOTAL REQUIREMENTS</b>	<b>\$2,346,591</b>	<b>\$2,625,804</b>	<b>\$235,729</b>	<b>\$65,970</b>	<b>\$40,675</b>	<b>\$20,000</b>	<b>\$21,899</b>	<b>\$0</b>
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$37,297</b>	<b>\$87,920</b>	<b>(\$133,235)</b>	<b>(\$4,822)</b>	<b>(\$12,635)</b>	<b>\$0</b>	<b>(\$17,899)</b>	<b>\$8,000</b>

No Fund Balance Policy

**youth activities levy fund long-term plan**

<b>YOUTH ACTIVITIES LEVY FUND</b>							
	2014	2015	2016	2017	2018		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
<b>RESOURCES</b>							
Working Capital Carryover (EFB)	\$0	\$0	\$0	\$0	\$0		
<b>Revenues</b>							
Taxes	\$0	\$0	\$0	\$0	\$0		
Charges for Service	-	-	-	-	-	YAL expired in 2008	
Interest on Investments	-	-	-	-	-	Estimated revenue and payments represent prior year delinquent tax receipts	
<b>Total Revenues</b>	-	-	-	-	-		
<b>TOTAL RESOURCES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
<b>REQUIREMENTS</b>							
<b>Expenditures</b>							
Personal Services	\$0	\$0	\$0	\$0	\$0		
Materials and Services	-	-	-	-	-		
<b>Total Expenditures</b>	-	-	-	-	-		
Unappropriated Ending Fund Balance (EFB)	0	0	0	0	0		
<b>TOTAL REQUIREMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
<b>Annual Revenues Over (Under) Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		

No Fund Balance Policy



---

# 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 Charges ..... A-24  
Internal Franchise Fees ..... A-25  
Glossary..... A-26  
Acronyms ..... A-30  
Index..... A-32

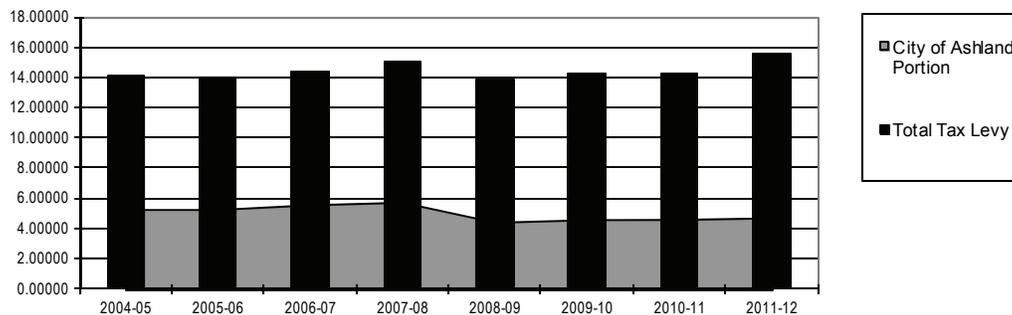
## history of combined property tax rates

### HISTORY OF COMBINED PROPERTY TAX RATES

	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	2011-12 Tax Rate
City of Ashland	5.25330	5.25530	5.56330	5.72500	4.41790	4.58710	4.60360	4.70680
County	2.39900	2.20280	2.17780	2.18120	2.26670	2.36740	2.32760	2.25560
Vector	0.04170	0.04170	0.04170	0.04160	0.04150	0.04290	0.04290	0.04290
RVTD	0.17110	0.17120	0.17100	0.17070	0.17090	0.17720	0.17720	0.17720
Schools-ESD-Rogue	5.00000	5.00040	5.00050	4.99760	4.99710	5.02530	5.02530	5.02530
School Debt	1.28240	1.27750	1.36950	1.89890	1.99970	2.11760	2.11980	3.36360
<b>Total Tax Rate</b>	<b>14.14750</b>	<b>13.94890</b>	<b>14.32380</b>	<b>15.01500</b>	<b>13.89380</b>	<b>14.31750</b>	<b>14.29640</b>	<b>15.57140</b>

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	2,072,000,226	2,128,659,147
--------------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------

### Combined Property Tax Rates

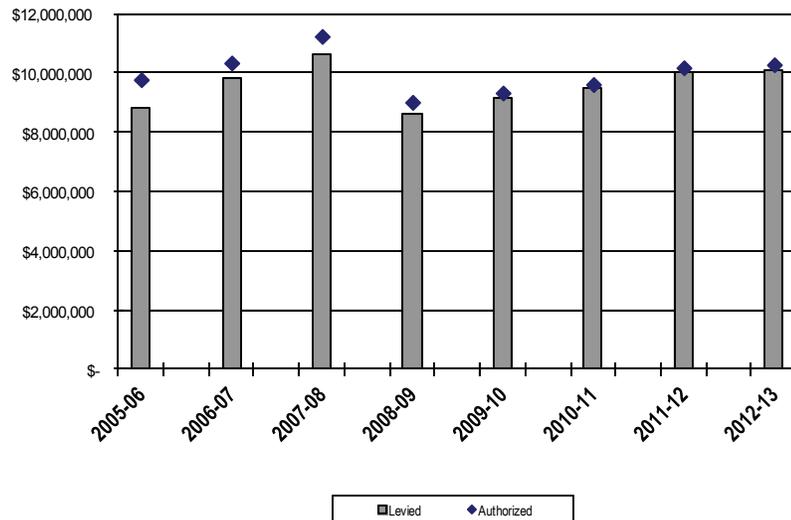


## history of property tax levies

### History of Property Tax Levies

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Adopted 2012-13
	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>	<u>Tax Levy</u>
General Fund	\$ 2,720,000	\$ 3,006,000	\$ 3,107,000	\$ 3,533,000	\$ 3,861,761	\$ 4,000,726	\$ 4,097,873	\$ 4,209,929
General Fund - Technology Fee	-	-	324,000	341,000	350,000	360,000		
Debt Service Fund	-	308,000	-	-	-	-	372,000	372,000
Parks Continuing Levy	3,510,000	3,686,000	3,879,000	4,082,000	4,188,739	4,303,634	4,444,689	4,566,229
Ashland Youth Activity	2,315,000	2,430,000	2,558,000	-	-	-	-	-
Ashland Library Levy	-	-	370,660	254,000	376,393	394,999	406,858	419,064
1982 Water Bond Levy	-	-	-	-	-	-	-	-
1992 Water Bond Levy	-	-	-	-	-	-	-	-
1997 Flood Restoration Bonds	230,980	83,452	85,030	-	-	-	-	-
2000 Fire Station/ Flood Restoration Bonds	27,700	166,385	168,782	177,400	167,506	-	-	-
2005 GO Bonds - Refinanced	-	117,425	117,234	228,600	232,379	410,805	416,610	296,865
2012 Fire Station GO Bonds							259,200	219,011
	<b><u>\$ 8,803,680</u></b>	<b><u>\$ 9,797,262</u></b>	<b><u>\$ 10,609,706</u></b>	<b><u>\$ 8,616,000</u></b>	<b><u>\$ 9,176,779</u></b>	<b><u>\$ 9,470,164</u></b>	<b><u>\$ 9,997,230</u></b>	<b><u>\$ 10,083,098</u></b>
Authorized	9,783,800	10,347,262	11,243,706	9,020,000	9,335,278	9,620,804	10,186,668	10,287,940

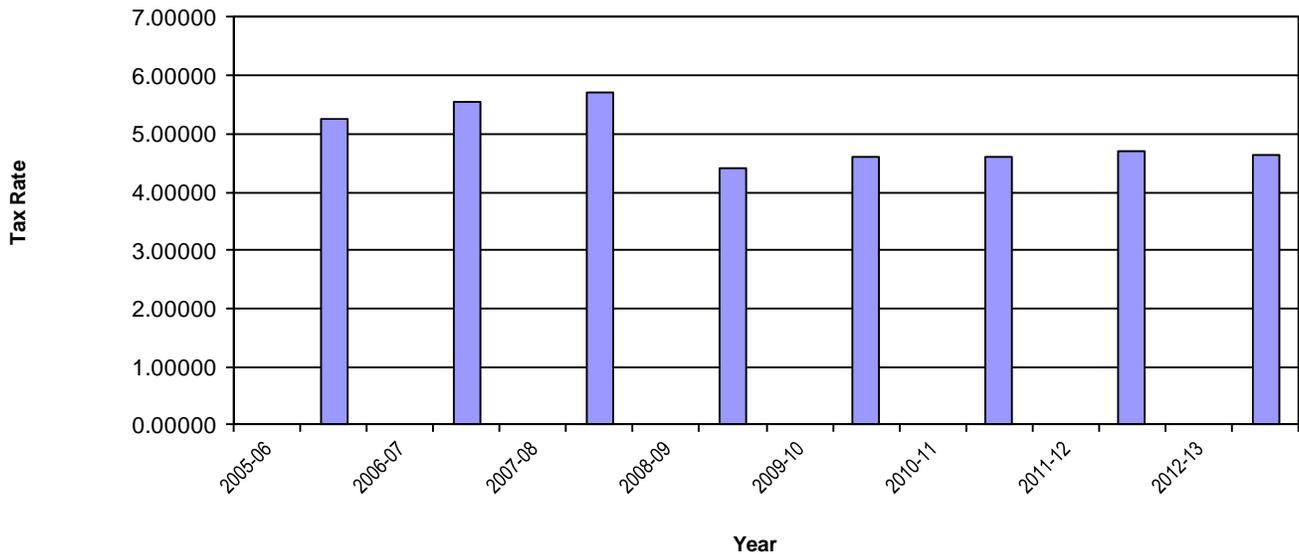
The graph to the right that while the City levies Ad-Valorem Taxes sufficient to meet its economic requirements, during the period reflected in this chart and at no time previously has the authorized constitutional limit been reached.



# history of property tax rates

## HISTORY OF PROPERTY TAX RATES

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Proposed 2012-13
	Tax Rate							
General Fund	1.62190	1.70690	1.67690	1.81190	1.92950	1.94550	1.92950	1.92950
General Fund- Technology Fee	-	-	0.17500	0.17500	0.17500	0.17500	-	-
Debt Service Fund	-	0.17500	-	-	-	-	0.17500	0.17490
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	-	-	-	-	-
Ashland Library Levy	-	-	0.20000	0.13000	0.19000	0.19210	0.19210	0.19210
1982 Water Bond Levy	-	-	-	-	-	-	-	-
1992 Water Bond Levy	-	-	-	-	-	-	-	-
1997 Flood Restoration Bonds	0.14340	0.04740	0.04590	-	-	-	-	-
2000 Flood and Fire Station Bonds	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	0.13610
2012 Fire Station GO Bonds	-	-	-	-	-	-	0.12200	0.10040
	<b>5.25530</b>	<b>5.56330</b>	<b>5.72500</b>	<b>4.41790</b>	<b>4.58710</b>	<b>4.60520</b>	<b>4.70760</b>	<b>4.62580</b>
Assessed Valuation	1,677,271,999	1,761,135,599	1,853,307,500	1,950,322,442	1,991,746,917	2,072,000,226	2,128,659,147	2,181,875,626



**future debt requirements**

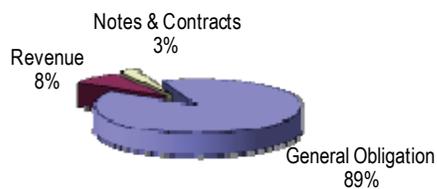
	Tax Supported		Revenue Supported		Joint Revenue & Tax Supported	
	*General Obligation		Revenue		Notes and Contracts Payable	
	Principal	Interest	Principal	Interest	Principal	Interest
	2012-13	2,213,619	1,427,012	396,714	83,847	87,552
2013-14	2,286,306	1,345,345	406,714	71,935	93,356	48,934
2014-15	2,374,127	1,254,020	421,714	59,448	69,289	43,433
2015-16	2,462,090	1,158,741	176,714	50,458	66,404	39,752
2016-17	2,560,202	1,057,562	181,714	44,968	70,188	35,968
2017-18	2,673,469	936,430	186,714	39,150	74,187	31,968
2018-19	2,791,901	809,537	196,714	32,926	78,415	27,740
2019-20	2,910,504	676,829	201,714	26,264	43,794	23,825
2020-21	2,774,287	536,825	206,714	19,238	46,238	21,381
2021-22	2,903,261	402,304	211,714	11,817	48,818	18,801
2022-23	1,462,433	261,219	200,000	4,000	51,542	16,077
2023-24	1,546,815	176,158			54,418	13,201
2024-25	1,545,000	87,240	-	-	57,455	10,165
2025-26	165,000	40,338	-	-	60,661	6,959
2026-27	160,000	34,975	-	-	64,046	3,574
2027-28	165,000	29,375	-	-	-	-
2028-29	190,000	23,600				
2029-30	195,000	16,000				
2030-31	205,000	8,200				
<b>Totals</b>	<b>\$ 31,584,014</b>	<b>\$ 10,281,708</b>	<b>\$ 2,787,143</b>	<b>\$ 444,052</b>	<b>\$ 966,361</b>	<b>\$ 396,513</b>

\*The AFN Revenue Bonds are also backed by the Full Faith and Credit of the City of Ashland

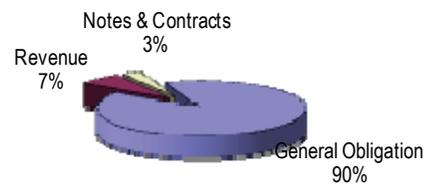
\*\*Amount shown above does not include future debt on assessments that have not been issued.

\*\*\* The Wastewater Treatment Plant refinancing is now under Revenue Supported.

**2012-13  
Debt Requirements, Principal Only**



**2012-13  
All Debt Service Requirements**



## ***economic and cultural grant history***

GENERAL FUND	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	FY 12-13
#110	Actual	Amended	Adopted							
Economic and Cultural Development Grants	\$ 406,800	\$ 445,600	\$ 458,970	\$ 504,650	\$ 527,519	\$ 508,333	\$ 542,079	\$ 542,079	\$ 591,918	\$ 591,918
Supported by Resolution No.	# 2000-25	# 2004-32	# 2004-32	# 2004-32	#2007-08	#2007-08	#2008-35	#2010-06	#2011-07	#2012-04
Agency and Program Name	Awarded	Adopted	Proposed							
Artattack	\$ 2,500	\$ -	\$5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ArtNow	-	-	1,000	1,205	-	-	-	-	-	-
ArtWork Enterprises	-	-	-	-	2,500	2,500	-	-	-	-
Arts Council of Southern Oregon	3,500	1,500	3,000	2,381	-	-	-	-	-	-
Ashland Artisan Gallery & Art Center	-	-	-	-	-	-	20,000	9,496	10,000	10,000
Ashland Bed and Breakfast Network	-	-	-	-	-	5,000	7,000	-	5,850	10,000
Ashland Car Share	-	-	-	-	-	-	-	-	4,000	-
Ashland Community Theatre	4,000	-	-	-	-	-	2,500	2,500	2,500	-
Ashland Gallery Association	2,500	5,000	10,500	16,000	16,000	11,000	15,000	15,000	11,000	13,000
Ashland Historic Railroad Museum	-	-	-	-	-	-	-	2,500	7,500	7,500
Ashland New Plays Festival	-	-	-	-	-	-	-	2,500	2,500	5,000
Ashland Woodland Trails	-	-	-	-	-	-	-	-	-	15,000
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	-	7,000	5,000	2,500	2,500	-	-	-	-	-
Dancing People Company	-	-	-	-	2,500	2,500	4,000	4,000	6,000	5,000
Disabled United in Direct Empowerment	-	-	-	-	-	-	-	2,500	-	-
The Green Room	-	3,000	-	-	-	-	-	-	-	-
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	5,000
Lomakatsi	-	-	-	-	-	-	-	-	5,000	-
Multi Cultural Association	-	-	-	10,000	-	2,500	-	-	3,000	-
National Ctr for Conservation Science & Policy (Geos	-	-	-	-	-	-	-	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	3,000	6,000	6,500	7,000	10,500	7,000	6,000	5,000	5,000	5,000
Rogue Valley Community Development Corp.	-	-	-	-	2,500	-	-	-	-	-
Rogue Valley Farm to School	-	-	-	-	-	-	-	4,000	7,360	8,500
Rogue Valley Symphony	4,000	6,000	7,000	8,000	12,500	6,710	5,500	5,500	5,000	7,500
ScienceWorks	7,500	12,000	15,000	16,000	18,500	16,567	25,000	26,556	26,000	29,000
Siskiyou Singers	2,000	4,100	5,000	5,000	3,375	2,500	-	2,500	2,500	5,000
Southern Oregon Concert Band	-	-	-	-	-	2,500	-	-	-	-
SOU, Native American Studies Program	-	2,500	3,000	-	-	2,500	-	-	-	-
Southern OR Film Society (AIFF)	3,000	8,500	14,000	16,000	21,999	19,566	26,000	26,000	26,850	29,000
Southern Oregon Historical Society	-	2,143	7,500	-	-	-	-	-	-	-
Southern Oregon Land Conservancy	-	-	-	-	-	-	-	-	2,500	-
SOPride	-	-	-	-	-	-	-	-	-	5,000
Southern Oregon Repertory Singers	-	-	-	2,500	3,375	2,500	2,500	2,500	2,500	-
SOWAC	5,714	8,500	9,000	8,000	-	-	-	-	-	-
St. Clair Productions	2,000	4,000	3,500	4,000	5,000	4,000	5,000	5,000	3,350	5,000
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	29,001
Youth Symphony of Oregon	3,000	4,000	5,000	5,000	6,000	3,500	4,000	4,222	4,150	6,000
<b>Subtotal</b>	<b>52,428</b>	<b>89,243</b>	<b>122,745</b>	<b>146,086</b>	<b>155,749</b>	<b>125,410</b>	<b>157,079</b>	<b>167,080</b>	<b>188,758</b>	<b>199,501</b>
Ashland Chamber of Commerce	262,140	240,432	245,241	247,645	255,070	262,722	275,000	280,000	293,160	297,956
Oregon Shakespeare Festival	122,332	110,000	112,200	113,300	116,700	120,201	110,000	110,000	110,000	110,000
<b>Subtotal</b>	<b>384,472</b>	<b>350,432</b>	<b>357,441</b>	<b>360,945</b>	<b>371,770</b>	<b>382,923</b>	<b>385,000</b>	<b>390,000</b>	<b>403,160</b>	<b>407,956</b>
City Projects	-	-	-	-	-	-	-	-	-	70,903
<b>Total</b>	<b>\$ 436,900</b>	<b>\$ 439,675</b>	<b>\$ 480,186</b>	<b>\$ 507,031</b>	<b>\$ 527,519</b>	<b>\$ 508,333</b>	<b>\$ 542,079</b>	<b>\$ 557,080</b>	<b>\$ 591,918</b>	<b>\$ 678,360</b>

**social service grant history**

GENERAL FUND	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	FY 12-13
#110	Actual	Amended	Adopted							
<b>Social Service Grants</b>	\$ 118,669	\$ 107,622	\$ 112,000	\$ 115,360	\$ 119,000	\$ 124,570	\$ 118,342	\$ 118,342	\$122,710	\$125,125

**Supported by Resolution No. 1986-35**

Agency and Program Name	Awarded	Adopted									
ACCESS, Inc.	\$ 5,000	\$ 5,100	\$ 5,000	\$ 5,150	\$ 5,500	\$ 5,665	\$ 5,700	\$ 5,700	\$ 6,000	\$ 6,120	
CASA of Jackson County, Inc.	3,000	2,550	2,500	2,575	2,500	2,575	2,000	2,000	2,120	2,162	
Center For NonProfit Legal Services, Inc.	5,000	5,100	5,500	5,665	6,000	6,180	6,039	6,039	7,000	7,140	
Childrens Dental Clinic of JC	1,750	1,785	3,000	3,090	3,104	3,197	3,285	3,285	4,000	4,080	
Community Health Center	30,000	30,600	30,200	31,106	32,000	32,960	35,000	35,000	37,000	37,740	
Community Works - Dunn House	19,000	19,380	15,000	15,450	15,000	15,450	15,270	15,270	16,000	16,320	
Community Works - Help Line	8,000	8,160	7,000	7,210	7,210	7,426	10,250	10,250	10,625	10,838	
Community Works - Inc.									8,250	8,415	
Community Works - Parent Education	2,000	2,040	1,400	1,442	1,442	1,485	-	-	-	-	
Community Works-Sexual Assault Victim Svcs	2,700	2,754	2,500	2,575	2,575	2,652	2,600	2,600	2,730	2,785	
Community Works - Street Outreach	-	-	-	-	5,979	6,158	8,000	8,000	-	-	
Community Works - The Grove	10,000	-	-	-	-	-	-	-	-	-	
Community Works- Personal Safety	1,300	1,326	-	-	-	-	-	-	-	-	
Help Now! Advocacy Center	-	-	1,000	1,030	1,100	1,133	1,133	1,133	-	-	
ICCA/CERVS	25,000	15,300	14,000	14,420	13,600	14,008	-	-	-	-	
JC Children's Advocacy Center	3,500	3,060	2,700	2,781	2,700	2,781	4,000	4,000	2,605	2,657	
Jackson County SART	-	-	2,500	2,575	2,350	2,421	2,480	2,480	5,000	5,100	
Mediation Works	2,900	2,448	2,000	2,060	2,200	2,266	2,100	2,100	1,000	1,020	
Ontrack, Inc	2,000	2,040	2,000	2,060	3,000	3,090	3,000	3,000	3,500	3,570	
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	4,080	
RV Manor - Senior Volunteer	2,000	1,530	1,300	1,339	1,500	1,545	2,000	2,000	1,500	1,530	
RV Manor -Foster Grandparent	1,000	1,020	1,000	1,030	1,200	1,236	1,500	1,500	1,500	1,530	
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. OR Child Study & Treatment Ctr	-	-	2,500	2,575	2,900	2,987	2,815	2,815	2,880	2,938	
Southern Oregon Drug Awareness	-	-	1,000	1,030	1,030	1,061	1,500	1,500	-	-	
St. Vincent De Paul									5,000	5,100	
Trinity Respite Center	-	-	1,000	1,030	1,700	1,751	-	-	-	-	
WinterSpring Ctr-Living with Grief & Loss	-	-	-	-	1,000	1,030	1,350	1,350	-	-	
Women's Transition Committee	2,000	-	-	-	-	-	-	-	-	-	
<b>Subtotal</b>	<b>130,400</b>	<b>107,508</b>	<b>110,000</b>	<b>113,300</b>	<b>119,000</b>	<b>122,570</b>	<b>118,342</b>	<b>118,342</b>	<b>120,710</b>	<b>123,125</b>	
Travelers' Aid Fund-based on donations	2,000	2,000	2,000	2,060	-	2,000	2,000	2,000	2,000	2,000	
<b>Total</b>	<b>\$ 132,400</b>	<b>\$ 109,508</b>	<b>\$ 112,000</b>	<b>\$ 115,360</b>	<b>\$ 119,000</b>	<b>\$ 124,570</b>	<b>\$ 120,342</b>	<b>\$ 120,342</b>	<b>\$ 122,710</b>	<b>\$ 125,125</b>	

Variance In Amount : Positive/(Negative)      \$ 13,731    \$ 1,886    \$ -    \$ -    \$ -    \$ -    \$ 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 Street Fund 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, 2012

<b><u>Classification:</u></b>	<b><u>Minimum</u></b>	<b><u>Maximum</u></b>
<b><u>Elected and Appointed:</u></b>		
Mayor	500	500
Council	350	350
City Recorder/Treasurer	77,847	77,847
Municipal Judge	26,457	26,456
<b><u>Management and Confidential:</u></b>		
City Administrator	119,171	140,738
Assistant City Administrator	105,889	119,107
City Attorney	105,889	119,107
Director of Administrative Services	97,954	110,007
Director of Community Development	97,954	110,007
Director of Electric Utilities	97,954	110,007
Director of Information Technology	97,954	110,007
Director of Public Works	97,954	110,007
Fire Chief	97,954	110,007
Police Chief	97,954	110,007
Electric Operations Superintendent	82,088	99,778
Deputy Police Chief	78,179	95,027
Fire Division Chief	78,179	95,027
Human Resources Manager	78,179	95,027
Police Lieutenant	78,179	95,027
Assistant City Attorney	74,456	90,502
Building Official	74,456	90,502
Planning Manager	74,456	90,502
Accounting Manager	70,912	86,194
AFN Operations Manager	70,912	86,194
Engineering Services Manager	70,912	86,194
Public Works Superintendent	70,912	86,194
Project Manager	65,239	73,493
Management Analyst	64,319	78,179
Police Sergeant	64,319	78,179
Senior Engineer	64,319	78,179
GIS Manager	61,286	74,492
Network Administrator	61,256	74,456
Senior Information Systems Analyst	61,256	74,456
Senior Planner	61,256	74,456
Wastewater & Water Reuse Supervisor	61,256	74,456
Water Treatment Plant Supervisor	61,256	74,456
Water Quality Supervisor (Distribution)	58,339	70,912
Customer Service Supervisor	55,561	67,535
Forest Resource Specialist	55,561	67,535
Maintenance Safety Supervisor	55,561	67,535
Street Supervisor	55,561	67,535
IS Analyst/Programmer	50,396	61,257
Financial Analyst	50,396	61,256
Municipal Court Supervisor	50,396	61,256
Telecommunications Technician	50,396	61,256
User Support Coordinator	50,396	61,256
Administrative Supervisor	43,534	52,915
Paralegal	43,534	52,915

## salary schedule

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<b><u>Management and Confidential:</u></b>		
Risk Management Specialist	43,534	52,915
Executive Secretary	41,461	50,396
Administrative Assistant	38,532	47,996
CERT Coordinator	38,532	47,996
Human Resources Assistant	38,532	47,996
Receptionist	28,639	35,815
<b><u>General City Services Staff:</u></b>		
Associate Engineer	54,003	67,534
Building Inspector	51,431	64,318
GIS Analyst	51,431	64,318
Associate Planner	48,982	61,255
Public Works Project Manager	48,982	61,255
Housing Program Analyst	48,981	61,255
Accountant	48,091	60,662
Conservation Specialist	46,649	58,338
Account Representative	44,825	56,038
Assistant Planner	44,428	55,560
Engineering Tech II	44,428	55,560
Senior Financial Technician	44,428	55,560
Code Compliance Specialist	40,297	50,395
Engineering Tech I	40,297	50,395
Financial Technician	40,297	50,395
GIS Technician	40,297	50,395
User Support Technician	40,297	50,395
Computer Technician	39,529	48,093
Senior Police Records Clerk	38,379	47,995
Senior Financial Clerk	36,551	45,709
Conservation Analyst	35,931	49,237
Police Records/Court Services Clerk	34,811	43,533
Financial Clerk II	33,153	41,460
Office Assistant II	31,574	39,486
Financial Clerk I	30,070	37,605
Office Assistant I	28,639	35,815
<b><u>Fire and Rescue Personnel:</u></b>		
Battalion Chief - EMT "P"	77,880	81,523
Captain-EMT "P"	72,414	76,058
Engineer-EMT "P"	66,949	70,593
Firefighter-EMT "P"	52,465	65,127
Note: Fire and Rescue Personnel salary is based on 2,754 yearly hours		
<b><u>Police Personnel:</u></b>		
Police Officer	46,243	58,748
Community Outreach Officer	43,284	54,659
Evidence & Property Technician	35,082	43,356
Community Services Officer	34,433	42,250

## ***salary schedule***

---

<b><u>Classification:</u></b>	<b><u>Minimum</u></b>	<b><u>Maximum</u></b>
<b><u>General Labor:</u></b>		
Senior Wastewater Treatment Plant Operator	49,448	61,255
Senior Water Treatment Plant Operator	49,448	61,255
Water Quality Technician	49,448	61,255
Cemetery Sexton	47,094	58,338
Utility Technician	47,094	58,338
Senior Mechanic	44,851	55,560
Wastewater Treatment Plant Operator	44,851	55,560
Water Treatment Plant Operator II	44,851	55,560
Mechanic	42,715	52,914
Senior Utility Worker	42,715	52,914
Meter Reader/Repairer	40,681	50,395
Water Treatment Plant Operator I	40,681	50,395
Utility Worker II	38,744	47,995
Utility Worker I	35,142	43,533
 <b><u>Electric Staff:</u></b>		
Lead Working Line Installer	89,963	89,963
Meter Relay Technician	87,332	87,332
Electrician	83,173	83,173
Line Installer/Service Person	83,173	83,173
Tree Trimmer	70,033	70,033
Line Truck Driver	65,791	65,791
Connect-Disconnect	59,618	59,618
Electrical Warehouse Worker	59,618	59,618
Head-Technician	58,781	66,090
Lead Telecommunications Technician	56,032	56,032
Meter Reader	26,479	56,596
Telecommunications Technician	24,967	53,364
 <b><u>Regular Part-time Employees:</u></b>		
Community Services Volunteer Coordinator	19,892	19,892
Band Director	-	-
Bailiff	3,993	3,993
AFR Assistant	22,277	22,277
Firewise Community Coordinator	52,936	52,936

**Parks and Recreation  
Salary Schedule  
Effective July 1, 2012**

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<b><u>Senior Management</u></b>		
Parks and Recreation Director	104,275	104,275
Parks Superintendent	71,433	86,827
Recreation Superintendent	65,433	78,753
<b><u>Mid Management</u></b>		
Senior Program Director	42,921	50,184
Environmental Education Coordinator	41,979	51,328
Golf Course Manager	40,880	49,601
Promotions Coordinator	40,880	49,601
Recreation Coordinator	40,880	49,601
Recreation Facilities Manager	33,749	44,422
<b><u>Clerical</u></b>		
Executive Secretary	41,765	50,766
Recreation Secretary	31,597	38,356
Senior Center Specialist	31,597	38,356
Receptionist	23,277	31,893
<b><u>Maintenance</u></b>		
Greens Superintendent	43,863	56,157
Park Technician III	43,863	56,157
Park Technician II	38,705	49,041
Park/Golf Technician I	33,749	43,372
Custodian	24,667	35,043
Park Worker/Golf Worker	24,017	34,016

## history of positions and summary of union affiliation

Department	2010 Actual	2011 Actual	2012 Amended	2013 Proposed	2013 Approved	2013 Adopted
Administration	12.65	12.65	12.15	13.15	13.15	13.15
Information Technology	15.50	16.00	15.50	14.50	14.50	14.50
Administrative Services	17.25	17.25	16.25	16.25	16.25	16.25
City Recorder	2.00	2.00	2.00	2.00	2.00	2.00
Police	34.80	34.80	35.30	36.30	36.30	36.30
Fire and Rescue	32.40	33.90	33.75	34.75	34.75	34.75
Public Works	57.70	56.70	58.00	60.05	60.05	60.05
Community Development	12.55	12.50	12.60	12.60	13.00	13.00
Electric	21.50	20.75	20.25	20.75	20.75	20.75
<b>Subtotal</b>	<b>206.35</b>	<b>206.55</b>	<b>205.80</b>	<b>210.35</b>	<b>210.75</b>	<b>210.75</b>
Parks and Recreation	45.65	43.65	43.80	43.80	43.80	43.80
<b>Total Staffing Requirement</b>	<b>252.00</b>	<b>250.20</b>	<b>249.60</b>	<b>254.15</b>	<b>254.55</b>	<b>254.55</b>

## SUMMARY OF UNION AFFILIATION

	Non-represented	IBEW Clerical	IBEW Electrical	Laborers	Ashland Police Assoc.	Ashland Firefighters	Temps	Total
Administration Department	10.50	2.50					0.15	13.15
Information Technology	8.50	4.00	2.00					14.50
Administrative Services	6.50	9.75						16.25
City Recorder	2.00							2.00
Police Department	9.30	3.00			23.00		1.00	36.30
Fire and Rescue Department	6.00					27.00	1.75	34.75
Public Works Department	12.00	7.00		37.80			3.25	60.05
Community Development	6.00	7.00						13.00
Electric Department	2.50	4.00	14.00				0.25	20.75
Parks Department	37.10						6.70	43.80
	<b>100.40</b>	<b>37.25</b>	<b>16.00</b>	<b>37.80</b>	<b>23.00</b>	<b>27.00</b>	<b>13.10</b>	<b>254.55</b>
By								
Contract Status	Resolution	Open	Settled	Settled	Open	Open		
Termination Date	N/A	6/30/2012	6/30/2014	6/30/2014	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

	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	-	11,000	2,954	-	75,454
Admin Department	\$ 61,200	\$ 1,600	\$ -	\$ 12,000	\$ 2,954	\$ -	\$ 77,754
Band	5,500	500	-	-	-	-	6,000
Police	430,000	30,000	-	107,000	65,000	124,800	756,800
Fire	337,000	28,720	-	24,000	224,020	98,750	712,490
Cemetery	42,500	3,800	-	3,000	515	16,330	66,145
Comm Dev	340,000	6,515	-	85,000	33,166	4,780	469,461
Miscellaneous	36,000	-	-	-	-	-	36,000
<b>General Fund</b>	<b>\$ 1,252,200</b>	<b>\$ 71,135</b>	<b>\$ -</b>	<b>\$ 231,000</b>	<b>\$ 325,655</b>	<b>\$ 244,660</b>	<b>\$ 2,124,650</b>
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
<b>Street Fund</b>	<b>\$ 608,000</b>	<b>\$ 53,000</b>	<b>\$ 30,000</b>	<b>\$ 4,000</b>	<b>\$ 71,500</b>	<b>\$ 159,100</b>	<b>\$ 925,600</b>
<b>Airport Fund</b>	<b>\$ 15,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,000</b>
<b>Capital Imp. Fund</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ 2,575</b>	<b>\$ 2,075</b>	<b>\$ 7,650</b>
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
<b>Water Fund</b>	<b>\$ 858,700</b>	<b>\$ 42,270</b>	<b>\$ 78,200</b>	<b>\$ 187,500</b>	<b>\$ 57,990</b>	<b>\$ 75,810</b>	<b>\$ 1,300,470</b>
Collection	\$ 490,000	\$ 90,000	\$ 60,000	\$ -	\$ 37,800	\$ 64,260	\$ 852,060
Treatment	305,000	3,000	35,800	70,000	215,900	30,600	660,300
<b>Wastewater Fund</b>	<b>\$ 795,000</b>	<b>\$ 93,000</b>	<b>\$ 95,800</b>	<b>\$ 70,000</b>	<b>\$ 253,700</b>	<b>\$ 94,860</b>	<b>\$ 1,402,360</b>
Conservation	\$ 44,100	\$ 1,000	\$ -	\$ 7,500	\$ 6,695	\$ 270	\$ 169,565
Supply	355,300	-	-	-	-	-	355,300
Distribution	729,000	34,000	541,300	130,000	81,500	97,000	1,612,800
<b>Electric Fund</b>	<b>\$ 1,128,400</b>	<b>\$ 35,000</b>	<b>\$ 541,300</b>	<b>\$ 137,500</b>	<b>\$ 88,195</b>	<b>\$ 97,270</b>	<b>\$ 2,027,665</b>
<b>Telecomm Fund</b>	<b>\$ 415,500</b>	<b>\$ 6,000</b>	<b>\$ 409,000</b>	<b>\$ 53,000</b>	<b>\$ 20,077</b>	<b>\$ 23,920</b>	<b>\$ 927,497</b>
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
<b>Central Services</b>	<b>\$ -</b>	<b>\$ 27,800</b>	<b>\$ -</b>	<b>\$ 191,127</b>	<b>\$ 5,421</b>	<b>\$ 19,310</b>	<b>\$ 243,658</b>
<b>Insurance Fund</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,500</b>
<b>Equipment Fund</b>	<b>\$ 175,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 10,300</b>	<b>\$ 5,145</b>	<b>\$ 212,945</b>
<b>Parks Fund</b>	<b>\$ 340,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ 35,500</b>	<b>\$ 470,500</b>
<b>Total City and Parks</b>	<b>\$ 5,612,800</b>	<b>\$ 404,705</b>	<b>\$ 1,154,300</b>	<b>\$ 928,627</b>	<b>\$ 835,413</b>	<b>\$ 757,650</b>	<b>\$ 9,693,495</b>

The above amounts are incorporated within the budget to reflect services provided between funds. The amounts are based upon cost allocation plans (CAP's) 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 2013**

<b>Paying Fund</b>	<b>Percent of Oper- ating Revenue</b>	<b>Budgeted Amount</b>	<b>Receiving Fund</b>
Water Fund	6%	\$ 312,000	General Fund
Wastewater Fund	8%	\$ 324,710	General Fund
Electric Fund	10%	\$ 1,303,000	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**

---

<b>A</b>	<b>ACCESS-</b> Aging Community Coordinated Enterprise and Supportive Services		
	<b>ADA-</b> Americans with Disabilities Act		
	<b>AFN-</b> Ashland Fiber Network		
	<b>AFR-</b> Ashland Forrest Resiliency		
	<b>AMR-</b> Automatic Meter Reading System		
	<b>APD-</b> Ashland Police Department		
	<b>ASA-</b> Ambulance Service Area		
	<b>AWTA-</b> Ashland Woodland Trails Association		
<b>B</b>	<b>BPA-</b> Bonneville Power Administration		
<b>C</b>	<b>CAFR-</b> Comprehensive Annual Financial Report		
	<b>CAP:</b> Central Area Patrol (Police and Parks Fund)		
	<b>CAP:</b> Civil Area Patrol (Airport Fund)		
	<b>CATV-</b> Cable Television		
	<b>CDBG-</b> Community Development Block Grant		
	<b>CERT-</b> Community Emergency Response Team		
	<b>CERVS-</b> Community Resource and Vital Services		
	<b>CIP-</b> Capital Improvement Plan		
	<b>CMOM-</b> Capacity, Management, Operation, and Maintenance		
	<b>CPI-</b> Consumer Price Index		
	<b>CSO-</b> Community Service Officer		
	<b>CSV-</b> Community Service Volunteer		
	<b>CUFR-</b> Component Unit Financial Report		
	<b>CWSRF-</b> Clean Water State Revolving Fund		
<b>D</b>	<b>DARE-</b> Drug Awareness Resistance Education		
	<b>DEQ-</b> Department of Environmental Quality		
<b>E</b>	<b>EMS-</b> Emergency Medical Services		
	<b>EMT-</b> Emergency Medical Technician		
	<b>EMT B-</b> Emergency Medical Technician Basic		
	<b>EMT I-</b> Emergency Medical Technician Intermediate		
	<b>EMT P-</b> Emergency Medical Technician Paramedic		
	<b>EFB-</b> Ending Fund Balance		
	<b>EOC-</b> Emergency Operations Center		
	<b>EOFY-</b> End of Fiscal Year		
	<b>EOY-</b> End of Year		
	<b>EPA-</b> Environmental Protection Agency		
	<b>ESD-</b> Educational Service District		
<b>F</b>	<b>F&amp;B-</b> Food and Beverage		
	<b>FAA-</b> Federal Aviation Administration		
	<b>FAM-</b> Federal Aid Money to Municipalities		
	<b>FBO-</b> Fixed Base Operator		
	<b>FEMA-</b> Federal Emergency Management Agency		
	<b>FFY-</b> Federal Fiscal Year		
	<b>FTE-</b> Full Time Employee		
	<b>FY-</b> Fiscal Year. Example: FY 2005-2006, FY 2005-06, FY 2006		
<b>G</b>	<b>GAAP-</b> Generally Accepted Accounting Principals		
	<b>GASB-</b> Government Accounting Standards Board		
	<b>GIS-</b> Geographic Information Systems		
<b>H</b>	<b>HIPAA-</b> Health Insurance Portability and Accountability Act		
	<b>HR-</b> Human Resources		
	<b>HUD-</b> Housing and Urban Development		
<b>I</b>	<b>IBEW-</b> International Brotherhood of Electrical Workers		

---

<b>IS-</b> Information Services	<b>SDC-</b> System Development Charges
<b>ISP-</b> Internet Service Provider	<b>SOU-</b> Southern Oregon University
<b>ISTEA-</b> Intermodal Surface Transportation Efficiency Act	<b>SOWAC-</b> Southern Oregon Women’s Access to Credit
<b>J</b> <b>JJTC-</b> Jackson/Josephine Transportation Committee	<b>SRO-</b> School Resource Officer
<b>L</b> <b>LCDC-</b> Land Conservation Development Commission	<b>SUV-</b> Sport Utility Vehicle
<b>LID-</b> Local Improvement District	<b>T</b> <b>TAP-</b> Talent Ashland Phoenix
<b>LLC-</b> Limited Liability Company	<b>TID-</b> Talent Irrigation District
<b>M</b> <b>MS4-</b> Municipal Storm Drain System	<b>TOT-</b> Transient Occupancy Tax
<b>N</b> <b>NPDES-</b> National Pollutant Discharge Elimination System	<b>TPAC-</b> Transportation Plan Advisory Committee
<b>O</b> <b>OCI-</b> Overall Condition Index	<b>TTPC-</b> Transportation Transit Parking Committee
<b>ODA-</b> Oregon Department of Agriculture	<b>U</b> <b>UB-</b> Utility Billing
<b>ODOT-</b> Oregon Department of Transportation	<b>USFS-</b> United States Forest Service
<b>ORS-</b> Oregon Revised Statute	<b>W</b> <b>WW-</b> Wastewater
<b>OSF-</b> Oregon Shakespeare Festival	<b>WWTP-</b> Wastewater Treatment Plant
<b>OSHA-</b> Occupational Safety and Health Administration	<b>Y</b> <b>YAL-</b> Youth Activities Levy
<b>P</b> <b>PEG-</b> Public Education and Government	<b>YDO-</b> Youth Diversion Officer
<b>PERS-</b> Public Employee Retirement System	
<b>PMS-</b> Pavement Management System	
<b>PUC-</b> Public Utility Commission	
<b>PW-</b> Public Works	
<b>R</b> <b>RVACT-</b> Rogue Valley Area Commission on Transportation	
<b>RVTD-</b> Rogue Valley Transit District	
<b>RVTV-</b> Rogue Valley Television	
<b>S</b> <b>SBA-</b> Small Business Administration	
<b>SCADA-</b> 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 2012-13 ..... L-3  
Affidavit of Publication, April 11, 2012 ..... L-4  
Legal Notice, April 11, 2012..... L-5  
Affidavit of Publication, April 26, 2012 ..... L-6  
Legal Notice, April 26, 2012..... L-7  
Affidavit of Publication, May 29, 2012 ..... L-8  
Legal Notice, May 29, 2012..... L-9  
Staff Report to Council ..... L-10  
Resolution 2012-16, Certifying City Provides Sufficient  
Municipal Services to Qualify for State Subventions ..... L-13  
Resolution 2012-17, Declaring the City’s Election to  
Receive State Revenues ..... L-14  
Resolution 2012-15, Adopting the Annual Budget and  
Making Appropriations ..... L-16  
Form LB-50, Notice of Property Tax and Certification  
of Intent to Impose a Tax, Fee, Assessment, or Charge on Property ..... L-20  
Ordinance No.3065 Levying taxes for the Period of July 1, 2012  
to and including June 30, 2013 ..... L-21



## **Budget Calendar FY 2012-2013**

- 2/23/2012 BUDGET COMMITTEE - Introductions**  
Council Chambers - 6:00 pm
- 4/11/2012 BUDGET SUBCOMMITTEE**  
Economic & Cultural Development Grant Presentations  
Council Chambers - 6:00 pm
- 4/12/2012 BUDGET SUBCOMMITTEE**  
Economic & Cultural Development Grant Deliberations  
Council Chambers - 6:00 pm
- 4/19/2012 BUDGET COMMITTEE - BUDGET MESSAGE**  
**Parks Presentation**  
Council Chambers - 6:00 pm
- 4/23/2012 BUDGET PRESENTATIONS**  
**Police** - General Fund  
**Fire** - General Fund and Water Fund  
**Community Development** - General Fund and CDBG Fund  
**Administration** - Central Service Fund and General Fund  
**City Recorder** - Central Service Fund  
**Administrative Services** - General Fund, Central Service Fund,  
Insurance Services Fund, Debt Service Fund, and CIP Fund  
Council Chambers - 6:00 pm
- 4/26/2012 BUDGET PRESENTATIONS**  
**Electric** - Electric Fund and Water Fund  
**Conservation** - Electric Fund and Water Fund  
**IT** - Telecommunications Fund and Central Service Fund  
**Public Works** - Water Fund, Wastewater Fund, Equipment Fund,  
General Fund, Street Fund, Airport Fund, CIP Fund (Facilities),  
and Central Service Fund (Support)  
Council Chambers - 6:00 pm
- 5/10/2012 FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP**  
Set Tax Rate, Approval, and Wrap Up  
Council Chambers - 6:00 pm
- 6/5/2012 PUBLIC HEARING**  
Council Chambers - 7:00 pm  
First Reading of Ordinance to Levy Taxes  
Resolution to Qualify for State Revenues (Subventions)  
Resolution to Receive State Revenues  
Resolution Setting Appropriations
- 6/19/2012 SECOND READING OF ORDINANCE**  
Council Chambers - 7:00 pm

**legal compliance**

CITY OF ASHLAND  
ATTN: ACCOUNTS PAYABLE  
20 E MAIN STREET  
ASHLAND OR 97520

700900

Affidavit of Publication

State Of Oregon  
County of Jackson

I, Natasha Mengershausen, 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 meeting, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion in the following issues April 11, 2012.  
(HERE SET FORTH DATES OF ISSUES)

Natasha Mengershausen  
Subscribed and sworn to before me this 12 day of April, 2012

Shonna L Zimmermann  
NOTARY PUBLIC FOR OREGON

My Commission expires 11 day of November, 2014

Southern Oregon Media Group - Mail Tribune - Ashland Daily Tidings  
111 N. Fir St.  
Medford, OR 97501

COMMENTS	EXPIRE DATE	AD CAPTION	# TIMES	AMOUNT
ASHLAND DAILY TIDINGS	4/11/12	NOTICE OF BUDGE	1	117.99
START DATE: 4/11/12	END DATE: 4/11/12			





**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, 2012 to June 30, 2013 will be held in Council Chambers located at 1175 East Main Street. The meeting will take place on April 19, 2012 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 10, 2012, 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:

**4/19/2012 FULL BUDGET COMMITTEE MEETING-Budget Message**

Parks Presentation

Council Chambers 6:00pm

**4/23/2012 DEPARTMENTAL BUDGET PRESENTATIONS**

Police, Fire and Community Development, CDBG.

Council Chambers 6:00pm

**4/26/2012 DEPARTMENTAL BUDGET PRESENTATIONS**

City Recorder, Administration, HR, Legal and Admin. Services.

Council Chambers 6:00pm

**5/3/2012 DEPARTMENTAL BUDGET PRESENTATIONS**

Electric, Conservation, Information Technology.

Council Chambers 6:00pm

**5/7/2012 DEPARTMENTAL BUDGET PRESENTATIONS**

Public Works Airport, Street, Water, Wastewater, Administration, Engineering, Cemetery and Equipment, Capital Improvement Plan Overview.

Council Chambers 6:00pm

**5/10/2012 FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP**

Set Tax Rate, approval

Wrap up

Council Chambers 6:00pm

**5/17/2012 FULL BUDGET COMMITTEE MEETING**

Debrief if needed

Council Chambers 6:00pm

**6/5/2012 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

**6/19/2012 SECOND READING OF ORDINANCE**

Council Chambers 7:00pm

**legal compliance**

CITY OF ASHLAND  
ATTN: ACCOUNTS PAYABLE  
20 E MAIN STREET  
ASHLAND

OR 97520

700900

Affidavit of Publication

State Of Oregon  
County of Jackson

I, Natasha Mengershausen, 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 Meeting - Revised, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion in the following issues April 26, 2012  
(HERE SET FORTH DATES OF ISSUES)

Natasha Mengershausen

Subscribed and sworn to before me this 27 day of April, 2012

Shonna L Zimmermann  
NOTARY PUBLIC FOR OREGON

My Commission expires 11 day of November, 2014

Southern Oregon Media Group - Mail Tribune - Ashland Daily Tidings  
111 N. Fir St.  
Medford, OR 97501

COMMENTS	EXPIRE DATE	AD CAPTION	# TIMES	AMOUNT
ASHLAND DAILY TIDINGS	4/26/12	NOTICE OF BUDGE	1	102.60
START DATE: 4/26/12	END DATE: 4/26/12			





CITY OF  
**ASHLAND**

**NOTICE OF BUDGET COMMITTEE MEETING'S - REVISED**

Public meetings of the Budget Committee for the City of Ashland, to discuss the budget for the fiscal year July 1, 2012 to June 30, 2013 will be held in Council Chambers located at 1175 East Main Street. The meetings will take place at 6:00 p.m. A copy of the budget document may be inspected or obtained 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:

**4/23/2012 DEPARTMENTAL BUDGET PRESENTATIONS**

Police, Fire, Community Development, CDBG, Administration, City -  
Recorder and Administrative Services  
Council Chambers 6:00pm

**4/26/2012 DEPARTMENTAL BUDGET PRESENTATIONS**

Electric, Conservation, Information Technology and Public Works  
Council Chambers 6:00pm

**5/3/2012 ONLY IF NEEDED**

Council Chambers 6:00pm

**5/7/2012 ONLY IF NEEDED**

Council Chambers 6:00pm

**5/10/2012 FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP**

Set Tax Rate, approval  
Wrap up

Council Chambers 6:00pm

**5/17/2012 FULL BUDGET COMMITTEE MEETING**

Debrief if needed

Council Chambers 6:00pm

**6/5/2012 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

**6/19/2012 SECOND READING OF ORDINANCE**

Council Chambers 7:00pm

**legal compliance**

CITY OF ASHLAND  
ATTN: ACCOUNTS PAYABLE  
20 E MAIN STREET  
ASHLAND

OR 97520

700900

Affidavit of Publication

State Of Oregon  
County of Jackson

I, Natasha Menger Johnson, 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, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion in the following issues May 29, 2012.  
(HERE SET FORTH DATES OF ISSUES)

Natasha Menger Johnson  
Subscribed and sworn to before me this 31 day of May, 2012

Shonna L Zimmermann  
NOTARY PUBLIC FOR OREGON

My Commission expires 11 day of November, 2014

Southern Oregon Media Group - Mail Tribune - Ashland Daily Tidings  
111 N. Fir St.  
Medford, OR 97501

COMMENTS	EXPIRE DATE	AD CAPTION	# TIMES	AMOUNT
ASHLAND DAILY TIDINGS 5/29/12	5/29/12	NOTICE OF BUDGE	1	1012.65



For compliance purposes only: The Budget Message may be read in larger font on pages 1-2 through 1-17.

A Public meeting of the Ashland City Council will be held on June 6, 2012, at 7:00 p.m. at Council Chambers, 1175 East Main Street, Ashland, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2012 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. on the city's website at ashland.or.us. This budget is for an annual budget period. This budget was prepared on a basis of accuracy that is the same as the preceding year. Contact: Lee Tunberg, (541) 562-0003, tunberl@ashland.or.us

Table with 4 columns: Fund Name, Last Year Actual 2010-2011, This Year Adopted 2011-2012, Next Year Proposed 2012-2013. Rows include FINANCIAL SUMMARY - RESOURCES and Total Resources.

Table with 4 columns: Fund Name, Last Year Actual 2010-2011, This Year Adopted 2011-2012, Next Year Proposed 2012-2013. Rows include FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION and Total Requirements.

Table with 4 columns: Fund Name, Last Year Actual 2010-2011, This Year Adopted 2011-2012, Next Year Proposed 2012-2013. Rows include FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT and Total Full-Time Equivalents.

Table with 4 columns: Fund Name, Last Year Actual 2010-2011, This Year Adopted 2011-2012, Next Year Proposed 2012-2013. Rows include PROPERTY TAX LEVIES and Total Requirements.

Table with 4 columns: Fund Name, Last Year Actual 2010-2011, This Year Adopted 2011-2012, Next Year Proposed 2012-2013. Rows include STATEMENT OF INDEBTEDNESS and Total Indebtedness.

OVERVIEW We respectfully submit the proposed budget for the City of Ashland for Fiscal Year 2012-2013. At a time when many local governments throughout Oregon are facing budget cuts, we are pleased to report that the Ashland is in relatively good condition and has achieved an enviable degree of fiscal stability. Economists generally agree that the public sector leads the private sector by about 18 months in terms of both downturn and recovery. One that the economy seems to be gaining momentum in recent recovery mode, we are cautiously optimistic that while the budget remains tight, there is a generally conservative approach to budgeting and sacrifices made by city employees over the last two years, the city has reduced the worst effects of the economic downturn and we are able to maintain service levels in FY 2013 without raising the city's permanent tax rate. However, while the tax rate is maintained at a level below what the city is permitted to assess, the proposed budget assumes increases in water and wastewater fees to begin funding the significant capital improvements called for in the city's water and wastewater master plans.

What's more, as this budget message is being written, we are still negotiating new contracts with three of the city's bargaining units. Should new union contracts provide for raises that are not budgeted herein, the City Council will have to make necessary adjustments to account for those new budget needs. The proposed budget can be described as a "transitional" budget. Even though services and service levels could be considered status quo, there are changes in the budget and amounts that represent organizational or philosophic transitions. Some of these include changes in management, staff and organizational structure, enhancements to operations and services, and consolidated capital planning and related financing. Our goal in preparing this budget was difficult and it is to protect core services in each fund and preserve the current quality of those services. Staff recognizes that elements of a difficult economic environment remain and that many Ashland residents will continue to struggle financially yet there is a local need and growing pressure to address issues sooner rather than later. That is, unless a business that seems destined for its serious decline in an economic downturn, demand for municipal services remains stronger than ever. As we do each year, staff sought increased efficiencies when possible and looked at alternative methods and ways of delivering services 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 2013-2013 BUDGET HIGHLIGHTS The total proposed FY 2013 budget is \$102,512,520, an 8.4% increase from the current adopted budget of \$94,569,529. Much of this increase is attributable to large increases in the water and equipment funds (28.7% and 56.3%, respectively), which are related to projects called for in the water and wastewater master plans. In addition, nearly \$10 million in new grant funds is budgeted for water reduction and helicopter thinning projects in the Ashland watershed. Increases for personnel services and materials & services are described later in this budget message. The proposed General Fund budget is up 2.3% over FY 2012 adopted budget. Our overall number of full-time equivalent positions (FTE) is up by 4.56 to 254.15. This includes full year funding for public safety positions that was restored by the City Council in the FY 2012, as well as new positions recommended by the Ashland-Herzog Advisory Committee to support the updated Water Master Plan. The proposed budget maintains funding for an Assistant City Administrator position (funded in the Parks and Recreation Fund and the General Fund) and proposes to consolidate the recreation, technical, and technical, technical, technical, technical and Electric Utility Director positions in single new position to provide the needed management and top level oversight for those areas. This structure is similar to one that was employed several years ago. This transition provides appropriate leadership for these two departments and relief for the Assistant City Administrator (ACA) to manage other tasks beneficial to the entire city, including economic development, conservation program management, capital projects management, supervision of municipal code and assistance with labor relations.

The proposed operating budget also includes increased health care costs after a one year hiatus afforded by switching plans, but there is no additional retirement cost, as PERA will not make changes to established rates in FY 2013. Contractual and compliance obligations were budgeted as required.

Additionally, capital projects from the Capital Improvement Program accepted by City Council in February of this year are incorporated into the proposed budget. In many funds such as parks, staff budgeted fund balances that most adopted policy. Staff also tried to ensure that expected operational revenues exceed or match proposed operational expenses in each fund. The net result is possible in some funds without rate increases and not possible in others where additional funds were carried over from the prior year and are budgeted to be used in FY 2012-2013.

REVENUE AND EXPENDITURE ISSUES AND PROJECTIONS Revenues Property Taxes. This budget proposes no change in the levy of the city's permanent tax rate. This maximum the city is permitted to levy is roughly \$4.20 per \$1,000 of assessed valuation. This budget proposes changing about \$4.20 per \$1,000, with \$2.00 of that amount going to the Parks Department and the balance going to the General Fund. The city can increase up to \$2.21 per \$1,000 for a voter approved special levy that supports Ashland Library services, however this budget proposes to assess only \$1.00 per thousand, as was the case in FY 2012. These operating property taxes, including prior year tax collections, are projected to generate \$4,328,000, (not including prior year tax collections) an increase of 3% from FY 2012.

Notes The Measure 50, approved by Oregon voters in 1997, required county assessors to establish a maximum assessed value (MAV) for every piece of property and limited increases in MAV to no more than 3% annually (except in cases of major improvements to the property). However, Measure 50 did not repeal Measure 5, which was approved by Oregon voters in 1990. Measure 5 created a different set of property tax limitations based on the real market value of each property. As such, county assessors essentially created two tax bills for each property and then sent the property owner the lesser of the two. The lesser of the MAV and the MAV is a property's taxable assessed value (TAV). As property values rise - often steeply - after the passage of Measure 50, the TAV of virtually all property was the MAV established by Measure 50. Since the TAV of each individual property can grow by no more than 3% annually, it would logically follow that the city's tax revenues, with the tax rates unchanged, should grow 3%. In this regard, the city finds itself in much better condition than many other cities in Oregon where the housing market has virtually collapsed. For instance, in Redmond, a city about the same size as Ashland, about 40% of the properties now have a real market value below the taxable assessed value, resulting in a 15% decline in property tax revenues in FY 2012.

For FY 2013 we estimate the un-levied property tax of 8.0862 per thousand equals \$182,000 in tax revenue proceeds. The median assessed value of single family homes in Ashland is approximately \$245,000, so the impact of the 8.08 rate for a residential property with the median assessed value is approximately \$2,182. Staff believes that lowering the tax and putting the revenue directly into the Reserve Fund is a prudent course of action. However, a surplus ending fund balance is not budgeted or anticipated for FY 2013 as it will offset the Reserve Fund and will increase significantly in the coming year.

Transient Occupancy Taxes (TOT/Transient Lodging Taxes) - Transient occupancy taxes are projected to increase by 5.5% to \$1,095,100, branched based on the reports and tax payments provided by the local lodging industry. The use of much of this revenue is restricted under state law to tourism promotion and tourism related facilities. Ashland uses a significant portion of its TOT revenue to support a visitor promotion program through the Chamber of Commerce, to support Oregon Shakespeare Festival promotion efforts and for a grant program aimed at supporting local economic development and tourism promotion projects.

Franchise Fees - Revenue from the electric utility user tax and wastewater franchise fees, the city's second and third largest General Fund revenue sources, are projected to be flat in FY 2013, with the water franchise fee remaining at 6% in FY 2012.

Licenses and Permits - These revenues are high for the current fiscal year because of new projects beginning in FY 2012 but are expected to be relatively flat in FY 2013. Total planning/zoning fees and building/permits fees are budgeted to be consistent with development service fees recorded in FY 2010 and 2011.

Enterprise Fund revenues - The proposed budget includes rate increases to the customers for the Electric Utility 5% for implementation in October 2012. With an average (hot and cold) weather that would achieve a \$13 million in Charges for Service, The estimated impact on the average residential household in Ashland of this proposed 5% increase is \$4.78 per month depending on use. A 9% increase in both wholesale power and delivery costs is the main cause for the budgeted increase. There is also the potential of a contractual increase from Bonneville Power Administration if weather conditions are such that BPA will not generate enough revenue to meet their legal obligation to Ashland. In that case, the City could increase electric rates 4% in November 2011 due to increased wholesale power costs of about 8% and there having been no increase the prior year. The proposed budget also includes increases in bonds and appreciation for 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.

The Water and Wastewater Funds are facing significant capital improvements and insufficient revenues to cover debt service for those improvements, as well as basic operations and maintenance. Staff is proposing a series of rate increases over the next few years to meet these challenges. The key drivers are aging infrastructure and future demands on the systems and water quality or effluent treatment compliance.

The proposed budget is balanced with a proposed 12.7 % increase in water rates and 10% increase in wastewater rates. At the conclusion of the master plans for both systems, the City will need to evaluate the rate structure and mix amounts for both utilities and balance operations and maintenance with the ability to pay for utility customers. The combined impact on a residential customer in FY 2013 is estimated at less than \$700 per month depending on water use.

Other Utilities. The proposed budget includes increases of 5% in the Transportation Utility fee and 5% in the Storm Water Utility Fee for FY 2012. The Storm Water Division needs this adjustment to cover operational costs. The estimated impact on the average residential customer of these combined increases is \$0.61 per month. Both divisions have significant unfunded capital projects in the future that could warrant a larger increase.

Expenditures General local increases - To the extent practical, this budget holds the line on general cost increases. However, personnel services costs are up 4.1% (including proposed new positions) and materials & services costs are up 6.8%. Personnel costs are up due to a combination of cost-of-living adjustments the city is contractually required to provide to represented employees, a similar cost-of-living adjustment for the City of Ashland (not included in COLA in three years), merit increases, a 6.5% increase in health insurance costs and implementation of the class and comp plan for departmental providers. Materials & services costs are up for a variety of reasons described in greater detail below, many of them beyond the city's control. To the degree such costs are flexible or controllable, they have either been cut or contained to the greatest practical extent. As noted earlier, PERC charges are unchanged, although the strong stock market performance in 2011 notwithstanding, it is likely the city will see an increase in PERC rates in FY 2014.

General Fund - The General Fund, which derives its revenue from property taxes, franchise fees, license and permit fees, state revenue and charges for services - primarily ambulances in the Fire Department - is projected to increase revenues over expenditures by 4.9% over FY 2012. The General Fund includes, among others, the Police Department, the Fire Department, the Community Development Block Grant (CDBG), and other smaller divisions such as city center and city center. Because revenues in the General Fund are projected to grow more slowly than expenditures in FY 2013, it is necessary to draw down from the funds beginning next working capital (the prior year's ending fund balance), however even with this draw down, the projected FY 2013 ending fund balance complies with the requirements of the city's ending fund balance policy. Some department specific issues are as follows: \* In the Police Department, police officers are projected to increase by 4%. This increase is due to full year funding for an unfunded position that was restored by the City Council in FY 2012, as well as increases in health benefits costs and projected salary increases related to union negotiations. There are no new FTE proposed for the Police Department. Materials & services are up 3% due to weapons upgrades, a significant increase in fuel costs, a 6% increase in the cost of ESO dispatch services and \$25,000 for new furniture for the police station remodel project. The Fire Department is projecting a 30% overall increase in the department budget, including a 6% increase in materials and services. However, that materials and services increase is attributable almost entirely to a local equipment and \$25,000 per \$1,000 of assessed valuation, as has been the case in the city's past practice. However, as well as a \$48,000 grant funded fuel reduction project in the wastewater. As in the Police Department, Fire Department personnel costs are up significantly due to full year funding for an unfunded position that was restored by the City Council in FY 2012, as well as increases in health benefits costs and projected salary increases related to union negotiations. \* The Community Development Block Grant (CDBG) budget is 6.6% in the General Fund but the department total is only 2.8%. Personnel costs are up for the reasons stated above but materials & services are down 4.5%. Lower costs are attributed to the Community Development Block Grant (CDBG) Fund because of timing in projects and federal money causing a larger share for housing to be paid in the General Fund. The other program increase relates to the Central Local Government Grant for the Historic Preservation Plan.

Electric Fund - The fund has experienced increases in all major categories with a total budget increase of 6.7%. Staff costs are budgeted to increase 7.8% including obligations for the labor contract, step increases and health care. Materials & services' most significant budget to budget change is 4.2% in wholesale power (the increase in mid-year may be in the 9% range) and an extra \$400,000 in Capital Expenditures in cases the city and Bonneville Power Administration will be required to pay for.

Water and Wastewater Funds - Both funds reflect a larger increase due to capital needs and related operational costs. The proposed Water budget is up 38.7% and Wastewater's is up 16.3%. After adjusting the Water Fund for the Ashland Forest Resiliency (AFR) costs explained above the separate increase drops to about \$1,000,000 over the prior year. Capital increases are \$200,000 and there is a decrease in debt service payments due to retiring the cost of the 1992 Water Bonds. The Wastewater Fund is expected to need to treatment costs and additional expenses for new staffing for capital projects and conservation work to meet program targets.

The Wastewater Fund budgeted increase of \$1,665,131 in expenditures include \$136 million more for capital in FY 2013. The remaining \$195,000 in increase are operational costs for treatment and staff costs for managing projects.

Parks & Recreation Department - The Parks and Recreation Department budget is up 11%, due primarily to increased expenditures for personnel and capital improvements. Although there are no added FTE, personnel services costs are up 12% due to a department-wide 7.5% cost-of-living adjustment, step increases and health benefits costs. The proposed budget includes every expenditure requested by the Parks & Recreation Department, with no adjustments. Further, Department tax revenues is budgeted to equal a local equivalent of \$2.50 per \$1,000 of assessed valuation, as has been the case in the city's past practice. However, even with every requested expenditure fully funded and with an ending fund balance equal to 25% of operational expense (per Ashland City Code), there is a \$115,000 deficit in the Parks & Recreation Department. This budget proposes to borrow \$355,000 of that \$115,000 in the Parks & Recreation Department for deferred maintenance projects and to transfer the remaining \$263,000 to the General Fund.

Reserve Fund. In October 2011, Council voted to transfer funds from the General Fund and Parks and Recreation Fund to the Reserve Fund in the amount of the actual amount of the Reserve Fund. The Reserve Fund is to be used for the purpose of the amount proposed. This was approximately \$160,000 from the General Fund in FY 2011-2012 and the same amount to be budgeted as a FY 2012-2013 transfer from the Parks & Recreation Fund. The Proposed Budget increases it \$130,000 and reduces the Parks & Recreation Fund by \$130,000. The Reserve Fund balance is over \$1,000,000 after the \$150,000 transferred from the General Fund.

Internal Service Funds. As was done in the past five budget years, staff has held most internal service charges for the Central Services Fund and the Insurance Services Fund flat. That was only possible through reductions in internal fund operating expenses, especially contract costs, and a 1% increase in materials & services, reducing operating expenses. This approach is not likely to continue. As noted before, no additional reductions are possible in Central Services without a significant reduction in activity (i.e., a reduction in operating hours). The need for an increase in internal charges is anticipated in the following year.

Capital Projects. Capital spending is \$14,773,810 in this proposed budget, compared to \$10,773,000 in the FY 2012 adopted budget. The City is in a position to spend approximately \$2.4 million of the project costs related to Fire Station #2 and the bond proceeds are available to pay for that work, reducing Ending Fund Balance (EFB) by that amount. Also, the Parks & Recreation Department is expected to use the bond proceeds to pay for the new equipment. In other words, staff may need to sell a revenue bond to build projects now rather than allow the funds to accumulate. Capital projects have been carefully analyzed and 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 costs, and whether the project meets a critical community need.

ADD PACKAGES & OTHER ADJUSTMENTS As discussed by the Budget Committee in February 2012, City Department requested budgets are reviewed down to the line item level as part of the City Administrator and budget office review. Departments were allowed to propose "Add Packages" that were outside of their existing programs and services. At the staff level, we discussed the additional additions to existing programs and departments believe would improve the quality of City services for Ashland residents, businesses and visitors. Some additions were allowed but many more in reductions were agreed upon. In considering these additions and reductions, staff analyzed the need for the proposed change and weighed it against whether it was likely that the City would have sufficient revenue to fund the addition (in the long run or significantly term desired service levels or outcomes). Staff does not recommend any addition that is likely to be out in the near term due to limited revenues. In addition, staff considered the urgency of each request and whether there a specific problem that needs to be addressed in the next 12 months. Below are the specifics on those additions, generally agreed upon reductions and requested additions that did not meet the criteria.

The following add packages are included in the proposed budget: \* Increasing and reducing the Assistant City Administrator's role in Administration and that of the Information Technology Director's role to incorporate the Electric Department - no overall budget impact. \* Adding a new position for the Public Works Director to work on capital projects. \* Add a half-time conservation position to work toward an added \$15 conservation goal. \* Add a quarter-time team Engineering position to work on capital projects in transition.

Staff also agreed upon over \$420,000 in reductions to recognize changes in projects and operations that were likely or were needed to balance operations. Ten requested additions to the budget were not agreed to and were not in the proposed budget. Through the process an additional \$73,140 for firefighter overtime and \$46,000 for added building inspector costs were approved.

CONCLUSION As discussed in the introduction, this proposed budget represents a continuation of existing programs and services at the minimum level needed to meet public health and safety needs on Federal and State mandates. Further reductions must include an in-depth discussion of service and programs that the City Council wishes to eliminate and the point at which programmatic reductions become unacceptable to the citizens of Ashland.

The enterprise funds remain a challenge for the City. 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. The Wastewater Fund also has many unfunded projects and treatment issues within the telecommunications Fund and future significant balancing of costs for technical advancement while competition holds revenue opportunities down. The Transportation Fund also has many unfunded projects needing funding without corresponding increases in taxes, and the City is unable to balance the City's major utility funds without rate increases. We are concerned about how rate increases will affect our residents, businesses, and visitors, especially given that many of our residents and businesses are still struggling with the effects of the economic downturn. Finally, this is expected to be the last single year budget with the City transitioning to a biennial for FY's 2013-2015. Samples of that structure and discussion items for the committee will be presented during this process to prepare for the two-year budget approach. Budget preparation for an organization as large and complex as the City of Ashland is an arduous endeavor that begins some six months before the budget document is actually published and presented to the Budget Committee and which, along the way, becomes an all-consuming task for many, many members of the City staff. We would like to acknowledge the time and effort of all staff members that give us this task a high priority in addition to their normal work responsibilities. And on behalf of the citizens of the City of Ashland, we extend our thanks to the Budget Committee for their time and talent in the review of this proposed budget.

Respectfully submitted, Lee Tunberg, City Administrator; Dave Kern, Budget Officer

## June 5, 2012 Business Meeting

---

### Public Hearing to Consider Adopting the Annual Budget

---

**FROM:**

**Lee Tuneberg, Finance Director, Administrative Services Department**

**SUMMARY**

This public hearing is consistent with Oregon Budget Law and the process for adopting the annual budget for the City of Ashland (including the Ashland Parks & Recreation Commission) for FY 2012-2013. After the public hearing Council will take action to adopt the budget, make appropriations, certify it qualifies for and elects to receive state revenue sharing; and levy property taxes by ordinance.

**BACKGROUND AND POLICY IMPLICATIONS:**

Oregon State law identifies the process for public agencies to budget. The process uses a Citizen Budget Committee and open meetings to review the Proposed Budget and to gain approval. The Budget Committee met four times and the grant Sub Committees met twice this spring to review the Proposed Budget and allocations for FY 2012-2013. On May 10, 2012, the Budget Committee approved the budget and recommended it for adoption. The Council must take the actions listed below to establish the FY 2012-2013 budget.

Additionally, I am reporting to you a Correctable Error occurred when I published the notice for the Budget Committee meeting to receive the Budget Message on April 19, 2012. The City's website link to the budget document was omitted from the notice and it is a requirement for the single notice that was used. The auditors have advised us this is corrected by reporting the omission to you at this time. Please note that the meetings of the entire Budget Committee were televised and the budget document was posted throughout the process, available at the front counter as advertised and extra copies were made available at all meetings with no one from the public requesting additional information.

**FISCAL IMPLICATIONS:**

Before taking action please consider the following:

1. Staff is proposing some changes due to Public Works program and project work in FY 2011-2012 that will not be completed as projected due to extenuating circumstances, like poor weather delaying construction. Memos from staff speak to such delays that will, in effect, reduce expenditures this year, increase the corresponding carry forward into next year. Their request is to recognize a larger beginning fund balance and to increase FY 2012-2013 appropriations (re-budgeting for the incomplete work) which will have a zero total impact between the two years. The attached memo supports:

- a. \$375,700 (net) in Street Operations for improvements
  - b. \$28,905 in Water Fund for improvements
  - c. \$35,026 in Wastewater Fund for improvements
1. Also, staff is proposing increases to the Approved Budget to recognize items not anticipated in the Proposed Budget but will require expenditures in FY 2012-2013. These items do not have an associated revenue stream so they will represent a reduction in Ending Fund Balance if approved. The attached memo support:
    - a. \$17,100 reallocated in the General Fund, Administration to Fire for training and EOC and to Police for Central Area Patrol
    - b. \$137,000 in Capital Improvements for delays in Fire Station #2 and \$25,000 additional appropriations for the North Mountain Park project
    - c. \$150,000 in Electric Fund, Operations to address additional staff, supplies and equipment to support the Opt Out Program
    - d. \$263,000 in Parks & Recreation Fund from Transfers to Parks Division to better categorize payment to the General Fund per auditor recommendation
  2. Other changes may come forward from public input during the hearing and changes accepted by Council should be addressed in the final budget adoption.
  3. Council may defer adoption of the resolution setting appropriations to the next meeting to allow additional input from the public if deemed appropriate but first reading of the property tax ordinance is needed to facilitate second reading on June 19<sup>th</sup>.

The resolution to establish appropriations has been constructed to reflect the action taken by the Budget Committee on May 10th, 2012. Staff will be prepared to address changes at the hearing.

Oregon Budget law allows the elected body to increase expenditures by \$5,000 or 10% (whichever the greater) of any fund without further review and approval by the Committee. Council cannot increase the tax rate without republishing the amended budget and a second hearing before July 1.

Total changes to a fund beyond 10% also would require re-publishing the amended budget and holding another public hearing prior to July 1. A summary memo is provided that identifies changes made to the proposed budget to create the approved budget.

Council certifies that the City qualifies for subventions (revenues shared by the state) by resolution each year. Additionally, Council annually adopts a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from taxes imposed as part of State Revenue Sharing. These are both necessary steps in the 2012-2013 budget process.

The operating property tax rate is calculated to decrease from \$4.1973 to \$4.1972 for a total of \$9,148,158 from the permanent rate. The new rate includes \$1.9295 for the General Fund, \$0.1749 for the Debt Service Fund to help pay for the Ashland Fiber Network loan and \$2.0928 for the Parks Fund. The local option levy that is included for the Library has Committee approval of \$0.1921. This levy will generate \$419,064 before discounts. Included as well is \$296,865 to pay for 2005 bonded debt approved by the public and \$219,011 for the Fire Station #2 levy.

***legal compliance***

---

The ordinance authorizing the tax levy rate is consistent with the Budget Committee's approved tax rates and amounts.

**STAFF RECOMMENDATION AND REQUESTED ACTION:**

Staff recommends approval of the accompanying four Resolutions and the reading by title only of the Ordinance.

**SUGGESTED MOTION:**

I move to approve the four accompanying Resolutions and the reading by title only of the Ordinance.

**ATTACHMENTS:**

Resolution adopting budget and making appropriations  
Summary tables incorporated in Notice of Public Hearing to adopt the budget  
Resolution certifying City qualifies for State Subventions  
Resolution declaring City elects to receive State revenue  
Certification of election to receive State Revenue  
Ordinance to levy property taxes  
Memo to Mayor and Council from Budget Officer  
Fiscal Year 2012-2013 Summary of Changes – Resources  
Fiscal Year 2012-2013 Summary of Changes – Requirements  
Public Works memo on capital projects adjustments  
Parks memo on capital improvements adjustment

RESOLUTION 2012- 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

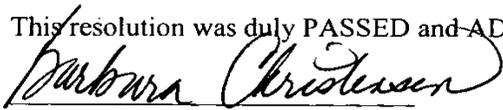
B. City officials recognize the desirability of assisting the state officer responsible for determining the eligibility of cities to receive such funds in accordance with 221.760.

Be it resolved, the City of Ashland hereby certifies that it provides the following municipal services enumerated in ORS 221.760(1):

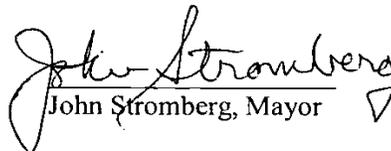
1. Police Protection
2. Fire Protection
3. Planning
4. Street construction, maintenance, lighting
5. Storm Sewer
6. Water
7. Sanitary Sewer
8. Electric Distribution

This resolution takes effect upon signing by the Mayor.

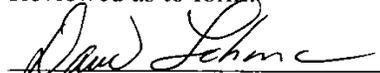
This resolution was duly PASSED and ADOPTED this 5 day of June, 2012.

  
Barbara Christensen, City Recorder

SIGNED AND APPROVED this 6 day of June, 2012.

  
John Stromberg, Mayor

Reviewed as to form:

  
David Lohman, City Attorney

RESOLUTION 2012- 17

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:

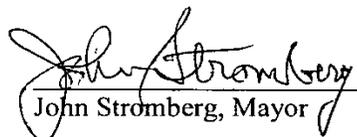
Pursuant to ORS 221.770, the City hereby elects to receive state revenues for fiscal year 2012-2013

This resolution takes effect upon signing by the Mayor.

This resolution was duly PASSED and ADOPTED this 5 day of June, 2012.

  
Barbara Christensen, City Recorder

SIGNED AND APPROVED this 6 day of June, 2012.

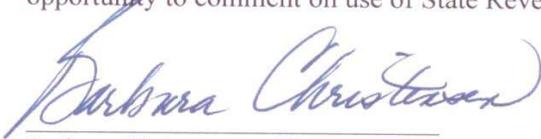
  
John Stromberg, Mayor

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 10, 2012 and a public hearing before the City Council was held on June 5, 2012, giving citizens an opportunity to comment on use of State Revenue Sharing.

A handwritten signature in blue ink that reads "Barbara Christensen". The signature is written in a cursive style with a large initial "B".

Barbara Christensen, City Recorder

RESOLUTION 2012- 15

RESOLUTION ADOPTING THE ANNUAL BUDGET AND MAKING APPROPRIATIONS

The City of Ashland resolves that the 2012-2013 Fiscal Year Budget, now on file in the office of the City Recorder is adopted. Summary tables from the notice of the public hearing are attached. The amounts for the fiscal year beginning July 1, 2012, and for the purposes shown below are hereby appropriated as follows:

SECTION 1:

**GENERAL FUND**

Administration Department	\$	259,170
Administration Department- Library		388,022
Administration Department- Municipal Court		424,827
Administrative Services - Social Services Grants		125,125
Administrative Services - Economic & Cultural Grants		678,360
Administrative Services - Miscellaneous		47,000
Administrative Services - Band		58,500
Police Department		5,794,103
Fire and Rescue Department		5,942,575
Public Works - Cemetery Division		341,793
Community Development - Planning Division		1,259,536
Community Development - Building Division		662,743
Transfers		500
Contingency		<u>470,000</u>
<b>TOTAL GENERAL FUND</b>		<b>16,452,254</b>

**COMMUNITY DEVELOPMENT BLOCK GRANT FUND**

Personal Services		32,500
Materials and Services		<u>173,435</u>
<b>TOTAL CDBG FUND</b>		<b>205,935</b>

**RESERVE FUND**

Transfers		<u>-</u>
<b>TOTAL RESERVE FUND</b>		<b>-</b>

**STREET FUND**

Public Works - Street Operations		5,943,110
Public Works - Storm Water Operations		808,260
Public Works - Transportation SDC's		275,911
Public Works - Storm Water SDC's		198,750
Public Works - Debt Service		50,000
Contingency		<u>100,000</u>
<b>TOTAL STREET FUND</b>		<b>6,896,231</b>

**AIRPORT FUND**

Materials and Services		64,950
Debt Service		38,536
Contingency		<u>5,000</u>
<b>TOTAL AIRPORT FUND</b>		<b>108,486</b>

<b>CAPITAL IMPROVEMENTS FUND</b>	
Public Works - Facilities	5,081,230
Administrative Services – Parks Open Space	1,892,000
Transfers	36,135
Other Financing Uses (Interfund Loans)	208,000
Contingency	100,000
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<u>7,317,365</u>

<b>DEBT SERVICE FUND</b>	
Debt Service	2,210,049
<b>TOTAL DEBT SERVICE FUND</b>	<u>2,210,049</u>

<b>WATER FUND</b>	
Electric - Conservation Division	195,070
Fire - Forest Lands Management Division	3,737,989
Public Works - Water Supply	436,268
Public Works - Water Treatment	1,345,025
Public Works - Water Distribution	2,631,189
Public Works - Reimbursement SDC's	-
Public Works - Improvement SDC's	330,250
Public Works - Debt SDC's	123,193
Debt Service	377,030
Interfund Loan	200,000
Contingency	300,000
<b>TOTAL WATER FUND</b>	<u>9,676,014</u>

<b>WASTEWATER FUND</b>	
Public Works - Wastewater Collection	2,630,514
Public Works - Wastewater Treatment	3,363,515
Public Works - Reimbursement SDC's	7,500
Public Works - Improvement SDC's	380,506
Debt Service	1,667,772
Contingency	160,000
<b>TOTAL WASTEWATER FUND</b>	<u>8,209,807</u>

<b>ELECTRIC FUND</b>	
Electric - Conservation Division	547,380
Electric - Supply	7,736,300
Electric - Distribution	6,402,580
Electric - Transmission	971,773
Debt Service	24,294
Contingency	425,000
<b>TOTAL ELECTRIC FUND</b>	<u>15,957,327</u>

<b>TELECOMMUNICATIONS FUND</b>	
Personal Services	629,045
Materials & Services	1,296,817
Capital Outlay	100,000
Contingency	100,000
<b>TOTAL TELECOMMUNICATIONS FUND</b>	<u>2,125,862</u>

<b>CENTRAL SERVICES FUND</b>	
Administration Department	1,505,343
IT - Computer Services Division	1,158,973
Administrative Services Department	1,902,779
City Recorder Division	324,681
Public Works - Administration and Engineering	1,614,715
Contingency	150,000
<b>TOTAL CENTRAL SERVICES FUND</b>	<u>6,656,491</u>
<b>INSURANCE SERVICES FUND</b>	
Personal Services	83,130
Materials and Services	676,500
Contingency	150,000
<b>TOTAL INSURANCE SERVICES FUND</b>	<u>909,630</u>
<b>EQUIPMENT FUND</b>	
Public Works - Maintenance	993,965
Public Works - Purchasing and Acquisition	1,037,000
Contingency	50,000
<b>TOTAL EQUIPMENT FUND</b>	<u>2,080,965</u>
<b>CEMETERY TRUST FUND</b>	
Transfers	20,000
<b>TOTAL CEMETERY TRUST FUND</b>	<u>20,000</u>
<b>PARKS AND RECREATION FUND</b>	
Parks Division	3,956,910
Recreation Division	1,239,780
Golf Division	485,120
Transfers	350,000
Contingency	50,000
<b>TOTAL PARKS AND RECREATION FUND</b>	<u>6,081,810</u>
<b>YOUTH ACTIVITIES LEVY FUND</b>	
Materials and Services	-
<b>TOTAL YOUTH ACTIVITIES LEVY FUND</b>	<u>-</u>
<b>PARKS CAPITAL IMPROVEMENTS FUND</b>	
Capital Outlay	595,000
<b>TOTAL PARKS CAPITAL IMP. FUND</b>	<u>595,000</u>
<b>TOTAL APPROPRIATIONS, ALL FUNDS</b>	<u>\$ 86,133,026</u>
<b>TOTAL UNAPPROPRIATED AND RESERVE AMOUNTS, ALL FUNDS</b>	<u>\$ 17,085,118</u>
<b>TOTAL ADOPTED BUDGET</b>	<u><u>\$ 103,218,144</u></u>

SECTION 2. This resolution takes effect upon signing by the Mayor.

This resolution was duly PASSED and ADOPTED this 5 day of June, 2012.

  
Barbara Christensen, City Recorder

SIGNED AND APPROVED this 6 day of June, 2012.

  
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  
2012-2013**

To assessor of Jackson County

Check here if this is an amended form.

- Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction 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.

<u>20 East Main Street</u> Mailing Address of District	<u>Ashland</u> City	<u>Or</u> State	<u>97520</u> ZIP code	<u>06/06/12</u> Date
<u>Darlow L. Tuneberg</u> Contact Person	<u>Admin Srvc/Finance Director</u> Title	<u>(541) 482-5300</u> Daytime Telephone	<u>tuneberl@ashland.or.us</u> Contact Person E-Mail	

**CERTIFICATION** - You must check one box if your district is 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		Excluded from Dollar Amount of Bond
		General Government Limits		
		Rate	-or- Dollar Amount	
1. Rate/Amount levied (within permanent rate limit) . . . . .	1	4.1972		
2. Local option operating tax . . . . .	2	0.1921		
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 <b>prior</b> to October 6, 2001 . . . . .	5a.			
5b. Levy for bonded indebtedness from bonds approved by voters <b>on or after</b> October 6, 2001 . . . . .	5b.			515,876
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) . . . . .	5c.			515,876

**PART II: RATE LIMIT CERTIFICATION**

6. Permanent rate limit in dollars and cents per \$1,000 . . . . .	6	4.2865
7. Election date when your <b>new district</b> received voter approval for your permanent rate limit . . . . .	7	
8. Estimated permanent rate limit for newly <b>merged/consolidated district</b> . . . . .	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	.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. 3065

**AN ORDINANCE LEVYING TAXES FOR THE PERIOD OF JULY 1, 2012 TO AND INCLUDING JUNE 30, 2013, SUCH TAXES IN THE SUM OF \$10,083,098 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 \$4.1972 per thousand an amount estimated to be \$9,148,158, voter authorized Local Option in the rate of \$.1921 per thousand an amount estimated to be \$419,064 as well as \$515,876 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, 2012, on all taxable property within the City.

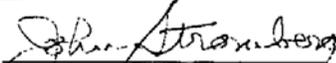
Section 2. That the City Council hereby declares that the taxes so levied are applicable to the following funds:

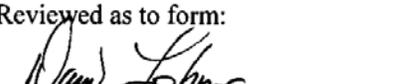
	Subject to General Government Limitation		Excluded from General Government Limitation	Rate
	Permanent Rate	Local Option	Bonded Debt	
General Fund - Operations	\$ 4,209,929			1.9295
Debt Service Fund - Technology Fee	372,000			0.1749
Parks and Recreation Fund	4,566,229			2.0928
Ashland Library Levy		\$ 419,064		0.1921
2005 GO Bonds			\$ 296,865	
2011 GO Bonds - Fire Station #2			219,011	
	<b>\$ 9,148,158</b>	<b>\$ 419,064</b>	<b>\$ 515,876</b>	

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the 5 day of June, 2012, and duly PASSED and ADOPTED this 19 day of June, 2012.

  
Barbara M. Christensen, City Recorder

SIGNED and APPROVED this 20 day of June, 2012.

  
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.