

CITY OF ASHLAND



Oregon

Adopted 2010–2011 Budget

CITIZENS' BUDGET COMMITTEE

ELECTED MEMBERS:

John Stromberg, Mayor
David Chapman, Councilor
Kate Jackson, Councilor
Greg Lemhouse, Councilor
Eric Navickas, Councilor
Russ Silbiger, Councilor
Carol Voisin, Councilor

APPOINTED MEMBERS:

Dennis Slattery-Chair
Dee Anne Everson-Vice Chair
Keith Baldwin
Allen Douma
David Runkel
Roberta Stebbins
Lynn Thompson

ADMINISTRATIVE STAFF

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Ashland

Oregon

For the Fiscal Year Beginning

July 1, 2009

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, 2009.

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

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

Introduction

City of Ashland Organization Chart 1-1
The Budget Message 1-2
Budget Message Addendum 1-18
Budget Committee Recommendations and Council Goals 1-20
Community Values Statement and Council Goals 1-24
The Budget Process 1-26
Summary by Fund 1-28
Resources Summary by Classification 1-30
Requirements Summary by Classification 1-31
Requirements Summary by Department 1-32
Debt Summary 1-34
Debt Summary Type 1-35
Property Tax Summary 1-36

Capital Improvements Plan

Capital Improvements Plan (projected expenditures through 2016)..... 2-1

Department Funds

Administration Department 3-3
Information Technology Department..... 3-15
Administrative Services Department 3-25
City Recorder / Treasurer 3-45
Police Department 3-49
Fire and Rescue Department 3-63
Public Works Department 3-73
Community Development Department 3-111
Electric Department 3-123
Parks and Recreation Department 3-133
Non-Departmental Activities 3-153

Resources and Long-Term Plan

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

table of contents

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

Appendix

History of Combined Property Tax Rates A-2
History of Property Tax Levies..... A-3
History of Property Tax Rates..... A-4
Future Debt Requirements A-5
Economic and Cultural Development Grant History A-6
Social Service Grant History..... A-7
Financial Management Policies A-8
Accounting Methods A-14
Salary Schedule..... A-16
History of Positions and Summary of Union Affiliation A-20
Chart of Accounts Descriptions A-22
Glossary..... A-26
Acronyms A-30
Index..... A-32

Legal Compliance

Budget Calendar, FY 2010-11 L-3
Affidavit of Publication, April 16, 2010 L-4
Legal Notice, April 16, 2010..... L-5
Affidavit of Publication, April 21, 2010 L-6
Legal Notice, April 21, 2010..... L-7
Affidavit of Publication, May 26, 2010 L-8
Legal Notice, May 26, 2010..... L-9
Resolution 2010-17, Certifying City Provides Sufficient
Municipal Services to Qualify for State Subventions L-11
Resolution 2010-15, Declaring the City’s Election to
Receive State Revenues L-12
Resolution 2010-16, Adopting the Annual Budget and
Making Appropriations L-14
Resolution 2010-18, Reiterating the need of a Reserve Fund and
The intended sources and uses of funds accumulated therein..... L-17
Form LB-50, Notice of Property Tax and Certification
of Intent to Inpose a Tax, Fee, Assessment, or Charge on Property L-20
Ordinance No.3020 Levying taxes for the Period of July 1, 2010
to and including June 30, 2011 L-21

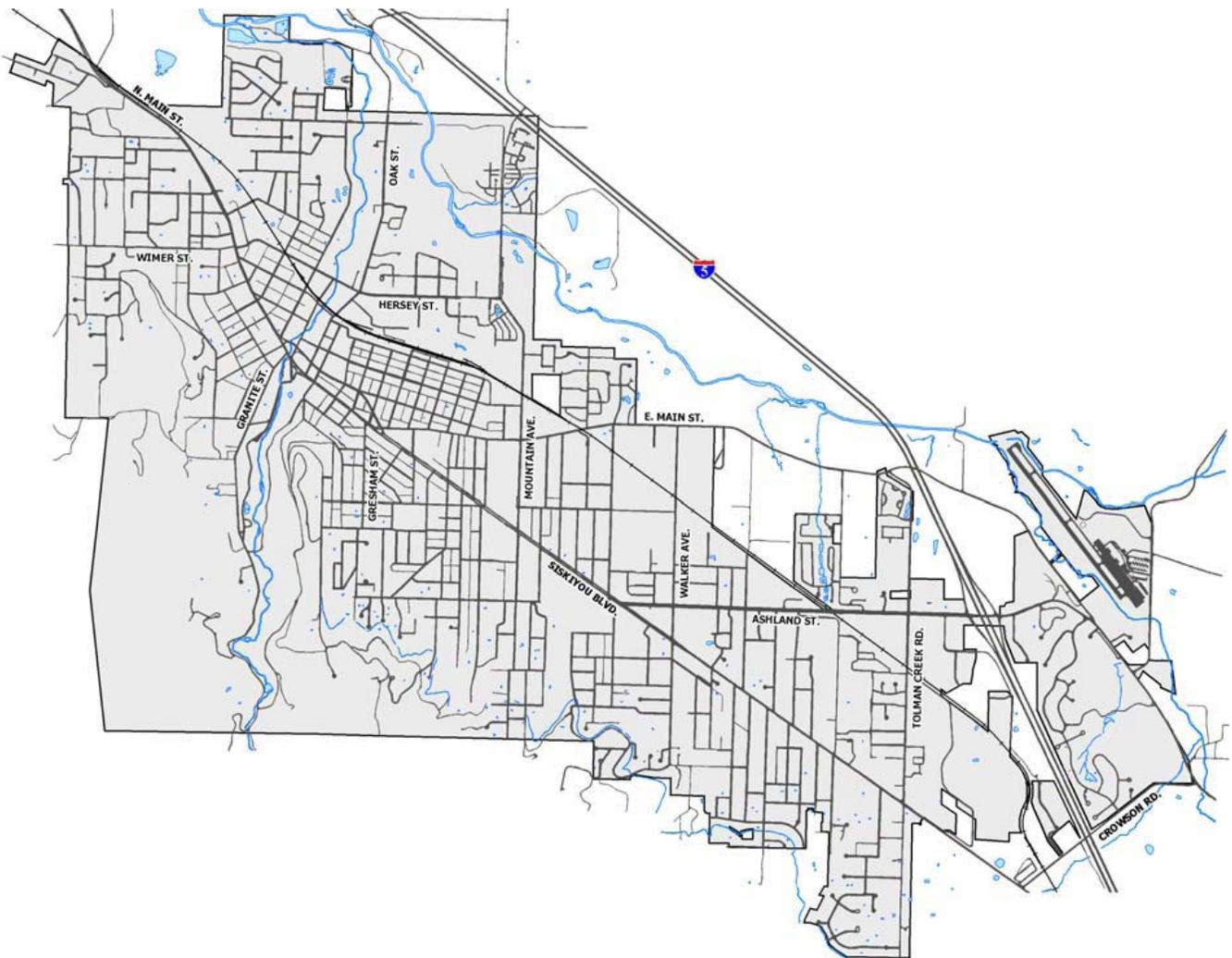
Quick Reference Guide

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	IV-IX
Where do I find city at a glance information ?	City at a Glance	X-XI
Where do I find City of Ashland Statistical Data?	Statistical Data	XII-XIII
What Funds are in the budget?	Other Data	XIV to XV
What assumptions were used to create the budget?	Introduction	1-12
What are the Council Goals and Community Values?	Introduction	1-24 to 25
What is the budget timeline?	Introduction	1-27
What are the roles and authority of the budget process participants?	Introduction	1-26
What are the major revenue sources?	Introduction	1-30
What are the major expenditures?	Introduction	1-31
What capital improvements are expected next year?	Capital Improvement	Section 2
What does the long-term financial condition look like on a city-wide and fund basis?	Resources and Long Term	4-1 to 4-94
Where do I find a department’s budget across funds?	Departmental	
Where do I find a fund’s budget for all departments?	Resources and Long Term	4-1 to 4-94
What outstanding debt is included in the budget?	Appendix	A-5
What is the history of property taxes for the City and Parks?	Appendix	A-3
What basis of accounting does the city use?	Appendix	A-8
What is the policy for budgeting Contingency and Ending Fund balances?	Appendix	A-9 to A-12

budget in brief

The City of Ashland, incorporated in 1874, is located in the southwest part of the state. The City currently has a land area of 6.52 square miles and a population of 21,505.



Budget in Brief:

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

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

What do I get for my money?

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

Property Tax generates approximately \$8.6 million for the City and Parks. It is used to pay for expenses found in the General Fund such as police and fire, for some of the City's principal and interest on debt and for expenses in providing parks and recreation. Voter approved levies have been used in the past for youth activities and a levy is included in this budget to assist in the operation of the library on an interim basis. Property owners within the Ashland city limits pay \$4.6052 per \$1,000 of assessed value.

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

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

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

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

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

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

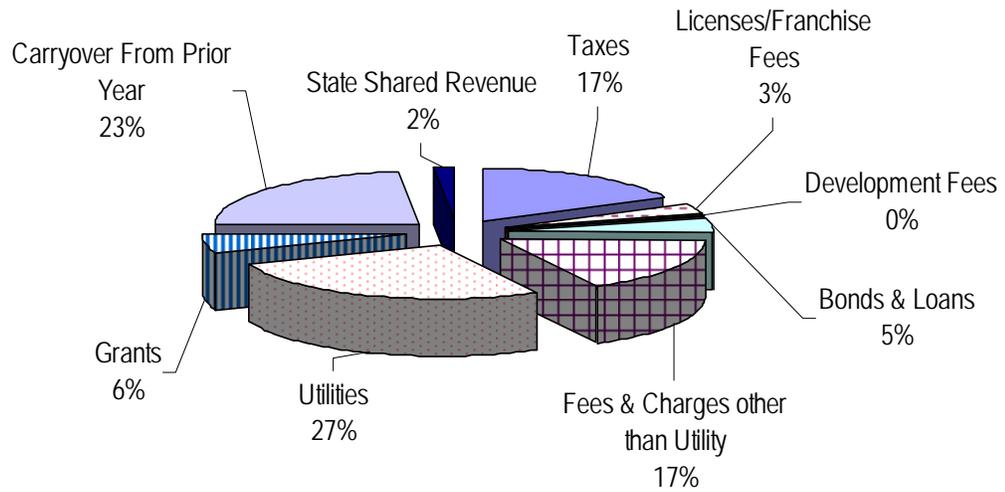
Examples of service levels and outcomes can be found throughout the Capital Improvement and Departmental sections of this document.

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

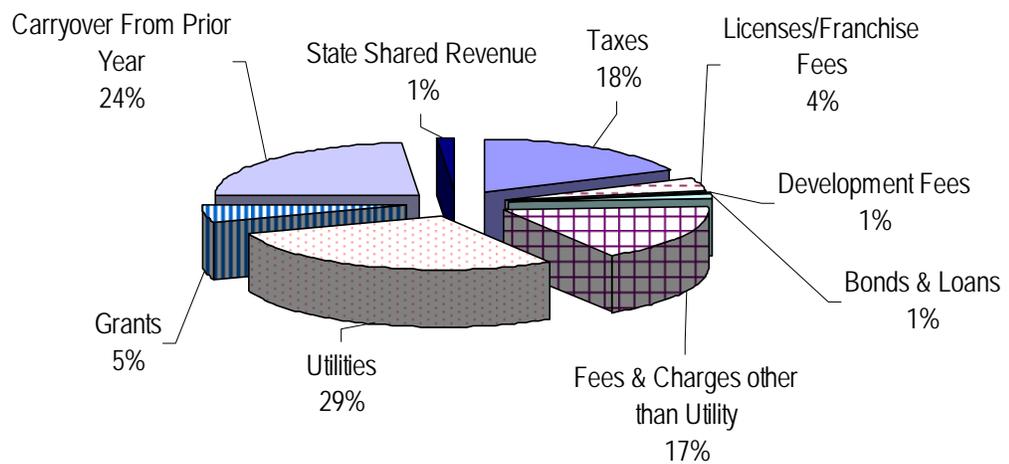
Where the Money Comes From

	<u>2010 Adopted</u>	<u>2011 Adopted</u>
Taxes		
Property (Current)	\$ 8,447,550	\$ 8,703,115
Property (Prior)	240,000	265,000
Food & Beverage	1,860,955	2,060,000
Hotel/Motel	1,720,000	1,800,000
Utility Users Tax	2,600,000	2,595,000
	<u>14,868,505</u>	<u>15,423,115</u>
Licenses/Franchise Fees		
License	215,750	216,140
Franchises	2,955,300	2,723,000
	<u>3,171,050</u>	<u>2,939,140</u>
Development Fees		
Permits	612,500	388,325
	<u>612,500</u>	<u>388,325</u>
Bonds & Loans		
Capital Improvement Projects	525,000	2,987,506
Street Improvement Bonds	515,600	1,060,190
Interfund Loan	80,000	208,000
	<u>1,120,600</u>	<u>4,255,696</u>
Fees & Charges other than Utility		
Finance	97,100	138,000
Police	100,000	50,000
Court	312,000	401,460
Fire & Rescue	892,000	973,000
City Recorder	6,300	6,250
Cemetery	45,000	39,600
Planning & Building	65,000	26,300
Public Works	925,070	963,078
Electric	150,000	120,000
Parks & Recreation	776,805	813,100
Technology Payment	1,119,000	1,491,745
Rents	100,000	105,225
Internal Service	8,117,700	8,177,700
SDC's	78,450	158,576
Interest on Investments	375,300	175,294
Fines	142,000	165,200
Special Assessment Payments	218,110	133,495
Miscellaneous Income	197,615	121,451
Transfers	513,546	726,503
	<u>14,230,996</u>	<u>14,785,977</u>
Utilities		
Wastewater	3,316,000	3,367,200
Storm Water	584,000	611,000
Street	1,275,100	1,320,000
Electric	12,194,900	12,246,700
Ashland Fiber Network	1,846,000	1,882,400
Water	4,469,600	4,718,710
	<u>23,685,600</u>	<u>24,146,010</u>
Grants		
Federal Grants	4,018,468	4,687,700
State Grants	316,850	792,205
	<u>4,335,318</u>	<u>5,479,905</u>
Carryover From Prior Year	19,433,253	20,734,348
	<u>19,433,253</u>	<u>20,734,348</u>
State Shared Revenue		
Cigarette Tax	29,295	28,820
Liquor Tax	261,265	301,070
Gas Tax	890,180	1,093,690
	<u>1,180,740</u>	<u>1,423,580</u>
Total Resources	<u>\$ 82,638,562</u>	<u>\$ 89,576,098</u>

2010-11 Adopted



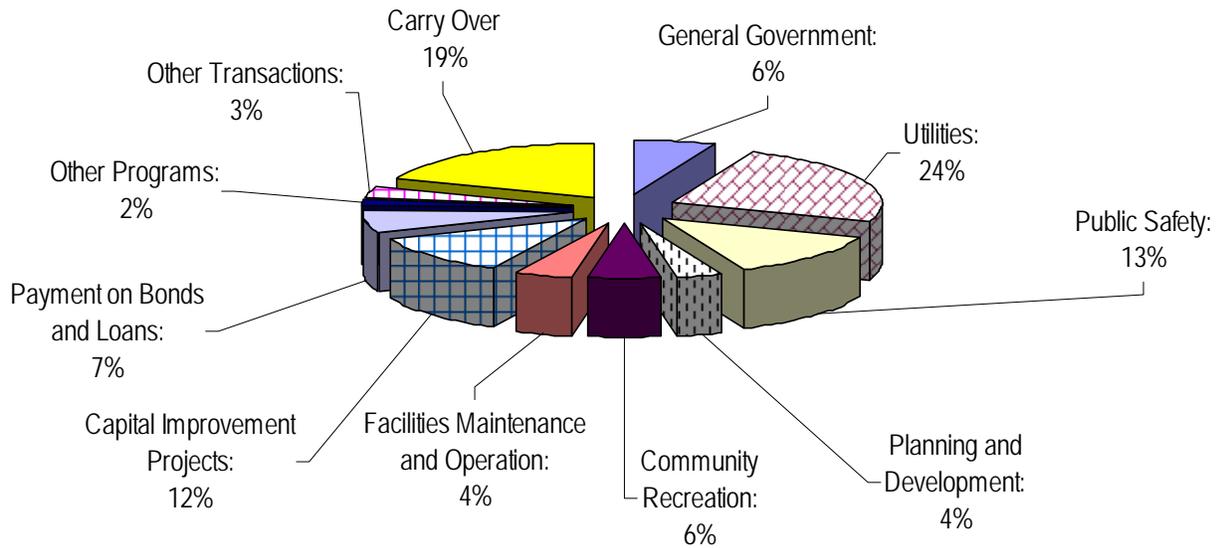
2009-10 Adopted



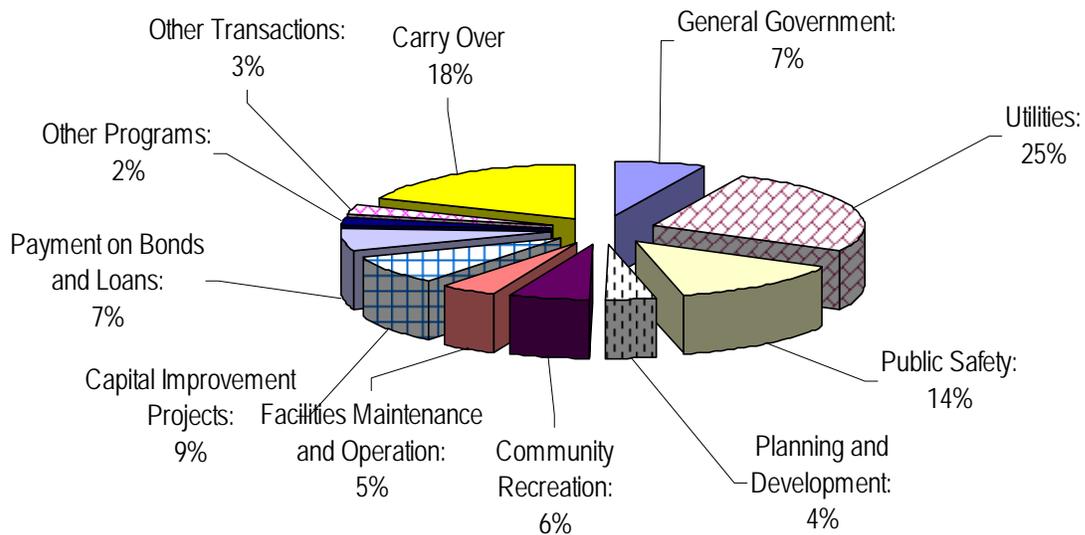
Where the Money Goes

	<u>2010 Adopted</u>		<u>2011 Adopted</u>	
General Government:				
Mayor, Council, City Recorder	\$	402,419	\$	447,815
Administration		1,013,752		1,021,557
Legal Services		420,092		412,295
Human Resources		309,670		290,571
Finance & Accounting		1,724,890		1,737,363
Insurance Services		760,933		758,093
Computer Services		1,105,133		1,124,409
		<u>5,736,889</u>		<u>5,792,103</u>
Utilities:				
Electric		11,736,385		11,464,185
Water		3,606,473		3,577,671
Wastewater		3,595,043		3,850,502
AFN		1,898,062		2,262,705
Storm water Collection		527,878		533,528
		<u>21,363,841</u>		<u>21,688,591</u>
Public Safety:				
Police Protection		5,459,435		5,488,235
Fire Protection		2,841,483		2,860,445
Forest Interface		260,420		390,178
Ambulance Services		2,244,222		2,362,502
Municipal Court		419,924		421,986
		<u>11,225,484</u>		<u>11,523,346</u>
Planning and Development:				
Planning		1,214,363		1,186,027
Building Inspections		656,331		649,046
Engineering Services		1,383,370		1,389,984
		<u>3,254,064</u>		<u>3,225,057</u>
Community Recreation:				
Parks Operation & Maintenance		3,249,100		3,402,482
Recreation Programs & City Band		1,173,494		1,132,291
School Support		100,000		42,356
Golf Course		398,420		415,507
		<u>4,921,014</u>		<u>4,992,636</u>
Facilities Maintenance and Operation:				
Roadways & Bikeways		1,823,088		1,754,111
Equipment Maintenance		803,129		1,021,374
Buildings, Grounds, Airport		819,628		840,386
Cemeteries		298,305		312,525
		<u>3,744,150</u>		<u>3,928,396</u>
Capital Improvement Projects:				
Construction and Internal Projects		6,595,494		9,011,782
Equipment		565,360		1,488,300
		<u>7,160,854</u>		<u>10,500,082</u>
Payment on Bonds and Loans:				
Infrastructure Improvements		5,154,322		5,638,510
Land Acquisition		334,381		321,078
		<u>5,488,703</u>		<u>5,959,588</u>
Other Programs:				
Economic and Cultural Development Grants		570,000		591,240
Social Services Grants		120,342		120,342
Community Development Grants		493,958		413,116
Conservation		682,790		677,986
		<u>1,867,090</u>		<u>1,802,684</u>
Other Transactions:				
Interfund Loans		80,000		208,000
Operating Transfers to Other Funds		513,546		726,503
Contingencies		1,720,000		1,813,041
		<u>2,313,546</u>		<u>2,747,544</u>
Carry Over		<u>15,562,927</u>		<u>17,416,070</u>
Total Requirements	\$	<u>82,638,562</u>	\$	<u>89,576,098</u>

2010-11 Adopted



2009-10 Adopted



city at a glance

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

Date of Incorporation	1874
Form of Government	Council, Administrator
Area in Square Miles	6.52
Elevation in Feet	1,900
Annual Precipitation	18

Police

Stations	1
Patrol Units	8
Sworn Officers	26.5
Physical Arrests, Juvenile and Adult (non traffic)	2,098
Traffic Violations	2,784

Fire

Stations	2
Fire Fighters	29
Fire Alarm Responses	363
Emergency Medical Responses	2,761
Non-emergency Public Service Responses	46
Total Calls for Service	3,170
Total Ambulance Patient Transports	1,476
Code Enforcement Plans Review	

Streets

Miles of Paved Streets	92
Miles of Gravel Streets	14
Miles of Storm Sewers	90

Water

Miles of water Mains	130
Hydrants	1,237
Service Connections	8,126
Daily Average Consumption in Millions of Gallons	3.3
Maximum Daily Capacity of Plant in Million Gallons	8

Sewer

Miles of Sanitary Sewers	110
Treatment Plant	1
Service Connections	8,008
Daily Average Treatment in Million Gallons	2.2
Maximum Daily Capacity in Million Gallons	4

Electric	
Service Connections	11,944
Street Lights	1,811
Electrical Transformers	1,996
Poles	3,557
Substations	3
Telecommunications	
Miles of Fiber	25
Miles of Coax	118
Cable Modem	4,160
Potential Station Capacity	80
Parks and Recreation	
Community Centers	3
Parks	19
Parks Acreage	640
Golf Courses	1
Swimming Pools	1
Ice Skating Rinks	1
Skateboard Parks	1
Tennis Courts	12
Trails (miles)	29
Health Care	
Hospital	1
Hospital Beds	49
Education	
Elementary Schools	3
Elementary School Instructors	59
Secondary Schools	2
Secondary School Instructors	106
State Universities	1

Ten Year Statistics

Year	Assessed Valuation	Population	School Enrollment
2000-01	1,240,116,210	1 9,610	3,411
2001-02	1,333,040,730	1 9,770	3,393
2002-03	1,423,894,752	2 0,130	3,321
2003-04	1,511,835,569	20,430	3,138
2004-05	1,593,607,600	20,590	2,920
2005-06	1,677,271,999	20,880	2,777
2006-07	1,761,135,599	21,430	3,000
2007-08	1,853,307,500	21,800	3,000
2008-09	1,991,746,917	21,485	3,000 est.
2009-10	1,943,167,724	21,505	3,000 est.

statistical data

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

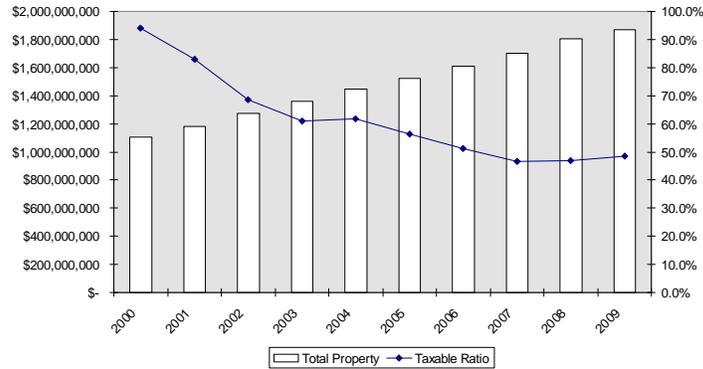
Fiscal Year Ended June 30,	Real Property	Mobile Home	Personal	Utilities	Total	Property Tax Rate	Taxable ratio (True Cash Value to Assessed)
2009	\$ 1,871,896,544	\$ 5,744,350	\$ 44,282,840	\$ 21,243,990	\$ 1,943,167,724	\$ 5.71	48.4%
2008	1,802,639,910	5,762,080	44,536,050	22,372,000	1,875,310,040	5.73	46.9%
2007	1,700,020,579	5,498,040	40,468,280	20,509,400	1,766,496,299	5.56	46.6%
2006	1,610,148,502	5,301,570	38,820,610	20,344,260	1,674,614,942	5.25	51.3%
2005	1,524,210,039	5,108,410	38,419,400	27,532,841	1,595,270,690	5.26	56.4%
2004	1,446,150,336	5,400,552	37,453,000	22,831,681	1,511,835,569	5.34	61.7%
2003	1,360,297,002	5,147,040	34,209,260	24,241,450	1,423,894,752	5.36	61.1%
2002	1,272,205,820	4,983,960	32,044,090	23,806,860	1,333,040,730	5.38	68.6%
2001	1,183,527,490	4,760,560	30,004,310	21,823,850	1,240,116,210	5.46	83.0%
2000	1,106,322,240	4,241,270	26,183,680	20,989,320	1,157,736,510	4.81	94.0%

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

† Includes Non-Profit Housing

Source: County Assessor tax roll property values

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



Photograph by Fred Stockwell, Ashland Oregon

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

2009		
Employer	Employees	Percentage of Total City Employment
Southern Oregon University	748	8.31%
Ashland Community Hospital	452	5.02%
Oregon Shakespeare Festival	450	5.00%
Ashland Public Schools	380	4.22%
City of Ashland	260	2.89%
Pathway Enterprises	140	1.56%
Ashland Food Cooperative	150	1.67%
ProTool	80	0.89%
Linda Vista	75	0.83%
Total	2,735	30.39%
Estimated Total City Employment	9,000	

2000		
Employer	Employees	Percentage of Total City Employment
Southern Oregon State College	740	12.33%
Oregon Shakespeare Festival	450	7.50%
Public Schools	394	6.57%
Ashland Community Hospital	264	4.40%
City of Ashland	164	2.73%
Pathway Enterprises	150	2.50%
Darex Corporation	135	2.25%
Linda Vista Care	75	1.25%
Albertson's	71	1.18%
Total	2,443	40.72%
Estimated Total City Employment	6,000	

Source: Ashland Chamber of Commerce

other data

Funds included in budget

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

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

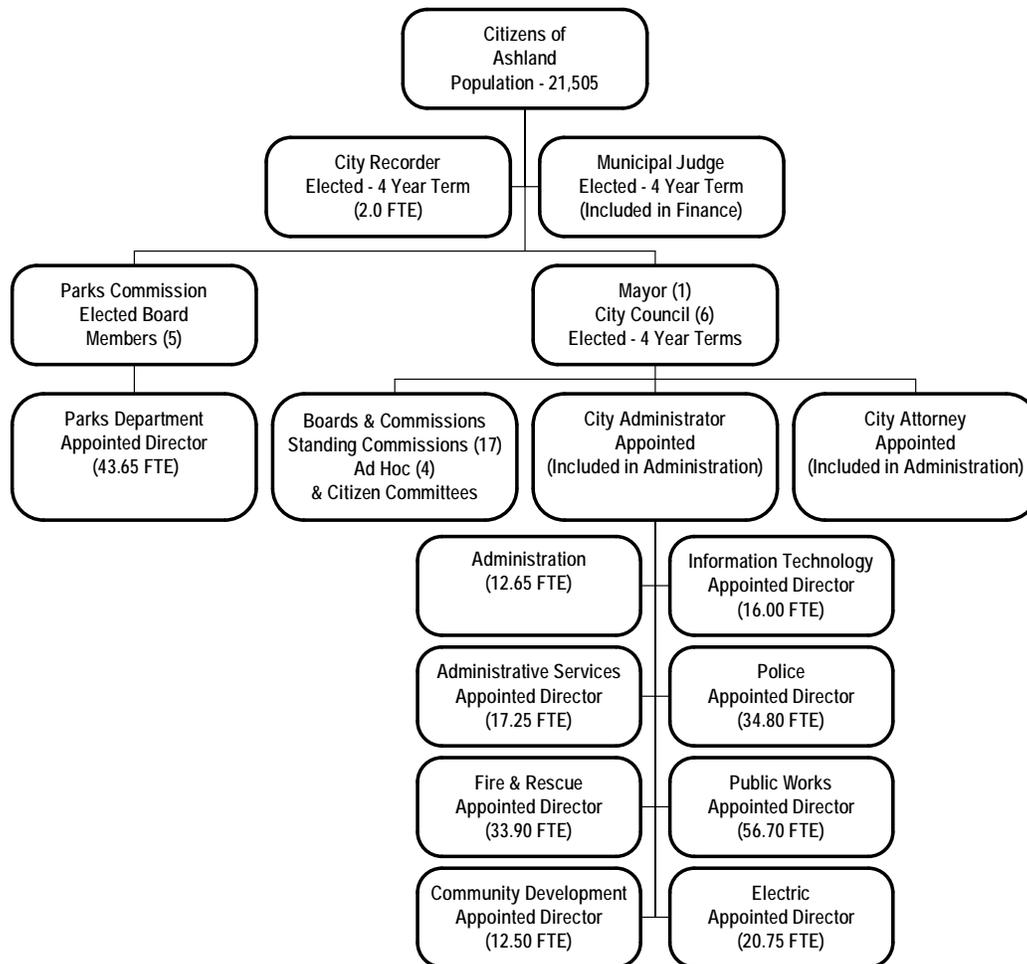
Petty Cash

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

City Recorder	\$1,000
Community Development Till	150
Electric	100
Finance-Accounting	300
Finance-Purchasing	400
Fire and Rescue Department	200
Hangardine Parking Structure	50
Municipal Court Till	100
Parks and Recreation	200
Parks and Recreation Till	550
Police Department	200
Police Till	50
Utilities Till	260
	<u>\$3,560</u>



City of Ashland 250.20 FTE Adopted



The City of Ashland is a municipal corporation first organized in 1874. The Ashland City Council is elected to serve as the governing body for Ashland’s 21,505 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.

CITY OF ASHLAND

DATE: April 19, 2010

TO: Ashland Budget Committee

FROM: Martha Bennett, City Administrator
Lee Tuneberg, Budget Officer

RE: Fiscal Year 2010-2011 Budget Message

OVERVIEW

We respectfully submit the proposed budget for the City of Ashland for Fiscal Year 2010-2011. In addition to a proposed operating plan for next fiscal year, this budget includes long term planning for the next six years.

As was true last fiscal year, the largest challenge in preparing the FY 2010-2011 budget has been anticipating how larger economic forces will affect the City of Ashland in the next fiscal year and into the future. The global, national, and regional economic downturn has depressed many of the economic activities that the City relies on for revenue.

The proposed budget for FY 2010-2011 protects core services in each fund, and staff believes the budget will maintain quality services. As we have done in prior fiscal years, staff sought increased efficiencies wherever possible, and have looked at alternative methods and ways of delivering service.

In preparing this budget, staff was mindful that the FY 2011-2012 budget will likely be more challenging than FY 2010-2011, and we look forward to working with the Budget Committee to ensure that we prepare for future issues as well as for the fiscal year.

FY 2010-2011 BUDGET

Staff used assumptions approved by the Budget Committee in February 2010 to prepare the budget. The proposed operating budget is based on the prior year budget amount for each department and fund. In most departments, this means the proposed budget is the same as last year's adopted budget.

As discussed by the Budget Committee in February 2010, the Proposed Budget was built with the goal of creating strong links to City Council directed policies. In addition to the financial policies the City has set for the budget, staff made decisions about priorities based on:

- The draft City Council Values sent out for public comment in June 2009. The City Council is currently revising the draft values based on the comments received from the public, and future budgets will rely on the adopted values
- The Budget Criteria adopted by the City Council in 2009 that was used to prioritize programs and activities in the FY 2009-2010 Budget Process.
- The City Council goals for adopted by the Council in February 2010.
- A set of draft outcome-based performance measures. Each Department developed a description of the things they would want to measure to know whether the City's programs and activities are effective in achieving a result in the community. In other words, how do we know whether the programs and activities that we spend on actually make a difference in the community? In some cases, the Department already collects and reports the data for their proposed measures. In others, the data will need to be gathered. Each department will be prepared to discuss their proposed measures and how their proposed spending plan relates to how they achieve this performance measure.

The proposed budget includes a minor reduction in overall staffing from 252.0 FTE to 250.2 FTE. Some Departments reduced staff, including .75 FTE in Electric and .05 in Community Development. Two positions are moved from the Parks Department to Public Works in Fleet to recognize the transfer of the Parks Department's shop to the City. The Public Works Department budget is also reorganized, which resulted in a 1.0 reduction.

Some Department budgets show increases or changes in staffing. The Computer Services budget takes one part time position to full time, for an increase of .5 FTE. The Fire Department includes an additional 1.5 FTE, which are paid for by funds received for implementation of the Ashland Forest Resiliency Project. These positions will be limited in duration, and will be phased out when the federal funds are no longer available. Parks & Recreation proposes to convert the facilities manager position to a volunteer coordinator position, which has been a Department goal for several years. Lastly, the proposed budget includes creation of Battalion Chief positions in the Fire Department, which was accomplished by shifting existing positions and reducing the Department's overtime budget. In FY 2011, the estimated cost of this change is less than \$5,000.

To meet the budget targets, some departments made reductions in materials and services spending, and the impacts of these changes are identified in each department's budget narrative.

Additionally, as outlined in the Budget Committee's approved assumptions, capital spending was capped by the Capital Improvement Program adopted by the City Council in February 2010. In as many funds as possible, staff budgeted fund balances that meet adopted policy. Staff also tried to ensure that expected revenues exceeded or matched proposed expenses in each fund. This was not possible in the General Fund, the Central Services Fund, the Water Fund, and the Wastewater Fund.

Key highlights of the proposed budget include:

General Fund. The proposed budget is balanced without increases in taxes, fees, or rates. Additionally, the proposed budget does not include any significant reductions in personnel, which means that staff does not propose significant reductions in current programs and activities. At the same time, none of the programs and activities cut in FY 2009 and FY 2010 are restored in this budget. We recommend that the Budget Committee levy an additional 1.6 cents in property tax to fund a specific program in the Fire Department. Furthermore, we recommend that the committee consider levying the remaining 7.32 cents in anticipation of a significant rate increase from Oregon PERS in FY 2012. We make this recommendation reluctantly for two reasons. First, we know that citizens of Ashland are still suffering from the recession that began in 2007. Although economists tell us that the recession may be technically over, the signals that people are still hurting are clear. Second, we would prefer not to set aside funds to pay for retirement benefits (including for people who are already retired) rather than for services that make a real difference in the community. We make this recommendation because we are concerned that we may be faced by much more difficult service reductions next year if we have not planned for these additional costs. The General Fund is more extensively discussed later in this message.

Library Levy. The proposed budget includes an amount to be levied for library services under the voter approved library levy of 19.21 cents per thousand. This is .21 cents greater than the amount levied in FY 2010, but is less than allowed under the local option levy measure approved by the voters in November 2008. The additional .21 cents is recommended because the City's contract for library services will increase by 3% in FY 2010, but staff projects that the rate of growth for property taxes to be about 2.5% in FY 2011. The additional .21 cents represents between 50 and 60 cents of additional property taxes for the median residential property for the year.

Water and Wastewater Funds. The City implemented an 8% increase in Water and 9% increase in Wastewater charges effective in April and May 2010. Despite these increases, the City faces additional operational costs in Water and Wastewater, and the proposed budget is balanced by including an additional 8% rate increase, effective in April 2011, for each of these two funds. Neither fund meets its ending fund balance. Additionally, the Water Fund is highly vulnerable to weather-related conditions (low snow pack and/or hot summers).

Other Utilities. The proposed budget includes rate increases for the Electric Utility of 3% with anticipated implementation in Fall 2010. The proposed budget also includes minimal rate increases of 3% in the Transportation Utility fee and 5% in the Storm water Utility Fee, also proposed for Fall 2010.

the budget message

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

Capital Projects. Capital spending is \$10,859,000 in the proposed budget, compared to \$5,587,100 in the FY 2010 adopted budget. Capital spending is proposed to increase for three major reasons. First, the City is anticipating some new revenues, especially in the Street Fund. Second, the City is anticipating certain grant funds. The proposed budget includes more than \$2 million additional grant funds than included in the FY 2010 budget. Third, the Parks & Recreation Department propose to use the Food and Beverage Tax funds to front-load capital projects. In other words, they plan to sell a revenue bond to permit them to build projects now rather than allow the funds to accumulate. Capital projects have been carefully selected based on whether the City has available, non-operating funds (such as grants or restricted monies), whether the project will lower operating costs or reduce future capital cost, and whether the project meets a critical community need.

Costs Related to Staffing. The proposed budget does not include increases to implement the Classification and Compensation study. The proposed budget includes Cost of Living Increases (COLA) only for the employee bargaining groups that have COLAs in their existing contracts (3.5% for both the Laborers Group and the Electric workers (IBEW)). The proposed budget assumes a 0% COLA for Management and Confidential, Fire, Police, Clerical and Technical, and Parks employees. Health costs continue to rise. Future budgets will likely continue to include significant increases in premiums unless the Federal Health Care bill successfully stabilizes the health insurance market. On the advice of our insurance provider, staff has budgeted for a 8% increase in health care premiums. The City and its unions will need to continue to collaborate to ensure that the City provides reasonable benefits at a manageable cost, and negotiations will need to include discussions about coverage, employee cost share, and other ways to ensure that the City can actually afford the negotiated benefit package. Finally, the proposed budget includes no increase in PERS premiums, and we know that the State will be increasing the City's rate for the employers share for PERS in FY 2012 to pay for the impact of losses in the PERS fund caused by the recession. We have modeled a proposed small increase in the "long-term" budgets but the actual increase would be significantly larger. This will be a significant issue for the City for the FY 2011-2012 budget.

GENERAL FUND

The proposed budget for the General Fund is balanced without significant reductions in staffing, with some reductions in programs, and without proposed increases in property taxes or other rates and fees. The proposed budget also does not restore any staff or programs cut in the last three fiscal years. The General Fund remains precarious, but past decisions have stabilized it somewhat in this proposed budget.

As we have noted in past years, Ashland has benefited from diverse revenue streams. In the last two fiscal years, the most reliable revenue stream has been property taxes, largely because the Assessed Value of residential property is still substantially lower than Real Market Value. Although market value has dropped in the last three years, assessed value of residential property has still grown, which has meant that property taxes have still increased (although not by the pre-recession percentages). Because construction is dramatically slowed and because the foreclosure rate in Jackson County remains very high, the proposed budget assumes an increase in property tax collections of about 2.5% over the FY 2009-2010 budget. The proposed budget does not assume increases in assessed value related to construction.

After two consecutive years of decline, the proposed budget assumes that tourism-based revenues (Transient Occupancy Tax in the General Fund) will rise slightly, although not as rapidly as they did in years before the recession.

With the exception of the property tax and transient occupancy tax, other General Fund revenues are projected as flat or declining in the FY 2010-2011 budget. The most glaring decline has been in construction-related revenues, which are budgeted at 63 % of the FY 2009-2010 budget. The proposed budget estimates that General Fund total revenues will be consistent with the revenues budgeted in FY 2010.

On the expenditure side, a few things are worth noting.

- The General Fund will benefit over time by the consolidation of dispatch services in Jackson County. In FY 2010-2012 the proposed budget reflects a decrease in the Police Department budget of approximately \$60,000 and an increase of \$100,000 in the Fire Department. The net benefit to the General Fund will occur in future fiscal years.
- Staff budgeted to spend fund balances in the Capital Improvement Project Fund (CIP) fund to pay off the loan on the Community Development/Engineering Services Fund building. If completed, this will save \$60,000 in the General Fund and a like amount in the Central Services Fund.
- Every department in the General Fund made reductions in Materials and Services spending to meet the target.
- The proposed budget includes additional reductions beyond the target for the Community Development Department. In particular, the proposed budget significantly reduces the professional services budget, which will affect the Department's ability to accomplish long-range planning projects, particularly the examination of whether Tax Increment Financing could be used in Ashland to pay for the infrastructure that relates to economic development projects.

Despite reductions, the General Fund does not meet the fund balance requirement, although it is closer to meeting the target than in the proposed budgets for the last several fiscal years.

The City has 8.92 cents that has not been levied in its permanent rate. For FY 2010-2011 we estimate that to equal \$168,000 in tax revenue proceeds.

Staff recommends that the Budget Committee levy 1.6 cents to fund an add package for fire hose and fire turnout replacement. The new Fire Chief has discovered that the City has not set money aside to replace fire hoses on our engines for several years, and some of our hoses are well beyond their useful life. The life cycle of a fire hose is about 10 years, and the City has one hose that is 35 years old. Additionally, the City has used grants to replace its firefighter turnouts, and it has not set any money aside to buy new turnouts on a regular or rotating basis. Staff recommends that the Budget Committee approve a single add package for Fire Department Equipment Replacement.

Additionally, as noted above, we recommend the Budget Committee consider setting aside funds for the PERS payments the City faces beginning in FY 2011-2012. The State of Oregon will not decide on the amount it will increase our PERS rates until early 2011, but staff estimates the additional costs could range from \$200,000 to \$700,000 City wide, about 1/3 of which will accrue to the General Fund. Because the General Fund remains fragile, we are concerned that this amount could require us to reduce programs, activities, and staffing further in FY 2011-2012, so we recommend that the Budget Committee consider setting funds aside in anticipation of this issue.

As we discuss above, staff is reluctant to make this recommendation, both because of the impact on people who are already suffering economically and because the funds could be better used by nearly every General Fund department to deliver programs and activities that Ashland residents truly need. The median assessed value of single family homes in Ashland is \$237,410, so the impact of the 1.6 cent increase is approximately \$3.80 per year, and the 7.32 cents is approximately \$17.40 per year, for a total potential tax increase of \$21.20 per year for a residential property with the median assessed value.

Action	Dollar Value	Property Tax Increase
Fire Hose and Fire Turnout Replacement	\$30,000 per year	1.60 cents
Reserve Fund	\$138,000	7.32 cents
TOTAL AMOUNT RECOMMENDED		8.92 cents

the budget message

CENTRAL SERVICES FUND

The FY 2010 Budget included significant reductions in Central Services programs and activities. As with all funds, however, despite these cuts, costs are still increasing. The proposed budget continues to spend down the ending fund balance for this Fund, which we proposed because we neither recommend increasing the Central Services charges to the other funds nor additional cuts. This fund rarely spends its contingency budget, and we believe the fund is healthy as long as departments manage to their budgets.

PARKS AND RECREATION FUND

As with the General Fund, the total property tax collections for the Parks and Recreation Fund are expected to be relatively stable. As the Budget Committee will recall, Parks & Recreation made significant reductions in FY 2010. The proposed budget for FY 2010-2011 for Parks & Recreation does not include major changes in programs or staffing. Two mechanics are shifted from Parks & Recreation to the City, and the department is converting a facilities staff position to a volunteer coordinator. The most significant budget changes relate to capital spending. First, the Department begins a series of payments to the City to purchase 3.75 acres on Clay Street. Second, Parks & Recreation plans to sell a revenue bond with Food and Beverage Tax proceeds to allow them to construct several capital projects.

LONG TERM SECTION

As with previous years, the proposed budget contains a six-year forecast of revenues and expenditures. Again this year we have added more historical information, balancing five years of actual information and five years of projection around the current year's amended budget and projection and the proposed resources and appropriations for the coming year.

Staff has modeled the long-term forecast with assumptions that are as consistent as possible. However, we note that our ability to predict larger economic forces is limited. As we have in prior years, we caution the budget committee to use the long term pages as a planning rather than as a predictive tool.

CONCLUSION

This proposed budget reflects a revenue projection that shows the economy as essentially "bottomed out." In other words, the precipitous decline in revenues appears to have slowed. While some major revenue sources – ones related to construction, water and electric consumption, and tourism – remain weak, it appears that FY 2010-2011 will be a lot like FY 2009-2010.

A variety of factors – such as slow activity in current planning, a resumption of fuel price increases, continued escalation of health care costs, and expected increases in PERS rates – lead to us to conclude that the City should be preparing for a more challenging budget in FY 2012. The City Council and Budget Committee should work with staff to continue to reduce costs, increase service efficiencies, and focus on the higher priority services. In addition to discussing reserves, we hope the Committee will discuss how the City can prioritize services and ensure the efficient use of every resource with every department director.

The fallout from the recession is still taking its toll on the community. Unemployment remains high, foreclosures seem if anything to be increasing, and other signals that people are struggling – like the use of the Ashland Emergency Food Bank – are abundantly clear. We have balanced this budget with a minor increase in taxes (.21 cents for the library), and by keeping the amount that we have considered for potential rate increases as low as we could. The Budget Committee's challenge will be ensuring that the City continues to provide essential services at a rate our citizens can reasonably afford in this difficult economic time. We look forward to the opportunity to work with the Committee and citizens of Ashland in this process.

DRAFT CITY COUNCIL VALUES

This draft was released by the City Council for public comment in June 2009. The City Council is currently revising the statements in response to the comment, and these values have not been formally adopted. Staff used this document because it was the last official version released by the City.

Good Government: We value transparent government that is honest and responsive. We value strong, creative leadership by elected officials and public service by professional staff. We value excellent public service and view ourselves as stewards of public resources. We value active, intelligent, respectful citizen involvement, and we treasure volunteerism in government and community.

Natural Environment. We value the beauty and quality of our natural environment. We are committed to enhancing the quality of our air, water, land, open space, and wildlife habitat. We treasure our parks, natural areas and recreational opportunities.

Responsible Land Use. We value development that makes efficient use of land, water and energy, maintains our architectural heritage, protects our strong relationship to nature, and emphasizes high quality design. We value a healthy, active downtown and central park. We value strong neighborhoods and efficient public infrastructure and public services. We value development that prioritizes transit, bicycling, and walking.

Free Expression. We value a creative climate that invites an open 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 a business community that is attuned with our environmental and social aspirations. We value an economy that capitalizes on community assets and allows our homegrown entrepreneurs to succeed. We value an economy that creates community wealth, supports arts and culture, connects to Southern Oregon University, and supports high quality public services. We value a diverse economy that provides employment and economic choices for individuals and families.

Independence. We value our ability to be innovative, to set our own course, to provide public services, and to meet residents' basic needs.

Education. We value lifelong education. We value the social, economic, cultural, and civic contributions of strong, integrated educational institutions.

Personal Well Being. We believe all people seek physical, mental, and emotional well-being. We believe each person needs adequate food, clothing, housing, transportation, health care and personal safety.

Sense of Community. We believe Ashland is a unique and special place. We value strong neighborhoods, families, and communities of interest where residents participate in community life and feel a strong sense of belonging.

the budget message

2009 ADOPTED BUDGET CRITERIA

Higher Priority

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

Medium Priority

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

Lower Priority

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

ADOPTED COUNCIL GOALS

In February 2010, the City Council set goals for the next 12 to 24 months to continue Ashland’s history as a community that focuses on sustaining itself and its people. To the City Council, sustainability means using, developing and protecting resources at a rate and in a manner that enables people to meet their current needs and also provides that future generations can meet their own needs. The City of Ashland has a responsibility towards sustainability in six primary areas:

ECONOMY	Status in Proposed Budget
Develop and implement a comprehensive economic development strategy for the purpose of: <ul style="list-style-type: none"> o Diversifying the economic base of the community o Supporting creation and growth of businesses that use and provide local and regional products o Increasing the number of family-wage jobs in the community o Leveraging the strengths of Ashland’s tourism and repeat visitors 	Budget includes \$150,000 in the General Fund (Administration Department) to support this goal.
Develop an implementing strategy for funding infrastructure and public facilities for economic development projects.	Partially in budget. Community Development Department would implement this goal. Proposed budget allows the City to start this goal in the middle of FY 2011, assuming additional funds will be needed in FY 2012.
Increase the clarity, responsiveness, and certainty of the development process.	In budget. Will be accomplished with existing Community Development Department staffing.

ENVIRONMENT	Status in Proposed Budget
Develop 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.	In budget. Goal is funded in Public Works Department. Mix of grant and SDC funds. Goal is underway.
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.	In budget. Goal is funded in Public Works Department. Mix of grant and SDC funds. Goal is underway.
Implement specific capital projects and operational programs to ensure that City facilities and operations are a model of efficient use of water, energy, land, and other key resources.	In budget. Goal is being staffed in Administration. No specific funds are included in the budget for projects.
Adopt land use codes, building codes, green building standards, and fee structures that creates strong incentives for new development that is energy, water, and land efficient and supports a multi-modal transportation system.	In budget. Will be accomplished with existing Community Development Department staffing.
Develop a strategy to use conservation and local renewable sources to meet Tier 2 power demands.	No additional funds are included in budget. If additional funds are needed to accomplish, it will need to come back to Council or wait for future budget years.
Plan for low-water years including potentially 2010 by: <ul style="list-style-type: none"> ○ Implementing a public information and technical assistance campaign that encourages summer time conservation. ○ Consider the options for a summer surcharge to encourage efficient irrigation practices prior to June 1, 2010. 	In budget. Goal will be accomplished with Public Works Department, Conservation, Utility Billing, and Administration staffing. No additional funds are included.

SOCIAL EQUITY	Status in Proposed Budget
Complete the sale of a portion of the Clay Street Property to Parks and Recreation and decide whether to develop or sell the remaining land.	In budget. Goal will be accomplished with Housing, Community Development Department, and Administration staff.
Convene a discussion of stakeholders working on issues related to homelessness to develop a plan for: <ul style="list-style-type: none"> ○ Replacing services previously provided by ICCA. ○ Developing an emergency shelter for minors. ○ Improving connections to services available in Jackson County to Ashland's homeless. ○ Ensuring Jackson County's 10 Year Plan addresses the specific issues faced in Ashland. 	In Budget. Goal will be accomplished with Housing, Community Development Department, and Administration staff. No funds for projects are included.

ORGANIZATION	Status in Proposed Budget
Develop plan for fiscal stability, manage costs, prioritize services, and insure key revenue streams for the City and Parks & Recreation.	In budget. Administrative Services staff included in budget will accomplish goal.
Address issues the stability of the organization including employee recruitment and retention; succession planning; and effective and increased use of citizen volunteers.	Not in budget.

the budget message

PUBLIC FACILITIES	Status in Proposed Budget
Develop a plan to replace Fire Station #2.	Not in Budget. Assumes GO Bond levy in a future fiscal year.
Define a long term strategy for the Ashland Fiber Network that improves its financial viability, provides high quality services to residents, and promotes healthy economic development.	In budget. Strategy will be developed with existing staff. Any related projects will be discussed in the future.

PARTNERSHIPS	Status in Proposed Budget
Foster strong collaboration of the local community, City, State and Federal leaders in efforts to improve the health of the Ashland watershed through reducing fire hazards and restoring forest health.	In budget. Fire Department budget includes grant funds and additional staffing to implement the goal.
Advocate for the long-term viability of rail service to and through Ashland and encourage the use of rail through land use, transportation, and economic development planning.	In budget. Will be accomplished with staff and volunteer resources.

PROCESS

To prepare the proposed budget, staff:

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

An overview of the complete budget process required by the State of Oregon and followed by Ashland is on Page 1-27.

BUDGET FORMAT

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

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

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

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

POLICIES & METHODS

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

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

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

BUDGET SUMMARY

The total for all funds for the FY 2010-2011 budget is \$89,215,328 which is \$6.2 million or 7.5% more than last year's amended budget. It includes \$420,000 more in staffing costs, \$226,000 less materials & services, \$669,000 more in debt service, \$2,643,000 more in capital costs and \$2,365,000 million more in Contingency and Ending Fund Balance. The \$89.2 million includes all appropriations, transfers, contingencies and unappropriated fund balances. Included in the proposed budget are:

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

the budget message

Below is a total budget comparison by fund. Significant dollar changes can be seen in all of the funds that include capital projects and related financing. Increases by fund are primarily due to new or held-over projects and related borrowing. Decreases come from a reduction in total capital projects, financing and fund balances and changes in anticipated ending fund balances.

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

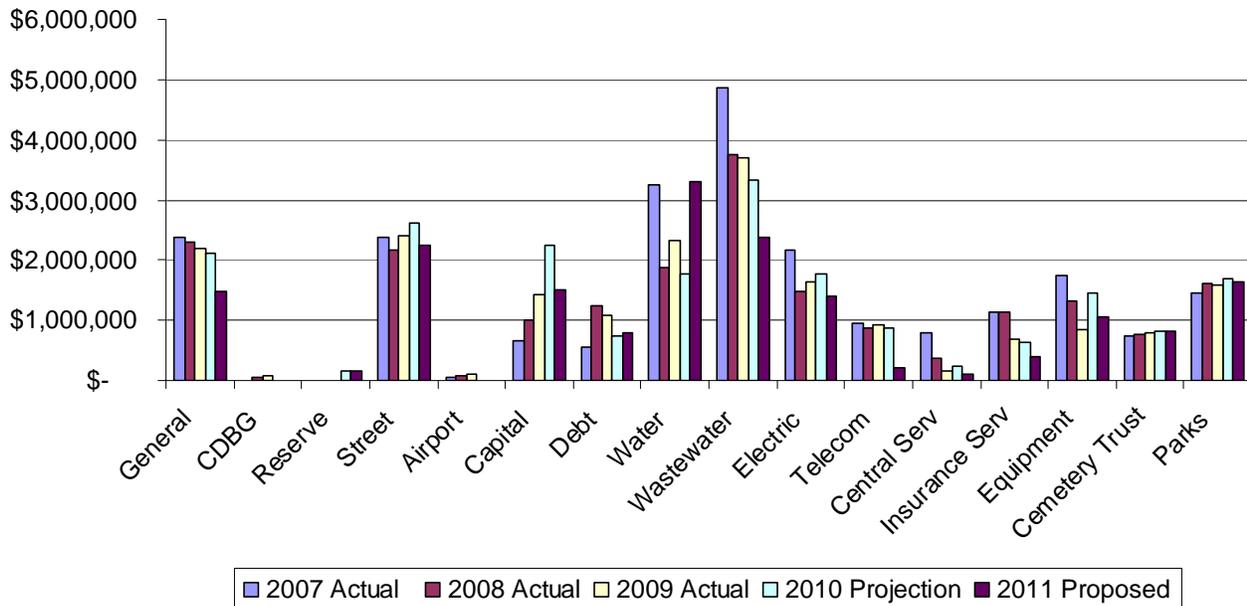
Proposed 2010-2011 Budget Comparison			2012 Projected	
Fund	2009-2010 Amended	2010-2011 Proposed	Dollar Difference	Percent Difference
General	16,347,638	16,646,722	299,084	1.8%
CDBG	493,958	413,116	(80,842)	-16.4%
Reserve	215,000	151,500	(63,500)	-29.5%
Street	7,523,627	8,970,033	1,446,406	19.2%
Airport	211,311	118,091	(93,220)	-44.1%
Capital Improvements	4,417,607	5,586,431	1,168,824	26.5%
Debt	3,539,648	3,498,444	(41,204)	-1.2%
Water	6,640,637	9,580,575	2,939,938	44.3%
Wastewater	9,540,259	8,747,315	(792,944)	-8.3%
Electric	14,032,485	14,388,479	355,994	2.5%
Telecommunications	2,533,197	2,718,937	185,740	7.3%
Central Services	5,982,029	6,093,063	111,034	1.9%
Insurance Services	1,454,199	1,302,559	(151,640)	-10.4%
Equipment	2,506,290	3,478,076	971,786	38.8%
Cemetery Trust	832,948	846,753	13,805	1.7%
Total by Fund	76,270,833	82,540,096	6,269,263	8.2%
Parks Total	6,732,135	6,675,233	(56,902)	-0.8%
Total Requirements	\$83,002,970	\$89,215,328	\$6,212,361	7.5%

Budget Assumptions

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

- General growth in revenue streams affected by growth is 1%.
- Property tax assessed valuation growth will be 2.5% under Measure 50 and new construction will be flat with little or no growth each year.
- General inflation starting in 2010 is 3%, Personnel costs increase annually about 5% with an additional 1% included in 2011-2012 to recognize some additional growth for employer retirement contributions mandated by the State.
- Debt service changes are per covenants and not based upon an inflation factor.
- Population growth will be 1.0%.
- Staff will ensure efficient and effective operations prior to recommending tax level increases.
- Health care premiums will increase a minimum of 8% in FY 2010-2011.
- User fees will continue to support enterprise operations.
- System development charges (SDCs) will be updated where applicable.
- Existing physical assets of the City will be maintained at current levels.
- The city will comply with Federal and State requirements.

Ending Fund Balance Comparison



REVENUES

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

TAXES - The tax category makes up 29.8% of the total revenues, about the same as in the prior year. But total taxes are estimated to be 1.5% or \$276,000 more. Taxes include property taxes, Electric Utility Users tax, Food & Beverage taxes, Hotel/Motel taxes and franchise fees.

PROPERTY TAXES - Property taxes are distributed to the General Fund and Parks Fund for operational needs. Taxes are also levied for the Debt Service Fund for payment of bonded indebtedness. The estimated tax rate included in the budget for 2011 is \$4.5892 or approximately \$0.0021 greater than the prior year’s \$4.5871 due to increased costs to operate the Library. The new rate for the Library local option is \$0.1921, well within the cap of \$0.2100 approved by the public.

Tax rate comparisons by categories can be seen on pages 1-37 and A-4.

CHARGES FOR SERVICE - Charges for services account for 60.4% of Ashland’s revenues. Some of the charges are for ambulance patient services, transportation utility fees, storm drain utility fees, airport rental fees, water services, wastewater services, electric service and telecommunications services, system development charges and internal service charges.

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

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

the budget message

Rate Adjustments in FY Actual, Proposed & Projected	2006 Actual	2007 Actual	2008 Actual	2009 Actual (8/1/08)	2009 Actual (4/20/09)	2010 Actual	2011 Proposed	2012 Projected	2013 Projected
Transportation Utility Fee	8.1%	0.0%	15.0%	3.0%	N/A	3.0%	3.0%	3.0%	3.0%
Storm Drain Utility Fee	8.4%	0.0%	50.0%	10.0%	N/A	3.0%	5.0%	4.0%	4.0%
Airport Fees	CPI	CPI	CPI	CPI	N/A	CPI	To Be Determined		
Water Fees	3.5%	0.0%	6.0%	4% - 7.8%	10.0%	8.0%	8.0%	7.0%	7.0%
Wastewater Fees	3.0%	0.0%	10.0%	3.0%	20.0%	9.0%	8.0%	7.0%	7.0%
Electric Rate Increase	0.0%	0.0%	8.7%	0.0%	N/A	4.0%	3.0%	5.0%	5.0%
Electric Surcharge	-10.0%	0.0%	-16.6%	Electric Surcharge - Eliminated FY 2008					

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

OPERATIONAL EXPENSES

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

Proposed Operational Budget Comparison				
Category	2009-2010 Amended Budget	2010-2011 Proposed Budget	Dollar Difference	Percent Difference
Personal Services	22,735,025	23,155,446	420,421	1.8%
Materials and Services	29,774,917	29,549,279	(225,638)	-0.8%
Debt Service	5,088,701	5,757,588	668,887	13.1%
Total	\$57,598,643	\$58,462,313	\$863,670	1.5%

EXPENDITURES

PERSONAL SERVICES - Personal services costs represent 26% of the total proposed budget and 40% of the operational budget. The increase of 1.8% is primarily due to labor contract obligations (two bargaining units have a 3.5% increase included) and increases in health care premiums of 8% in the budget. The health care increase could be greater than 8% and that would require departments to absorb most or all of the difference. Reductions in staffing levels helped to keep the change between years at 1.8%. Total city-wide retirement costs also reduced with the decrease in staff. The City expects a significant increase in the employer contribution rate for the public retirement system but that change will not be known before this budget is approved and the impact will not be realized until FY 2011-2012.

Department	2009-2010 (FTE)	Change	2010-2011 (FTE)
Administration	12.65	0.00	12.65
Info Technology	15.50	0.50	16.00
Admin Services	17.25	0.00	17.25
City Recorder	2.00	0.00	2.00
Police	34.80	0.00	34.80
Fire	32.40	1.50	33.90
Public Works	57.70	-1.00	56.70
Community Dev	12.55	-0.05	12.50
Electric	21.50	-0.75	20.75
City Subtotal	206.35	0.20	206.55
Parks	45.65	-2.00	43.65
Total FTE	252.00	-1.80	250.20

The above table presents a city-wide net reduction of 1.80 positions. The table identifies the many changes between departments that resulted in the net change. The most significant change is a transfer of two employees and related work from Parks to Public Works to consolidate vehicle maintenance. Even with that transfer, Public Works was able reorganize other areas to post a single FTE reduction. The other key change is the temporary addition of 1.5 FTE in the Fire Department relating to grant funded work for Ashland Forest Resiliency project.

MATERIALS AND SERVICES - This category represents 33.1% of the total budget and is budgeted to decrease \$226,000 or 0.8%, partially offsetting some of the increase in personal services. With a few exceptions, departments were required to hold their operational expenditures to the prior year's adopted budget thus resulting in reductions in this category to address increases elsewhere.

Once again, Central Services costs (accounting, computers, legal assistance, executive management, etc.), insurance coverage and, facilities charges to other funds and departments were held flat to balance these funds. This is the fourth year that reductions in costs in the departments of the Central Service Fund were done to keep internal service charges from rising. This approach has become increasingly difficult and may not be possible in 2012.

CAPITAL OUTLAY – Total Capital Outlay (including most equipment, furniture and project costs) is increasing from \$7.7 million to \$10.4 million. This differs from the total CIP costs listed below in that some study and other costs (like equipment with relatively short useful lives) are excluded from this category. In these cases, costs included in the CIP listing are not in Capital Outlay because they are more appropriately presented in the various departmental budgets, Materials & Services categories, for trending and comparisons.

The majority of capital equipment budgeted can be found in the Equipment Fund and an overview of each capital project can be found in the Capital Improvement section of this budget. Total CIP projected for 2011 and over the following six years is \$85.3 million and represents significant financing challenges for the city. The anticipated timing of projects will change based upon the priority of need, the City's ability to take on all proposed projects and the community's ability to pay for improvements.

the budget message

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

Budgeted Capital Improvement Projects	2009	2010	2011 Proposed
Transportation Projects	\$ 2,119,000	\$ 2,270,100	\$ 2,816,000
Local Improvement District Projects	970,000	230,000	642,000
Storm Drain Projects	625,000	187,000	35,000
Airport Projects	25,000	150,000	1,800,000
Water Projects	2,675,000	575,000	865,000
Wastewater Projects	2,025,000	850,000	1,210,000
Electric Projects	565,000	505,000	630,000
Telecommunications Projects	225,000	325,000	196,000
Information Technology	163,000	95,000	95,000
Administration Projects	200,000	200,000	475,000
Parks Projects	750,000	200,000	2,095,000
Total	\$ 10,342,000	\$ 5,587,100	\$ 10,859,000

DEBT SERVICE - The proposed budget includes the payment of all current debt obligations of the city. The amount budgeted is approximately \$669,000 (13.1%) more than the prior year including the new amounts for Water and Wastewater improvements financed last year and the potential for new debt service relating to approved capital improvements such as \$200,000 in Bancroft bonds if the local improvement projects are done and assessed property owners elect financing, debt service for new revenue bonds if capital projects and related financing is approved by Council. Half of the increase relates to an early pay off of the OECD Loan for the CDES Building budgeted by staff.

The City has scheduled several external financing efforts in FY 2010-2011, and after, as required for infrastructure and approved by Council and citizens. A review of the Capital Improvement and Long-term sections of this document will assist the reader in understanding the identified improvements and related financing for transportation-related projects, local improvement district financing and municipal buildings through tax-based bonds (general obligation bonds) and revenue-backed bonds for enterprise projects. The City will have to consider capital project timing and ability to pay as it looks to future issues of bonds or loans for construction.

ACKNOWLEDGEMENTS

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

SUMMARY AND CONCLUSION

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

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

Respectfully submitted,



Martha Bennett
City Administrator

Lee Tuneberg
Budget Officer



CITY OF
ASHLAND

DATE: June 15, 2010
TO: Mayor and Council
FROM: Lee Tuneberg, Budget Officer
RE: FY 2010-2011 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. Increase in departmental appropriations for health care costs and reductions in Contingency or Ending Fund Balance as an offset to the higher premiums. This adjustment did not increase the total budget. The Telecommunications Fund was not adjusted because management chose to absorb its \$5,900 share of the \$225,989. Thus, \$143,630 was reduced in Ending Fund Balance (EFB) and \$76,459 was reduced in Contingency.
2. Committee revisions finalized at the May 13, 2010, meeting:
 - a. The Telecommunications (AFN) appropriations for debt service were reduced \$30,000, moving that amount to the Street Fund to recognize a share of the AFN debt there. In conjunction with this, \$40,000 in additional revenue in AFN was added to the budget, raising the Telecommunication Fund's ending balance \$70,000 to \$281,732.
 - b. Increase of \$30,000 in the General Fund, Fire Department, to pay into the Equipment sinking fund for hoses and turn out gear. Property tax revenues are increased the same amount reflecting a 1.6 cent increase in the tax rate above the amount originally proposed by staff. Since no expenditure for these items is anticipated in FY 2011, the inter-fund payment will increase the Equipment Fund's ending balance and will be restricted for this use in a future year.

The changes accepted at the Committee's final meeting caused a net increase of \$100,000 which resulted in a total budget of \$89,315,328. The Committee approved property taxes at \$4.40540 for operating and local option levies and \$410,805 for debt service, leaving \$0.07320 of the permanent rate unlevied. The Approved Budget includes \$71,844,258 in Total Appropriations.

3. Additional revisions that staff recommends Council include in their adoption of the budget at the June 15, 2010, public hearing are:
 - a. An increase in the General Fund of \$4,000 in the Police Department appropriations to recognize additional investigation overtime to be funded by grant revenue. This change will have no impact on Ending Fund Balance due to offsetting revenue.
 - b. Net increase in the Street Fund appropriations totaling \$224,055 relating to changes in capital project activity during May and June, 2010. This results in an increase to the carry forward (resources) to FY 2011 and necessitates the adjustments for the delayed projects.
 - c. An increase of \$11,000 to the Capital Improvement Fund, Facilities Division appropriations to pay for the election costs for the Fire Station #2 levy approved by Council on May 18th. This increase will reduce the ending balance for the fund to \$1,493,676.
 - d. Net decrease in the Water Fund of \$6,285 relating to changes in capital project activity during May and June, 2010. This results in a smaller carry forward to FY 2011 for the fund and adjustments to appropriations for the related projects.
 - e. An increase in the Wastewater Fund of \$44,000 to pay for a new pump station pump. This will decrease the Ending Fund Balance. This need was identified after the proposed budget was prepared but it did not get added until after the Committee approved the budget.
 - f. An increase in the Telecommunications Fund appropriations of \$39,000 to the Internet Division to reflect WiMax construction delayed to FY 2011. This results in a change to the carry forward from FY 2010 in this fund and requires an adjustment to appropriations for the project completion in FY 2011.

The result of these final changes is a total budget for FY 2010-2011 of \$89,576,098 and appropriations of \$72,160,028. The property taxes to be levied are as approved by the Budget Committee.

A resolution incorporating all changes has been submitted. Mayor and Council can:

1. Approve the resolution only for the amount approved by the Committee,
2. Approve the resolution as submitted with the changes described,
3. Make other adjustments to appropriations within the guidelines established by Oregon budget law that allows adjustments to any fund of up to \$5,000 or 10%, whichever is larger.

budget committee recommendations and council action

**City of Ashland
Fiscal Year 2010-2011 Summary of Changes**

	2011 Proposed	Staff Revisions	2011 Revised	Committee Revisions	2011 Approved	Revisions Recommended to Council	2011 Adopted
GENERAL FUND							
Administration Department	191,284		191,284		191,284		191,284
Administration Department - Library	365,740		365,740		365,740		365,740
Administration Department- Municipal Court	420,386	1,600	421,986		421,986		421,986
Administrative Services - Social Services Grants	120,342		120,342		120,342		120,342
Administrative Services - Economic & Cultural Grants	591,240		591,240		591,240		591,240
Administrative Services - Miscellaneous	45,000		45,000		45,000		45,000
Administrative Services - Band	57,619		57,619		57,619		57,619
Police Department	5,457,975	30,260	5,488,235		5,488,235	4,000	5,492,235
Fire and Rescue Department	5,194,847	31,300	5,226,147	30,000	5,256,147		5,256,147
Public Works - Cemetery Division	311,005	1,520	312,525		312,525		312,525
Community Development - Planning Division	1,177,648	8,379	1,186,027		1,186,027		1,186,027
Community Development - Building Division	645,646	3,400	649,046		649,046		649,046
Transfers	500		500		500		500
Contingency	583,000	(76,459)	506,541		506,541		506,541
Ending Fund Balance	1,484,490		1,484,490		1,484,490		1,484,490
TOTAL GENERAL FUND	16,646,722	-	16,646,722	30,000	16,676,722	4,000	16,680,722
COMMUNITY DEVELOPMENT BLOCK GRANT FUND							
Personal Services	41,556		41,556		41,556		41,556
Materials and Services	371,560		371,560		371,560		371,560
Ending Fund Balance	-		-		-		-
TOTAL CDBG FUND	413,116	-	413,116	-	413,116	-	413,116
RESERVE FUND							
Transfers			-				
Ending Fund Balance	151,500		151,500		151,500		151,500
TOTAL RESERVE FUND	151,500	-	151,500	-	151,500	-	151,500
STREET FUND							
Public Works - Street Operations	4,520,239	6,020	4,526,259	30,000	4,556,259	70,000	4,626,259
Public Works - Storm Water Operations	598,878	2,650	601,528		601,528	54,000	655,528
Public Works - Transportation SDC's	506,810		506,810		506,810	15,000	521,810
Public Works - Storm Water SDC's	10,500		10,500		10,500	85,055	95,555
Public Works - Local Improvement Districts	533,938		533,938		533,938		533,938
New Debt	394,000		394,000		394,000		394,000
Transfers	74,000		74,000		74,000		74,000
Contingency	93,000		93,000		93,000		93,000
Ending Fund Balance	2,238,668	(8,670)	2,229,998	(30,000)	2,199,998		2,199,998
TOTAL STREET FUND	8,970,033	-	8,970,033	-	8,970,033	224,055	9,194,088
AIRPORT FUND							
Materials and Services	58,750		58,750		58,750		58,750
Capital Outlay	-		-		-		-
Debt Service	43,537		43,537		43,537		43,537
Interfund Loan	-		-		-		-
Contingency	5,000		5,000		5,000		5,000
Ending Fund Balance	10,804		10,804		10,804		10,804
TOTAL AIRPORT FUND	118,091	-	118,091	-	118,091	-	118,091
CAPITAL IMPROVEMENTS FUND							
Public Works - Facilities	2,789,522	2,230	2,791,752		2,791,752	11,000	2,802,752
Administrative Services - Parks Open Space	400,000		400,000		400,000		400,000
Transfers	632,003		632,003		632,003		632,003
Interfund Loan	208,000		208,000		208,000		208,000
Contingency	50,000		50,000		50,000		50,000
Ending Fund Balance	1,506,906	(2,230)	1,504,676		1,504,676	(11,000)	1,493,676
TOTAL CAPITAL IMPROVEMENTS	5,586,431	-	5,586,431	-	5,586,431	-	5,586,431

budget committee recommendations and council action

	2011 Proposed	Staff Revisions	2011 Revised	Committee Revisions	2011 Approved	Revisions Recommended to Council	2011 Adopted
DEBT SERVICE FUND							
Debt Service	2,707,798		2,707,798		2,707,798		2,707,798
Ending Fund Balance	790,646		790,646		790,646		790,646
TOTAL DEBT SERVICE FUND	3,498,444	-	3,498,444	-	3,498,444	-	3,498,444
WATER FUND							
Public Works - Forest Lands Management Division	389,078	1,100	390,178		390,178		390,178
Public Works - Water Supply	828,097		828,097		828,097	(2,041)	826,056
Public Works - Water Treatment	1,064,207	3,390	1,067,597		1,067,597	6,000	1,073,597
Public Works - Water Distribution	2,431,343	8,190	2,439,533		2,439,533		2,439,533
Public Works - Reimbursement SDC's	258,744		258,744		258,744	(27,744)	231,000
Public Works - Improvement SDC's	210,000		210,000		210,000	17,500	227,500
Public Works - Debt SDC's	124,995		124,995		124,995		124,995
Electric- Conservation Division	172,565	1,000	173,565		173,565		173,565
Debt Services	635,867		635,867		635,867		635,867
Contingency	150,000		150,000		150,000		150,000
Ending Fund Balance	3,315,680	(13,680)	3,302,000		3,302,000		3,302,000
TOTAL WATER FUND	9,580,576	-	9,580,576	-	9,580,576	(6,285)	9,574,291
WASTEWATER FUND							
Public Works - Wastewater Collection	1,843,348	4,460	1,847,808		1,847,808		1,847,808
Public Works - Wastewater Treatment	1,970,685	3,560	1,974,245		1,974,245	44,000	2,018,245
Public Works - Reimbursement SDC's	21,250		21,250		21,250		21,250
Public Works - Improvement SDC's	553,500		553,500		553,500		553,500
Debt Services	1,826,554		1,826,554		1,826,554		1,826,554
Contingency	151,000		151,000		151,000		151,000
Ending Fund Balance	2,380,978	(8,020)	2,372,958		2,372,958	(44,000)	2,328,958
TOTAL WASTEWATER FUND	8,747,315	-	8,747,315	-	8,747,315	-	8,747,315
ELECTRIC FUND							
Electric - Conservation Division	502,421	2,000	504,421		504,421		504,421
Electric - Supply	5,585,204		5,585,204		5,585,204		5,585,204
Electric - Distribution	5,592,581	16,400	5,608,981		5,608,981		5,608,981
Electric - Transmission	900,000		900,000		900,000		900,000
Debt Services	24,837		24,837		24,837		24,837
Contingency	378,000		378,000		378,000		378,000
Ending Fund Balance	1,405,436	(18,400)	1,387,036		1,387,036		1,387,036
TOTAL ELECTRIC FUND	14,388,479	-	14,388,479	-	14,388,479	-	14,388,479
TELECOMMUNICATIONS FUND							
IT - Internet	2,079,389		2,079,389	(30,000)	2,049,389	39,000	2,088,389
IT - High Speed	377,816		377,816		377,816		377,816
Contingency	50,000		50,000		50,000		50,000
Ending Fund Balance	211,732		211,732	70,000	281,732		281,732
TOTAL TELECOMMUNICATIONS FUND	2,718,937	-	2,718,937	40,000	2,758,937	39,000	2,797,937
CENTRAL SERVICES FUND							
Administration Department	1,297,729	11,760	1,309,489		1,309,489		1,309,489
IT - Computer Services Division	1,142,609	6,800	1,149,409		1,149,409		1,149,409
Administrative Services Department	1,677,853	14,510	1,692,363		1,692,363		1,692,363
City Recorder Division	304,525	1,200	305,725		305,725		305,725
Public Works - Administration and Engineering	1,380,354	9,630	1,389,984		1,389,984		1,389,984
Contingency	175,500		175,500		175,500		175,500
Ending Fund Balance	114,493	(43,900)	70,593		70,593		70,593
TOTAL CENTRAL SERVICES FUND	6,093,063	-	6,093,063	-	6,093,063	-	6,093,063

budget committee recommendations and council action

	2011 Proposed	Staff Revisions	2011 Revised	Committee Revisions	2011 Approved	Revisions Recommended to Council	2011 Adopted
INSURANCE SERVICES FUND							
Personal Services	76,500	790	77,290		77,290		77,290
Materials and Services	680,803		680,803		680,803		680,803
Contingency	150,000		150,000		150,000		150,000
Ending Fund Balance	395,256	(790)	394,466		394,466		394,466
TOTAL INSURANCE SERVICES FUND	1,302,559	-	1,302,559	-	1,302,559	-	1,302,559
EQUIPMENT FUND							
Public Works - Maintenance	987,524	3,850	991,374		991,374		991,374
Public Works - Purchasing and Acquisition	1,374,500		1,374,500		1,374,500		1,374,500
Contingency	54,000		54,000		54,000		54,000
Ending Fund Balance	1,062,052	(3,850)	1,058,202	30,000	1,088,202		1,088,202
TOTAL EQUIPMENT FUND	3,478,076	-	3,478,076	30,000	3,508,076	-	3,508,076
CEMETERY TRUST FUND							
Transfers	20,000		20,000		20,000		20,000
Ending Fund Balance	826,753		826,753		826,753		826,753
TOTAL CEMETERY TRUST FUND	846,753	-	846,753	-	846,753	-	846,753
PARKS AND RECREATION FUND							
Parks Division	3,386,682	30,800	3,417,482		3,417,482		3,417,482
Recreation Division	1,064,082	10,590	1,074,672		1,074,672		1,074,672
Golf Division	412,807	2,700	415,507		415,507		415,507
Contingency	50,000		50,000		50,000		50,000
Ending Fund Balance	1,453,315	(44,090)	1,409,225		1,409,225		1,409,225
TOTAL PARKS AND RECREATION FUND	6,366,886	-	6,366,886	-	6,366,886	-	6,366,886
YOUTH ACTIVITIES LEVY FUND							
Materials and Services	42,356		42,356		42,356		42,356
Ending Fund Balance	-		-		-		-
TOTAL YOUTH ACTIVITIES LEVY FUND	42,356	-	42,356	-	42,356	-	42,356
PARKS CAPITAL IMPROVEMENTS FUND							
Capital Outlay	70,000		70,000		70,000		70,000
Ending Fund Balance	195,991		195,991		195,991		195,991
TOTAL PARKS CAPITAL IMP. FUND	265,991	-	265,991	-	265,991	-	265,991
TOTAL BUDGET	89,215,328	-	89,215,328	100,000	89,315,328	260,770	89,576,098
Less Ending Fund Balance	17,544,700	(143,630)	17,401,070	70,000	17,471,070	(55,000)	17,416,070
Total Appropriations	71,670,628	143,630	71,814,258	30,000	71,844,258	315,770	72,160,028



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.”

2010-2011 CITY COUNCIL GOALS

OVERVIEW

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

- Economy
- Environment
- Social Equity
- Municipal Organization
- Public Facilities
- Partnerships

ECONOMY

Develop and implement a comprehensive economic development strategy for the purpose of:

- Diversifying the economic base of the community
- Supporting creation and growth of businesses that use and provide local and regional products
- Increasing the number of family-wage jobs in the community
- Leveraging the strengths of Ashland’s tourism and repeat visitors

Develop an implementing strategy for funding infrastructure and public facilities for economic development projects.

Increase the clarity, responsiveness, and certainty of the development process.

2010-2011

Council Goals of the City of Ashland Continued

ENVIRONMENT
Develop 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.
Implement specific capital projects and operational programs to ensure that City facilities and operations are a model of efficient use of water, energy, land, and other key resources.
Adopt land use codes, building codes, green building standards, and fee structures that creates strong incentives for new 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.
Plan for low-water years including potentially 2010 by: <ul style="list-style-type: none"> ○ Implementing a public information and technical assistance campaign that encourages summer time conservation. ○ Consider the options for a summer time surcharge to encourage efficient irrigation practices prior to June 1, 2010.

SOCIAL EQUITY
Complete the sale of a portion of the Clay Street Property to Parks and Recreation and decide whether to develop or sell the remaining land.
Convene a discussion of stakeholders working on issues related to homelessness to develop a plan for: <ul style="list-style-type: none"> ○ Replacing services previously provided by ICCA. ○ Developing an emergency shelter for minors. ○ Improving connections to services available in Jackson County to Ashland's homeless. ○ Ensuring Jackson County's 10 Year Plan addresses the specific issues faced in Ashland.

ORGANIZATION
Develop plan for fiscal stability, manage costs, prioritize services, and insure key revenue streams for the City and Parks & Recreation.
Address issues the stability of the organization including employee recruitment and retention; succession planning; and effective and increased use of citizen volunteers.

PUBLIC FACILITIES
Develop a plan to replace Fire Station #2.
Define a long term strategy for the Ashland Fiber Network that improves its financial viability, provides high quality services to residents, and promotes healthy economic development.

PARTNERSHIPS
Foster strong collaboration of the local community, City, State and Federal leaders in efforts to improve the health of the Ashland watershed through reducing fire hazards and restoring forest health.
Advocate for the long-term viability of rail service to and through Ashland and encourage the use of rail through land use, transportation, and economic development planning.

The Budget Process

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

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

The Budget Amendment Process

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

The Budget Committee

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

The appointed members:

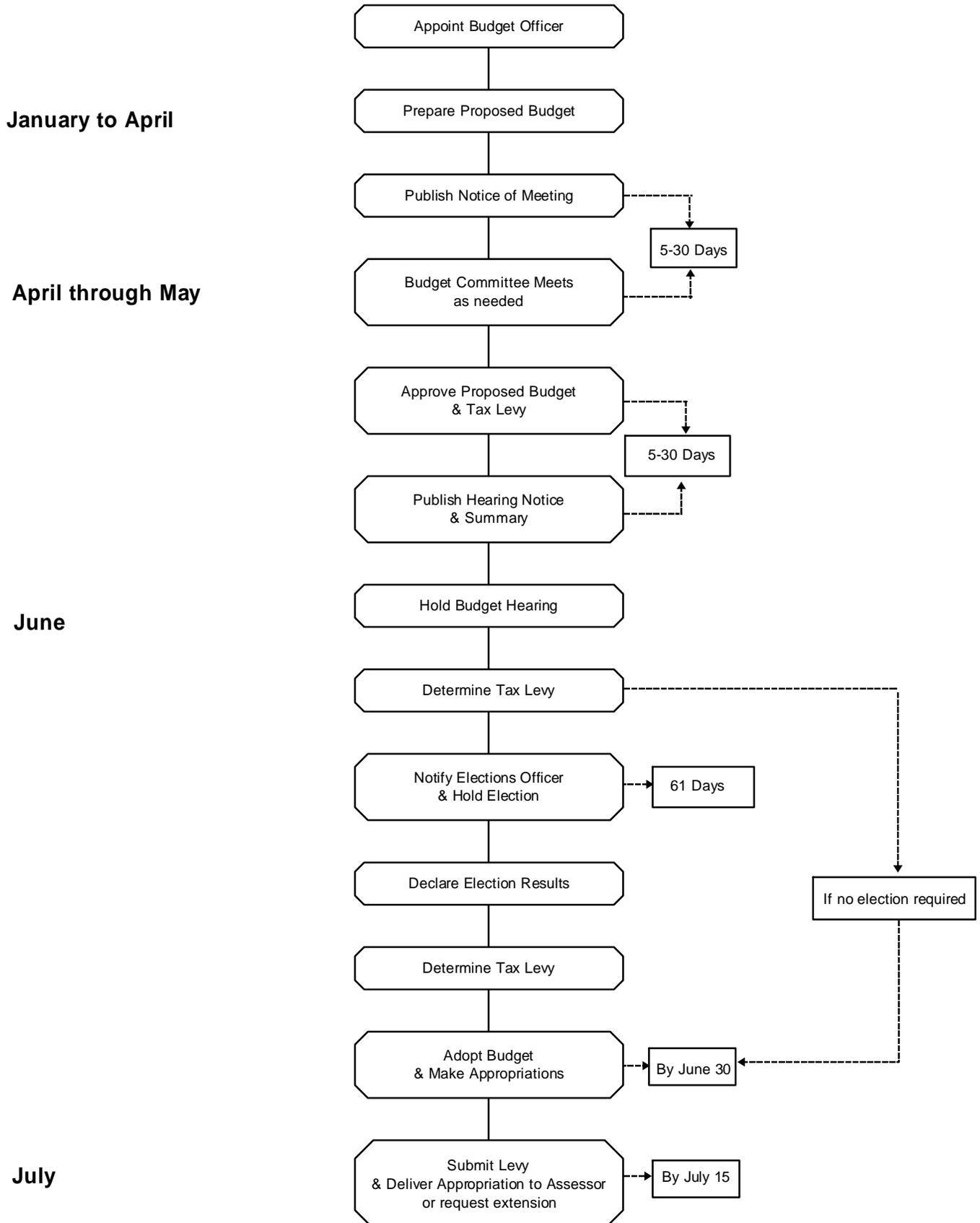
- Must live in the City of Ashland,
- Cannot be officers, agents, or employees of the local government,
- Serve three-year terms that are staggered so that approximately one-third of the terms end each year, and
- Can be spouses of officers, agents, or employees of the Municipality.

The Budget Basis

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

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

The Budget Process

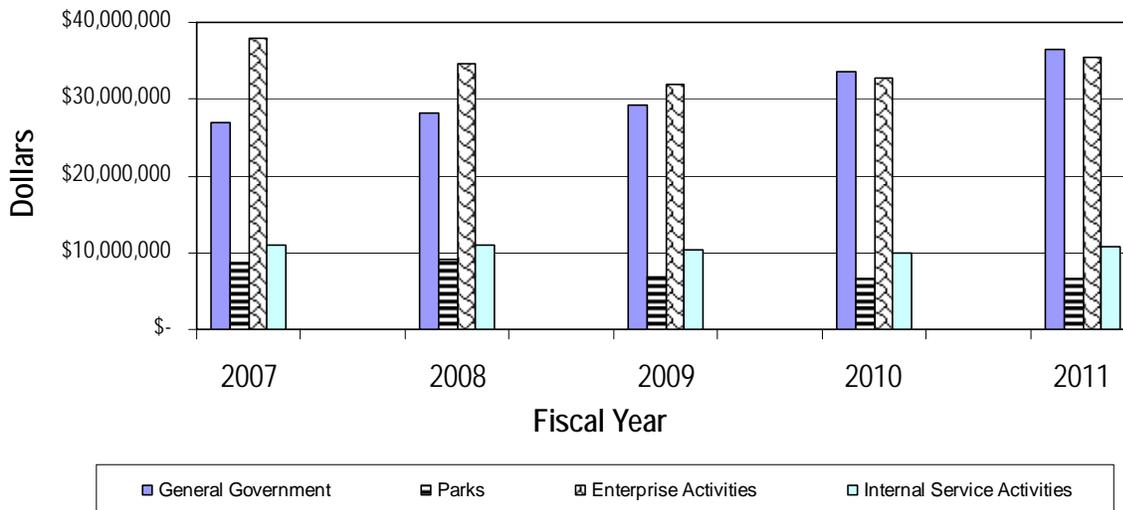


Overview

The 2011 budget Summary by Fund is on the following page. The City portion increased 9.2% or \$6,992,398 from the 2010 Adopted Budget, while the Parks portion decreased 1% or \$56,902 from the 2010 Adopted Budget.

The Long-Term budget includes a summary by fund from 2005 through 2016.

Total Budget By Activity

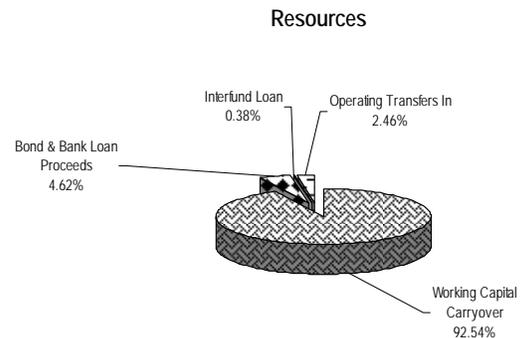
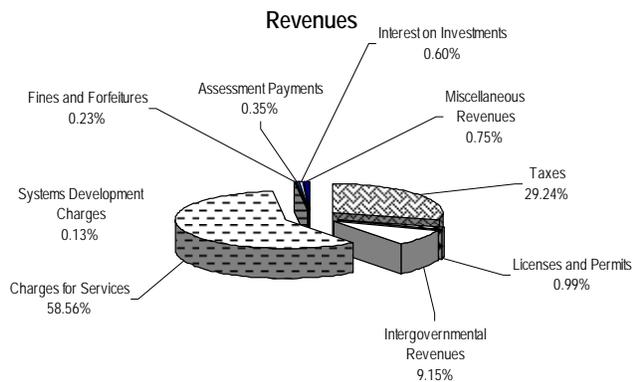


summary by fund

REQUIREMENTS BY FUND	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
City Component						
General Fund	\$ 16,204,655	\$ 16,220,589	\$ 16,347,638	\$ 16,646,722	\$ 16,676,722	\$ 16,680,722
Community Development Block Grant Fund	82,897	195,130	493,958	413,116	413,116	413,116
Reserve Fund	-	-	215,000	151,500	151,500	151,500
Street Fund	5,546,505	5,160,478	7,523,627	8,970,033	8,970,033	9,194,088
Airport Fund	344,399	486,794	211,311	118,091	118,091	118,091
Capital Improvements Fund	2,151,638	3,241,962	4,417,607	5,586,431	5,586,431	5,586,431
Debt Service Fund	3,063,486	3,121,793	3,539,648	3,498,444	3,498,444	3,498,444
Water Fund	7,563,172	7,109,028	6,640,637	9,580,575	9,580,575	9,574,291
Wastewater Fund	9,344,747	8,414,152	9,540,259	8,747,315	8,747,315	8,747,315
Electric Fund	15,022,002	13,693,271	14,032,485	14,388,479	14,388,479	14,388,479
Telecommunications Fund	2,772,890	2,684,019	2,533,197	2,718,937	2,758,937	2,797,937
Central Services Fund	5,969,533	5,823,695	5,982,029	6,093,063	6,093,063	6,093,063
Insurance Services Fund	1,840,625	1,900,671	1,454,199	1,302,559	1,302,559	1,302,559
Equipment Fund	3,226,288	2,600,592	2,506,290	3,478,076	3,508,076	3,508,076
Cemetery Trust Fund	805,128	803,551	832,948	846,753	846,753	846,753
Total City Component	73,937,967	71,455,725	76,270,833	82,540,095	82,640,095	82,900,866
Parks Component						
Parks and Recreation Fund	6,094,504	6,344,687	6,334,305	6,366,886	6,366,886	6,366,886
Ashland Youth Activities Levy Fund	2,625,804	235,731	110,591	42,356	42,356	42,356
Parks Capital Imp Fund	396,394	326,017	287,239	265,991	265,991	265,991
Total Parks Component	9,116,702	6,906,435	6,732,135	6,675,233	6,675,233	6,675,233
Total Budget	\$ 83,054,670	\$ 78,362,157	\$ 83,002,970	\$ 89,215,328	\$ 89,315,328	\$ 89,576,098

resources summary by classification

RESOURCE SUMMARY	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Revenues:						
Taxes	\$ 19,210,961	\$ 17,285,423	\$ 18,157,557	\$ 18,433,680	\$ 18,463,680	\$ 18,463,680
Licenses and Permits	886,644	768,451	612,500	388,325	388,325	388,325
Intergovernmental Revenues	1,967,465	1,735,699	5,680,117	6,573,595	6,573,595	6,573,595
Charges for Services	33,550,185	34,141,944	36,363,575	37,319,796	37,389,796	37,389,796
Systems Development Charges	683,852	292,250	78,450	158,576	158,576	158,576
Fines and Forfeitures	150,346	156,092	142,000	165,200	165,200	165,200
Assessment Payments	67,195	25,587	218,110	133,495	133,495	133,495
Interest on Investments	995,412	241,284	375,298	175,294	175,294	175,294
Miscellaneous Revenues	1,439,709	1,270,500	465,166	407,590	407,590	411,590
Total Revenues	58,951,769	55,917,230	62,092,773	63,755,551	63,855,551	63,859,551
Budgetary Resources:						
Working Capital Carryover	23,137,644	20,052,792	19,351,051	20,477,578	20,477,578	20,734,348
Other Financing Sources:						
Bond & Bank Loan Proceeds	519,003	1,438,961	965,600	4,047,696	4,047,696	4,047,696
Interfund Loan	-	625,000	80,000	208,000	208,000	208,000
Operating Transfers In	446,253	328,173	513,546	726,503	726,503	726,503
Total Budgetary Resources	24,102,900	22,444,926	20,910,197	25,459,777	25,459,777	25,716,547
Total Resources	\$ 83,054,670	\$ 78,362,157	\$ 83,002,970	\$ 89,215,328	\$ 89,315,328	\$ 89,576,098



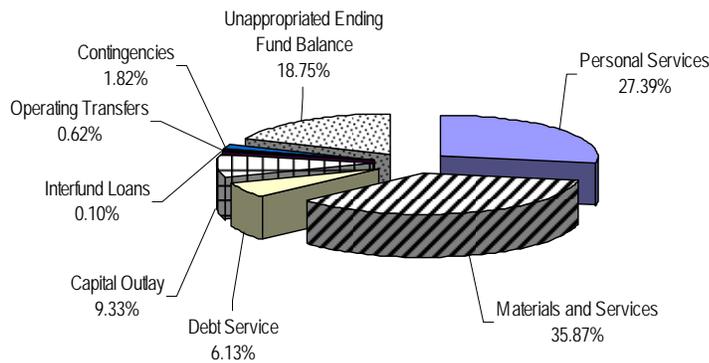
Charges for Services are 58.5% of Revenues. They primarily consist of Electric, Water, Wastewater, Telecommunications and other charges for services provided. The second largest category is Taxes of 28.9% of total revenues.

Budgetary Resources consist of Carryover, Loans and Transfers between funds, and Borrowings from outside sources. These categories account for \$25.7 million or 28.7% of the \$89.2 million budget. Working Capital Carryover (the beginning equity of the City) accounts for 80.5% of Budgetary Resources, while borrowings accounted for most of the remainder.

requirements summary by classification

REQUIREMENTS BY CLASSIFICATION	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Operating Expenditures						
Personal Services	\$ 22,294,142	\$ 22,414,644	\$ 22,735,025	\$ 23,155,446	\$ 23,375,535	\$ 23,379,535
Materials and Services	29,357,449	26,833,934	29,774,917	29,549,279	29,579,279	29,590,279
Debt Service	4,328,927	4,803,720	5,088,701	5,757,588	5,757,588	5,757,588
Total Operating Expenditures	55,980,518	54,052,298	57,598,643	58,462,313	58,712,402	58,727,402
Capital Construction						
Capital Outlay	6,575,102	3,421,422	7,740,854	10,384,312	10,384,312	10,685,082
Budgetary Requirements						
Interfund Loans	-	625,000	80,000	208,000	208,000	208,000
Operating Transfers	446,253	328,173	513,546	726,503	726,503	726,503
Contingencies	-	-	1,507,000	1,889,500	1,813,041	1,813,041
Unappropriated Ending Fund Balance	20,052,792	19,935,263	15,562,927	17,544,699	17,471,069	17,416,070
Total Budgetary Requirements	20,499,045	20,888,436	17,663,473	20,368,702	20,218,613	20,163,614
Total Requirements by Classification	\$ 83,054,670	\$ 78,362,157	\$ 83,002,970	\$ 89,215,328	\$ 89,315,328	\$ 89,576,098

Adopted Budget



Personal Services increased 3%, Materials and Services Increased .5% and Capital Outlay increased 41% from the 2010 Adopted Budget.

Overview

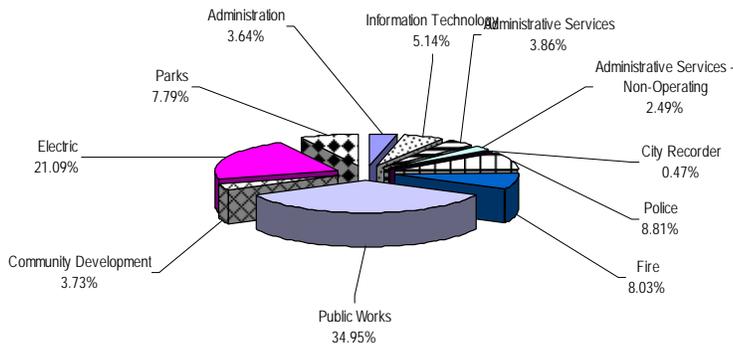
The Requirements Summary by Department totals \$89.6 million on the following page. Contributing to the increase from the previous year are costs in Capital Outlay as mentioned in the Budget Message. Fund related requirements totaling \$22.5 million are segregated at the bottom of the presentation.

The total budget of \$89.6 million is a \$7 million increased over last year's total adopted budget of \$82.6 million.

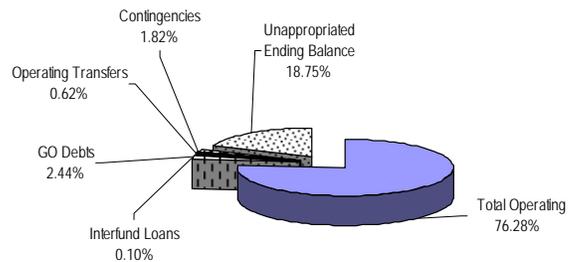
requirements summary by department

REQUIREMENTS BY DEPARTMENT	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Administration	1,672,973	2,127,521	2,303,168	2,275,139	2,288,499	2,288,499
Information Technology	3,056,724	2,918,562	3,253,195	3,599,814	3,576,614	3,615,614
Administrative Services	2,641,418	2,813,600	2,440,825	2,435,156	2,450,456	2,450,456
Administrative Services - Non-Operating	1,218,708	1,308,506	1,574,868	2,112,879	2,112,879	2,112,879
City Recorder	281,257	272,350	298,539	304,525	305,725	305,725
Police	5,310,434	5,345,705	5,578,363	5,457,975	5,488,235	5,492,235
Fire	4,837,745	4,933,221	5,085,705	5,194,847	5,256,147	5,256,147
Public Works	19,007,976	16,532,732	22,128,876	25,102,980	25,179,580	25,452,350
Community Development	2,019,180	2,002,367	2,364,652	2,236,410	2,248,189	2,248,189
Electric	13,714,720	12,218,472	13,349,283	12,777,608	12,797,008	12,797,008
Subtotal	53,761,135	50,473,035	58,377,474	61,497,333	61,703,332	62,019,102
Parks	7,381,326	5,332,334	4,933,395	4,975,927	5,020,017	5,020,017
Total Operating	61,142,461	55,805,369	63,310,869	66,473,260	66,723,349	67,039,119
GO Debts	1,413,159	1,668,351	2,028,628	2,373,365	2,373,365	2,373,365
Interfund Loans	-	625,000	80,000	208,000	208,000	208,000
Operating Transfers	446,253	328,173	513,546	726,503	726,503	726,503
Contingencies	-	-	1,507,000	1,889,500	1,813,041	1,813,041
Unappropriated Ending Balance	20,052,792	19,935,263	15,562,927	17,544,699	17,471,070	17,416,070
Total Non-departmental	21,912,204	22,556,787	19,692,101	22,742,067	22,591,979	22,536,979
Total Requirements by Department	\$ 83,054,670	\$ 78,362,157	\$ 83,002,970	\$ 89,215,328	\$ 89,315,328	\$ 89,576,098

Total Operating Budget



Total Budget



Overview

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

The total debt limitation as mandated by the State of Oregon revised statute (ORS 287.004) is 3 percent of the true cash value of all taxable property. The limitation excludes issues for most utilities as well as Special Assessment Debt. With a true cash value estimated at \$4,011,032,636 on June 30, 2009, this computes to a limit of \$120,330,979. The City has \$101,865,979 of available Legal Debt Margin.

debt summary

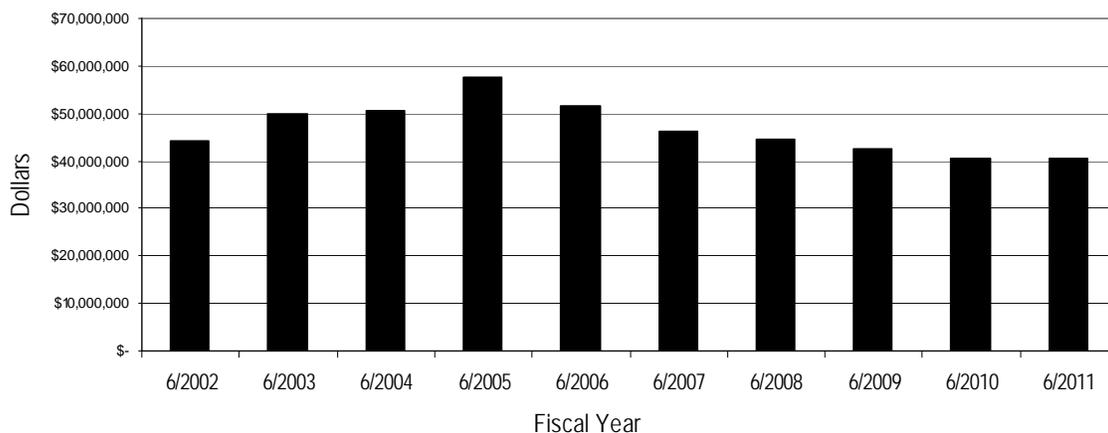
DEBT SUMMARY

Fund	Debt Instrument	June 30, 2010	Retirements	New Debt	June 30, 2011
City Component					
Airport Fund	Hangar Construction Capital Loan	\$ 267,825	\$ 23,469		\$ 244,356
Street Fund	To be determined, Revenue Bond Portion			1,060,190	1,060,190
Debt Service Fund	Open Space Land Notes	81,529	70,220		11,309
Debt Service Fund	Parks System Development Charges Notes	11,068	11,068		-
Debt Service Fund	Hospital Land Notes	127,310	26,704		100,606
Debt Service Fund	OSF Parking Structure	730,367	26,865		703,502
Debt Service Fund	Hillah Financing	500,021	500,021		-
Debt Service Fund	2005 Refunding Series	2,350,000	275,000		2,075,000
Debt Service Fund	2004 Revenue Bonds*	14,250,000	630,000		13,620,000
Water Fund	To be determined, Revenue Bond Portion			2,626,256	2,626,256
Water Fund	1997 Water Refunding Bond	345,000	170,000		175,000
Water Fund	2003 Water Revenue Bonds	3,300,000	360,000		2,940,000
Water Fund	2009 Water Full Faith and Credit Bond	667,588	34,036		633,551
Wastewater Fund	State Revolving Fund	16,530,415	1,134,694		15,395,721
Wastewater Fund	2009 Wastewater Full Faith and Credit Bond	286,110	14,587		271,523
Wastewater Fund	To be determined, Revenue Bond Portion			361,250	361,250
Electric Fund	Clean Renewable Energy Bond	260,571	21,714		238,857
Total Budget		\$ 39,707,804	\$ 3,298,379	\$ 4,047,696	\$ 40,457,122

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

Summary by Type	June 30, 2010	Retirements	New Debt	June 30, 2011
External Obligations:				
General Obligation Bonds	\$ 17,553,698	\$ 953,623	\$ -	\$ 16,600,075
Revenue Bonds, Loans and Notes	21,203,832	2,209,898	4,047,696	23,041,630
Notes Payable	950,274	134,857	-	815,417
Total Obligations	\$ 39,707,804	\$ 3,298,379	\$ 4,047,696	\$ 40,457,122

Budgeted Indebtedness



Overview

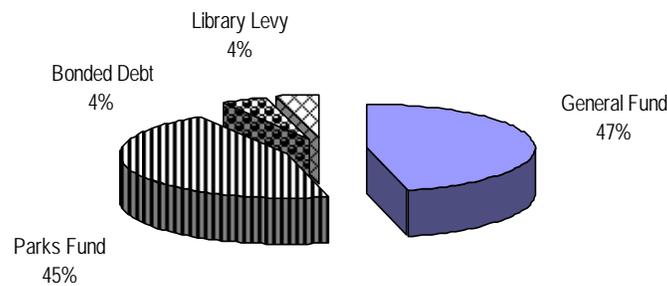
Property taxes are distributed to the General Fund, Parks Fund, and Debt Service Funds for payment of bonded indebtedness. The estimated tax rate for FY 2010-11 is \$4.6052, which is an increase from the prior year's rate of \$4.5871.

PROPERTY TAX SUMMARY

	<u>Amount Authorized 2010-11</u>	<u>Unused Authority (unallocated)*</u>	<u>Adopted Levy 2010-11</u>	<u>Estimated Uncollectible</u>	<u>Estimated Current Year Taxes</u>	<u>Estimated Tax Rate 2010-11</u>
Permanent:						
General Fund- Operations	\$ 4,055,000		\$ 4,000,726	\$ 330,426	\$ 3,670,300	1.9455
General Fund- Technology Fee	360,000		360,000	19,500	340,500	0.1750
Parks Fund	4,400,000		4,303,634	349,534	3,954,100	2.0928
	<u>8,815,000</u>	<u>183,400</u>	<u>8,664,360</u>	<u>699,460</u>	<u>7,964,900</u>	<u>4.2133</u>
Local Option Levies:						
Ashland Library	394,999	-	394,999	29,259	365,740	0.1921
Bonded Debt:						
2005 GO Bonds	410,805	-	410,805	30,430	380,375	0.1998
	<u>410,805</u>	<u>-</u>	<u>410,805</u>	<u>30,430</u>	<u>380,375</u>	<u>0.1998</u>
Total	<u>\$ 9,620,804</u>	<u>\$ 183,400</u>	<u>\$ 9,470,164</u>	<u>\$ 759,149</u>	<u>\$ 8,711,015</u>	<u>4.6052</u>

*Unused authority before estimated uncollectible and discounts

**Distribution of 2010-11
Property Tax**



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.

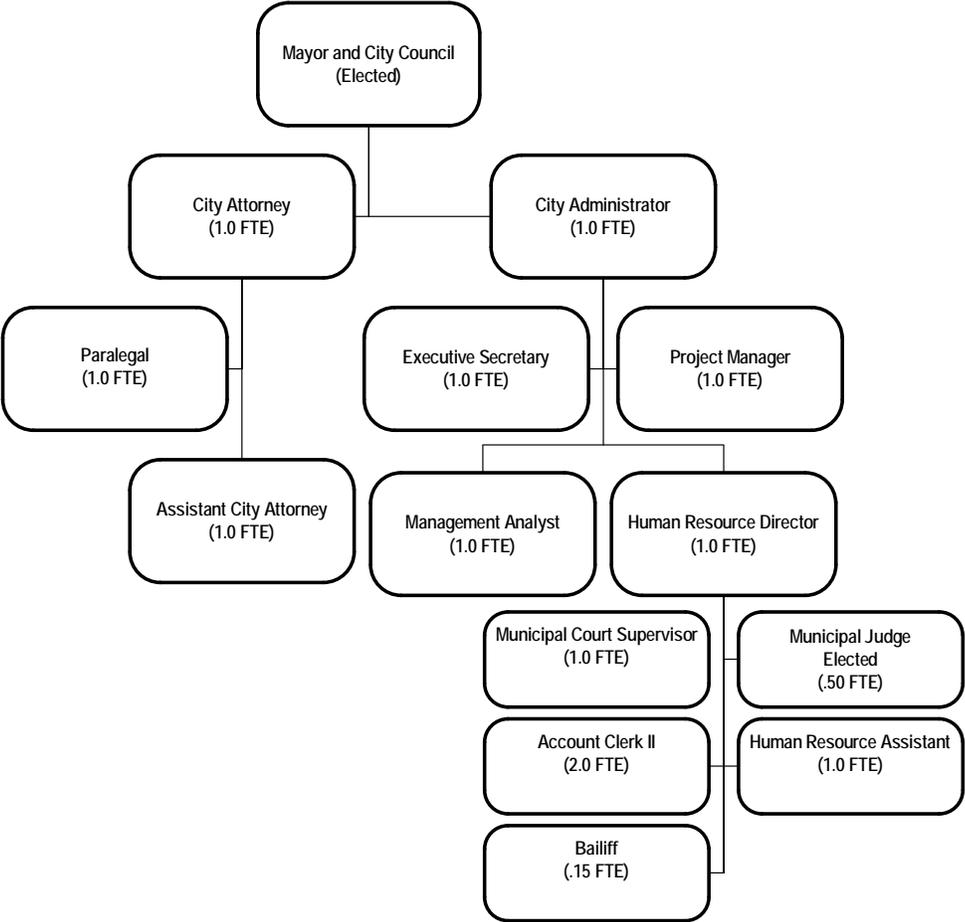


Departments

Administration Department.....	3-3
Information Technology Department.....	3-15
Administrative Services Department	3-25
City Recorder / Treasurer	3-45
Police Department.....	3-49
Fire and Rescue Department	3-63
Public Works Department	3-73
Community Development Department	3-113
Electric Department	3-125
Parks and Recreation Department.....	3-133
Non-Departmental Activities	3-154



administration department 12.65 FTE



Overview

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

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

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

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

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

Mayor and Council/Administration/Legal/HR/Court			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Good Government Transparent, honest, responsive • Strong, creative leadership • Excellent public service • Stewards of public resources • Active, intelligent respectful citizen involvement • Volunteerism in government and community	Federal and State Mandates	Minimize employment related claims	# of policies that mitigate potential claims
	City Charter and Municipal Code	Timely response to Council direction/goals Minimize litigation Local adjudication of local and Muni Code violations	% of Council items completed in a three month period # of cases in litigation # of adjudicated cases related to Muni Code/local violations
	Operational Efficiency/Risk Management/Fiscal Health	City FTE per 1,000 population Reduce workers compensation claims	12 FTE per 1,000 citizens (includes Parks FTE) # of workers compensation claims per 100 FTE
	Support for Economic Health	Leverage the strengths of Ashland Tourism and repeat visitors	% of revenue increase in TOT and F&B during shoulder season
	Quality Citizen Service	A community well informed about local government	% of Citizen Survey respondents who feel somewhat or well informed about the City of Ashland

administration department

ADMINISTRATION DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 884,771	\$ 1,304,684	\$ 1,349,887	\$ 1,396,331	\$ 1,409,691	\$ 1,409,691
600 Materials and Services	788,202	822,837	958,281	878,808	878,808	878,808
	<u>\$ 1,672,973</u>	<u>\$ 2,127,521</u>	<u>\$ 2,308,168</u>	<u>\$ 2,275,139</u>	<u>\$ 2,288,499</u>	<u>\$ 2,288,499</u>
Department Total By Fund						
110 General Fund	370,552	871,626	981,602	977,410	979,010	979,010
710 Central Services Fund	1,302,421	1,255,895	1,326,566	1,297,729	1,309,489	1,309,489
	<u>\$ 1,672,973</u>	<u>\$ 2,127,521</u>	<u>\$ 2,308,168</u>	<u>\$ 2,275,139</u>	<u>\$ 2,288,499</u>	<u>\$ 2,288,499</u>

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Administration Division						
Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager		1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Adult and Teen Reference Librarian	0.03					
Children's Library Assistant	0.03					
Human Resource Division						
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00
Human Resource Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00					
Legal Division						
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00	1.00	1.00
Legal Secretary	0.50					
Municipal Court Division						
Municipal Judge	0.50	0.50	0.50	0.50	0.50	0.50
Municipal Court Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk II	1.00	2.00	2.00	2.00	2.00	2.00
Account Clerk I	1.50					
Bailiff	0.15	0.15	0.15	0.15	0.15	0.15
	<u>13.71</u>	<u>12.65</u>	<u>12.65</u>	<u>12.65</u>	<u>12.65</u>	<u>12.65</u>



Mayor & Council

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.

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

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

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

Significant Budget Changes

- Personal Services increases to accommodate full family health insurance for three elected positions to be determined in November 2010.
- The City Council adopted the following goals in January of 2010.

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
MAYOR AND COUNCIL DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
520 Fringe Benefits	57,911	57,182	66,280	77,950	83,490	83,490
Total Personal Services	60,511	59,782	68,880	80,550	86,090	86,090
Materials and Services						
601 Supplies	746	492	1,000	1,000	1,000	1,000
603 Communications	663	654	600	600	600	600
604 Contractual Services	39,513	4,858	19,500	7,500	7,500	7,500
606 Other Purchased Services	39,909	38,176	44,000	44,000	44,000	44,000
608 Commissions	3,138	3,189	2,900	2,900	2,900	2,900
Total Materials and Services	83,969	47,369	68,000	56,000	56,000	56,000
	\$ 144,480	\$ 107,151	\$ 136,880	\$ 136,550	\$ 142,090	\$ 142,090

Administration

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

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

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

Division Goals

- ⇒ Oversee and implement the Council Goals for 2010-2011.
- ⇒ Continue implementation of the Communications Plan
- ⇒ Develop and implement an 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 increases due to cost increases in health benefits. A 3% increase in Contractual Services in General Fund for RVTV services.

administration department - administration division

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
510 Salaries and Wages		\$ 23,786	\$ 67,110	\$ 70,540	\$ 70,540	\$ 70,540
520 Fringe Benefits		12,220	32,080	33,829	33,829	33,829
Total Personal Services	-	36,006	99,190	104,369	104,369	104,369
Materials and Services						
601 Supplies			\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
602 Rental, Repair, Maintenance						
603 Communications			400	400	400	400
604 Contractual Services	121,114	40,736	91,000	75,515	75,515	75,515
605 Misc. Charges and Fees		36,000	1,000	1,000	1,000	1,000
606 Other Purchased Services		1,011	8,000	8,000	8,000	8,000
608 Commissions		700				
Total Materials and Services	\$ 121,114	\$ 78,447	\$ 102,400	\$ 86,915	\$ 86,915	\$ 86,915
	\$ 121,114	\$ 114,453	\$ 201,590	\$ 191,284	\$ 191,284	\$ 191,284

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 263,116	\$ 272,490	\$ 266,420	\$ 269,958	\$ 269,958	\$ 269,958
520 Fringe Benefits	102,103	108,269	98,730	100,381	102,651	102,651
Total Personal Services	365,219	380,759	365,150	370,339	372,609	372,609
Materials and Services						
601 Supplies	15,590	13,027	18,200	18,200	18,200	18,200
602 Rental, Repair, Maintenance	1,921	1,998	2,200	2,200	2,200	2,200
603 Communications	2,839	4,384	3,850	3,850	3,850	3,850
604 Contractual Services	5,929	14,790	21,000	21,000	21,000	21,000
605 Misc. Charges and Fees	11,909	11,909	11,909	11,909	11,909	11,909
606 Other Purchased Services	10,707	9,867	16,800	16,800	16,800	16,800
608 Commissions	960	355	740	740	740	740
610 Programs	15,690	16,320	17,225	17,225	17,225	17,225
Total Materials and Services	65,545	72,650	91,924	91,924	91,924	91,924
	\$ 430,764	\$ 453,409	\$ 457,074	\$ 462,263	\$ 464,533	\$ 464,533

Human Resources

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

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

Division Goals

- ⇒ Work with City departments to ensure employee continuity through succession planning and cross-training staff. Explore new ways Human Resources can assist departments with organizational transitions and budget related changes.
- ⇒ Work with City Council and departments to address employee recruitment and retention efforts through implementation of the comprehensive job classification and employee compensation study.
- ⇒ Continue efforts to implement Safety and Risk Management “Best Practices” to prevent and mitigate costs due to accidents, injuries and claims against the city. Continue to look at options for cost containment on health care by working cooperatively with City labor unions and non-represented employees to involve them in the cost containment process.
- ⇒ Continue to focus on fostering a positive work environment and organizational culture.

Significant Budget Changes

- No significant budget changes.

**CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
HUMAN RESOURCE DIVISION**

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 164,142	\$ 134,372	\$ 131,880	\$ 133,817	\$ 133,817	\$ 133,817
520 Fringe Benefits	75,991	62,363	59,280	61,364	63,244	63,244
Total Personal Services	240,133	196,735	191,160	195,181	197,061	197,061
Materials and Services						
601 Supplies	5,843	4,869	6,300	6,300	6,300	6,300
603 Communications	693	249	500	500	500	500
604 Contractual Services	74,528	75,359	87,850	60,000	60,000	60,000
605 Miscellaneous Charges and Fees	8,329	8,530	9,235	9,235	9,235	9,235
606 Other Purchased Services	15,081	10,460	17,475	17,475	17,475	17,475
610 Programs		420				
Total Materials and Services	104,474	99,887	121,360	93,510	93,510	93,510
	\$ 344,607	\$ 296,622	\$ 312,520	\$ 288,691	\$ 290,571	\$ 290,571

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, preparing the court docket for arraignments, arranging juvenile pre-courts and pre-trial conferences with attorney's 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 reports for our department and others. The Municipal Court Division

works cooperatively with Police, legal, accounting and a variety of other City departments to provide excellent customer service to the Citizens of Ashland.

Division Goals

- ⇒ The Ashland Municipal Court strives to combine education with enforcement for the members of our community who appear in Court.
- ⇒ Each defendant should leave the Court with a thorough understanding of (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.

GENERAL FUND
ADMINISTRATION DEPARTMENT
MUNICIPAL COURT DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 212,107	\$ 218,808	\$ 217,030	\$ 216,683	\$ 216,683	\$ 216,683
520 Fringe Benefits	107,781	102,323	97,900	95,209	96,809	96,809
Total Personal Services	319,888	321,131	314,930	311,892	313,492	313,492
Materials and Services						
601 Supplies	3,481	2,969	3,900	3,900	3,900	3,900
602 Rental, Repair, Maintenance	5,439	6,136	2,954	2,954	2,954	2,954
603 Communications	22	16	200	200	200	200
604 Contractual Services	12,405	3,328	13,100	11,600	11,600	11,600
605 Misc. Charges and Fees	88,004	88,403	87,740	87,740	87,740	87,740
606 Other Purchased Services	1,107	444	2,100	2,100	2,100	2,100
Total Materials and Services	110,458	101,296	109,994	108,494	108,494	108,494
	\$ 430,346	\$ 422,427	\$ 424,924	\$ 420,386	\$ 421,986	\$ 421,986

*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.

Legal

The City Attorney’s office provides legal advice to City elected officials, city officers and employees as well as city commissions and committees. The role of the City Attorney’s office is to ensure that City decision makers are well informed as to alternative courses of action. The Legal Department supports other Departments and the City as a whole by working to prevent legal challenges by ensuring that City decisions are defensible. When the City makes a decision, the role of the City Attorney’s office is to vigorously defend that decision.

One independent function of the City Attorney’s office is to prosecute misdemeanors, traffic offenses and City code violations in municipal court and circuit court. The Legal Department also prosecutes and defends the city in civil litigation and administrative forums, (e.g. Land Use Board of Appeals). The Department prepares ordinances, resolutions, contracts and other legal documents. This Department also assists in property purchases, employee grievances and union negotiations, and local, county and regional land use matters. The Department works with risk management concerning tort claims, assists in collection efforts in support of the Finance Department, and strives to keep City officers and employees apprised of changes in the law, whether it is case law or statutory changes.

Division Goals

- ⇒ Prevent challenges to City decisions and to ensure success when challenges are made against the City. Use of outside legal counsel is at times necessary when special legal knowledge is needed or when other projects prevent in-house attorneys from representing the City.
- ⇒ In FY 2010-2011, the Legal Department’s primary goal is to provide timely, accurate, and thorough advice to the City Council, City advisory bodies such as the Planning Commission, and City Departments. The Legal Department will improve its workload management and communication about major projects in FY 2010.

Significant Budget Changes

- Expenses for outside counsel are maintained at a reduced rate due to favorable conclusion of several cases.

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
LEGAL DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 159,548	\$ 224,846	\$ 227,290	\$ 242,277	\$ 242,277	\$ 242,277
520 Fringe Benefits	56,586	85,425	83,287	91,723	93,793	93,793
Total Personal Services	216,134	310,271	310,577	334,000	336,070	336,070
Materials and Services						
601 Supplies	10,899	5,577	10,800	10,320	10,320	10,320
602 Rental, Repair, Maintenance		2,452		2,880	2,880	2,880
603 Communications	1,069	1,687	2,215	1,525	1,525	1,525
604 Contractual Services	138,894	57,090	70,000	34,500	34,500	34,500
605 Misc. Charges and Fees	12,000	12,000	12,000	12,000	12,000	12,000
606 Other Purchased Services	3,574	9,636	14,500	15,000	15,000	15,000
Total Materials and Services	166,436	88,442	109,515	76,225	76,225	76,225
	\$ 382,570	\$ 398,713	\$ 420,092	\$ 410,225	\$ 412,295	\$ 412,295

Library

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

It is anticipated that \$.19 per \$1000 will be needed to provide for FY11 enhanced library services.

Significant Budget Changes

- A 3% increase over FY10 per existing contract with Jackson County and LSSI.

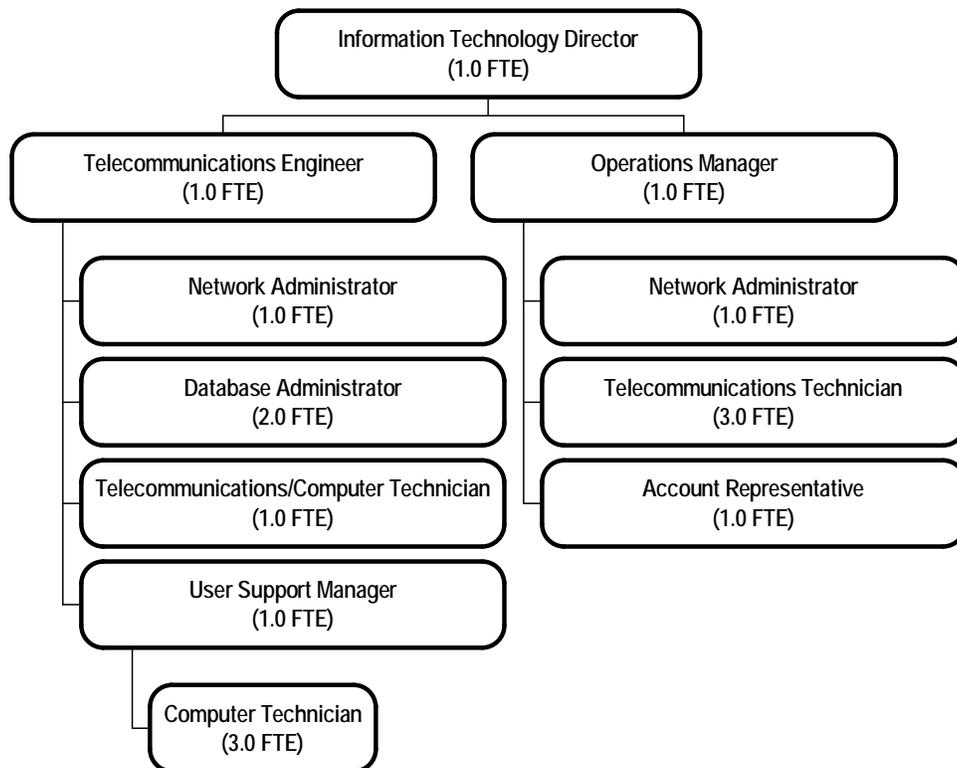
GENERAL FUND
ADMINISTRATION DEPARTMENT
LIBRARY PROGRAM

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
510 Salaries and Wages	\$ 2,177					
520 Fringe Benefits	597					
Total Personal Services	2,774	-	-	-	-	-
Materials and Services						
604 Contractual Services	246,664	334,746	355,088	365,740	365,740	365,740
Total Materials and Services	246,664	334,746	355,088	365,740	365,740	365,740
	\$ 249,438	\$ 334,746	\$ 355,088	\$ 365,740	\$ 365,740	\$ 365,740



information technology department

16.00 FTE



Overview

The Information Technology Department consists of two divisions: (1) the Computer Services Division and (2) the Telecommunications Division. Ashland Fiber Network operates within the Telecommunications Division. The department's director reports to the City Administrator.

Strategic Department Goals

- ⇒ Strategic Planning—Align technology services, programs, and projects to support the City Strategic Plan and department priorities.
- ⇒ eGovernment—Provide full and convenient government services online.
- ⇒ Green IT—Reduce energy consumed by technology, minimize hardware, and dispose of technology-related waste responsibly.
- ⇒ Data Management and Utilization—Plan and manage municipal information resources to be shared across City departments. Increase cross department access.
- ⇒ Business Systems and Software—Maximize employee efficiency and effectiveness.
- ⇒ Service and Support—Supply employees and customers with superior support, project management, and IT procurement.
- ⇒ Public Safety—Partner to deploy technologies that maintain high standards of safety for Ashland.
- ⇒ Disaster Recovery/Business Resumption—Manage information and technology assets to recover effectively in the event of a disaster.
- ⇒ IT Security—Secure private and sensitive data and preserve reliable City technology services.
- ⇒ Telecommunications—Provide data/voice/video communications to meet operational needs.

Significant Budget Changes

- Postponed purchase of current Microsoft Windows operating system licenses
- Reduced printer replacements budget line
- Decreased Capital Carryover to cover debt structure costs
- Increased budget line for Internet Bandwidth
- Reduced budget line for AFN Advertising
- Postponed Wi-Max capital expenditures until Fiscal Year 2011
- Changed Telecommunications 0.5 FTE position to 1.0 FTE

information technology department

INFORMATION TECHNOLOGY DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 1,430,703	\$ 1,434,242	\$ 1,471,435	\$ 1,525,164	\$ 1,531,964	\$ 1,531,964
600 Materials and Services	1,452,432	1,480,822	1,531,760	1,855,150	1,825,150	1,825,150
700 Capital Outlay	173,589	3,497	250,000	219,500	219,500	258,500
	<u>\$ 3,056,724</u>	<u>\$ 2,918,561</u>	<u>\$ 3,253,195</u>	<u>\$ 3,599,814</u>	<u>\$ 3,576,614</u>	<u>\$ 3,615,614</u>
Department Total By Fund						
691 Telecommunications Fund	1,903,170	1,754,074	2,108,062	2,457,205	2,427,205	2,466,205
710 Computer Services	1,153,554	1,164,488	1,145,133	1,142,609	1,149,409	1,149,409
	<u>\$ 3,056,724</u>	<u>\$ 2,918,562</u>	<u>\$ 3,253,195</u>	<u>\$ 3,599,814</u>	<u>\$ 3,576,614</u>	<u>\$ 3,615,614</u>

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Information Technology Director	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary						
Administrative Assistant	0.15					
Computer Services Division						
Telecommunications Engineer	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
Database Administrator	2.00	2.00	2.00	2.00	2.00	2.00
Telecommunications/Computer Technician	1.00	1.00	1.00	1.00	1.00	1.00
User Support Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Computer Technician	2.00	2.00	2.00	3.00	3.00	3.00
Computer Technician - Temp		0.50	0.50			
Internet & High Speed Divisions						
Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00
AFN Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Telecommunications Technician	3.00	3.00	3.00	3.00	3.00	3.00
Account Representative	1.00	1.00	1.00	1.00	1.00	1.00
Telecommunications Technician-Temp						
	<u>15.15</u>	<u>15.50</u>	<u>15.50</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>

Telecommunications Division (AFN)

The Telecommunications Division is responsible for managing the hybrid fiber optic coaxial network infrastructure known as the Ashland Fiber Network. This high speed network interconnects other governmental, municipal, educational and health care institutions and enables the Division to provide an enhanced portfolio of products and services to the citizens of Ashland and the surrounding area. Responsibilities include; installation of all services, management of the relationship with the City's retail partners, maintenance of the physical hybrid fiber coaxial plant (30 miles of fiber and 120 miles of coaxial cable), marketing, and customer relations management.

Division Goals

- ⇒ Strategic Planning—Set the AFN Strategic Plan for the Telecommunications Division to govern operations of the Ashland Fiber Network, including operations, technology strategy, products, marketing and sales, rate-setting, and vendor partnerships.
- ⇒ Public Safety—Work to help implement a community emergency notification (reverse-911) system for use in the event of disaster, hazard, or safety concern. Implement streaming audio streaming of public safety radio. Upgrade Emergency Operations Center infrastructure.
- ⇒ Telecommunications Services—Provide data, voice, and video network services to City departments. Run Ashland Fiber Network and associated services (revenues, operating costs, capital investments, debt service). Unify the City's voice, network, and email systems

Significant Budget Changes

- One-time reduction of Ashland Fiber Network Working Capital Carryover from \$929,945 to \$211,732 to help cover debt structure costs for the City. Total AFN debt payment will be \$700,000 in Fiscal Year 2011, after which it will return to approximately \$477,000 annually.
- Increased budgeted line item for Internet Bandwidth from \$200,000 to \$240,000. Higher costs are due to customer use of the intensive Internet video and voice services, as well as prolific use of social networking applications. Bandwidth consumption is increasing at a much higher rate than the cost for bandwidth is falling.
- Permanently reduced advertising budget by \$18,480 from \$48,480 to \$30,000.
- Postponing deployment of the Wi-Max services to align with coming strategic planning process and subsequent business planning.

information technology department - telecommunications division

Information Technology – Telecommunications Division			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
<p align="center">Independence</p> <p>Our ability to be innovative, to set our own course, to provide public services and meet residents' basic needs.</p>	Federal and State mandates City Charter and Code Contractual obligations and bond covenants Emergency response	Provide technology solutions that allow public safety departments to effectively communicate in emergencies. Administer City ISP contracts and franchise agreements. Continue pay down of AFN debt structure.	Implement a solution for notifying residents and visitors of emergencies by phone/cell, email, and other options. Monitor and renew contracts and franchise agreements in adherence with laws, regulations, and terms. Achieve debt payment goals for the Fiscal Year.
	Operational efficiency/risk management/ fiscal health Support for local economic health Emergency preparedness Service only available from government/Not offered by private or non-profit provider	Upgrade technology infrastructure at the City's Emergency Operations Center. Provide services that meet the current and emerging needs of AFN customers. Effectively resolve customer support calls. Demonstrate high AFN availability and uptime. Provide customers and City staff with exceptional network and AFN services.	Update technology infrastructure at the City's Emergency Operations Center. Update the product offerings of AFN to fit with strategic plans and local needs. Unify City voice, email, and network services into consistent and interoperable solutions. Achieve $\geq 60\%$ of cases resolved within one business day, $\geq 90\%$ resolved within one week of origination. Achieve $\geq 99.99\%$ uptime for network and telecommunications systems. Achieve $\geq 70\%$ "Good" to "Excellent" scores on periodic and point-of-service surveys. Expand coverage to provide network service options for all citizens of Ashland.
	Enhance quality of life/desirability of Ashland Quality citizen service	Provide for increased communication with citizens, businesses, and the organizations.	Assess options for providing direct community communications.

information technology department - telecommunications division

TELECOMMUNICATIONS FUND
INFORMATION TECHNOLOGY DEPARTMENT
INTERNET

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 691						
Personal Services						
510 Salaries and Wages	\$ 363,685	\$ 325,124	\$ 376,163	\$ 394,361	\$ 394,361	\$ 394,361
520 Fringe Benefits	176,632	159,374	173,862	183,325	183,325	183,325
Total Personal Services	540,317	484,498	550,025	577,686	577,686	577,686
Materials and Services						
601 Supplies	106,130	133,143	147,190	175,190	175,190	175,190
602 Rental, Repair, Maintenance	22,109	68,351	103,128	43,128	43,128	43,128
603 Communications	6,530	16,697	11,758	11,758	11,758	11,758
604 Contractual Services	45					
605 Misc. Charges and Fees	631,568	689,127	689,127	1,063,127	1,033,127	1,033,127
606 Other Purchased Services	44,228	30,729	44,000	29,000	29,000	29,000
Total Materials and Services	810,610	938,047	995,203	1,322,203	1,292,203	1,292,203
Capital Outlay						
703 Equipment	150,712		175,000	179,500	179,500	218,500
704 Improvements Other Than Bldgs.	11,535	3,497				
Total Capital Outlay	162,247	3,497	175,000	179,500	179,500	218,500
	\$ 1,513,174	\$ 1,426,042	\$ 1,720,228	\$ 2,079,389	\$ 2,049,389	\$ 2,088,389

TELECOMMUNICATIONS FUND
INFORMATION TECHNOLOGY DEPARTMENT
HIGH SPEED

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 691						
Personal Services						
510 Salaries and Wages	\$ 60,349	\$ 59,996	\$ 64,800	\$ 66,345	\$ 66,345	\$ 66,345
520 Fringe Benefits	27,070	27,964	29,400	30,517	30,517	30,517
Total Personal Services	87,419	87,960	94,200	96,862	96,862	96,862
Materials and Services						
601 Supplies	68,712	62,675	60,650	72,650	72,650	72,650
602 Rental, Repair, Maintenance	50,736	45,264	14,797	14,797	14,797	14,797
603 Communications	2,755	2,492	4,839	4,839	4,839	4,839
604 Contractual Services	85					
605 Misc. Charges and Fees	178,839	128,012	168,868	167,668	167,668	167,668
606 Other Purchased Services	280	1,629	9,480	6,000	6,000	6,000
Total Materials and Services	301,407	240,072	258,634	265,954	265,954	265,954
Capital Outlay						
703 Equipment	1,170					
704 Improvements Other Than Bldgs.			35,000	15,000	15,000	15,000
Total Capital Outlay	1,170	-	35,000	15,000	15,000	15,000
	\$ 389,996	\$ 328,032	\$ 387,834	\$ 377,816	\$ 377,816	\$ 377,816



Computer Services Division

The Computer Services Division provides the City's business technology services, including customer support, computer and server asset management, license administration, business software system, database administration, support for all computers and printers, and City telephone systems.

Division Goals

- ⇒ Strategic Planning— Develop City IT Strategic Plan to set long-term direction of technology services for the enterprise.
- ⇒ eGovernment—Add to payment options and deploy online media services for citizens.
- ⇒ Green IT—Set and implement the City's Green IT Plan.
- ⇒ Data Management and Utilization—Set architecture for cross-department data storage, access, and integration. Provide improved methods for using geospatial data and publishing data externally.
- ⇒ Business Systems and Software—Update productivity software to maximize work efficiencies. Develop priority business systems with City departments within time, budget, and scope goals. Add technology solutions to enhance internal and external communications.
- ⇒ Public Safety—With Public Safety departments, deploy electronic citations, integrated municipal court systems, and geospatial data tools for tactical use in fires, floods, and policing efforts.
- ⇒ Disaster Recovery/Business Resumption—Administer technology assets to recover priority resources in the event of disaster.

Significant Budget Changes

- Postponed purchase of current Microsoft Windows operating system licenses representing \$38,000 until Fiscal Year 2012.
- Permanently reduced printer replacements budget line by \$10,000.
- Changed 0.5 FTE position to 1.0 FTE for AFN service additions, IT asset management, and license administration. Cost is an additional \$20,000, which was taken from reductions in printer and other hardware investments.

information technology department - computer services division

Information Technology – Computer Services Division			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Good Government Excellent Public Service, Stewards of public resources.	Federal and State mandates City Charter and Code	Administration of City IT contracts and agreements to achieve zero violations, lapses, and/or penalties. Correct management of information and systems security incidents in adherence with City ordinances and state and Federal laws.	Set process, standards, and primary staff to approve/monitor/renew contract and licenses. Implement Information Security Policy and related procedures and rules. Maintain Information Systems Security Office to resolve IT-related security events.
	Operational efficiency/risk management/ fiscal health Support for local economic health Service only available from government/Not offered by private or non-profit provider	Provide high availability and uptime for business systems and solutions. Increase efficiency of city staff through use of technology. Effectively resolve customer support cases. Effectively maintain the City’s portfolio of servers and systems. Provide eGovernment services to meet the needs of Ashland’s citizens, businesses, and employees. Use project management practices and processes to maximize success.	Achieve $\geq 99\%$ uptime for solutions and systems. Train $\geq 75\%$ of employees to make effective use of new office productivity software. Resolve $\geq 80\%$ of all support calls resolved within one business day. Replace systems as defined in updated lifecycle standards. Implement an IT project management function to achieve $\geq 75\%$ project success rate on time, budget, and scope measures.
	Enhance quality of life/desirability of Ashland Quality citizen service	Provide exceptional IT services. Provide tools to enhance communication both within the city structure and with constituents.	Achieve $\geq 70\%$ “Good” to “Excellent” scores on periodic and point-of-service surveys. Deliver new intranet and Internet tools as prioritized in annual work planning.

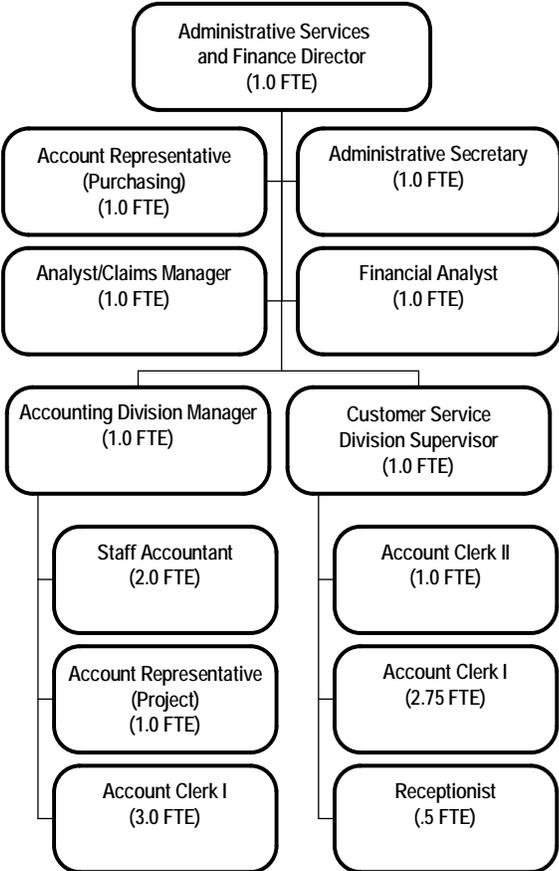
information technology department - computer services division

CENTRAL SERVICE FUND
INFORMATION TECHNOLOGY DEPARTMENT
COMPUTER SERVICES DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 557,477	\$ 606,724	\$ 589,100	\$ 602,187	\$ 602,187	\$ 602,187
520 Fringe Benefits	245,490	255,060	238,110	248,429	255,229	255,229
Total Personal Services	<u>802,967</u>	<u>861,784</u>	<u>827,210</u>	<u>850,616</u>	<u>857,416</u>	<u>857,416</u>
Materials and Services						
601 Supplies	4,730	4,947	15,100	11,100	11,100	11,100
602 Rental, Repair, Maintenance	4,747	12,629	66,600	66,600	66,600	66,600
603 Communications	211,914	226,238	104,310	114,310	114,310	114,310
604 Contractual Services	1,374	2,619	15,000	10,650	10,650	10,650
605 Misc. Charges and Fees	117,492	56,221	76,413	63,833	63,833	63,833
606 Other Purchased Services	158	50	500	500	500	500
Total Materials and Services	<u>340,415</u>	<u>302,704</u>	<u>277,923</u>	<u>266,993</u>	<u>266,993</u>	<u>266,993</u>
Capital Outlay						
703 Equipment	10,172		40,000	25,000	25,000	25,000
Total Capital Outlay	<u>10,172</u>	<u>-</u>	<u>40,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
	<u>\$ 1,153,554</u>	<u>\$ 1,164,488</u>	<u>\$ 1,145,133</u>	<u>\$ 1,142,609</u>	<u>\$ 1,149,409</u>	<u>\$ 1,149,409</u>

administrative services department

17.25 FTE



Overview

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

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

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

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

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

In prior years this department has provided direct support to Administration, Legal, Municipal Court, Human Resources, Information Technology and Public Works during transitional stages for these departments and their staff.

Currently the department has nineteen employees equating to 17.25 FTE. 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.
- * Annually evaluate and update: the long-term operating projections for all funds during the budget process, rate models in keeping with industry demands, cost allocation models on a three-year rotating basis.
- * Develop a performance measures program for all city departments.
- * Provide comprehensive information to the community on city budget and financial issues to promote a more thorough understanding of how the City receives its funding, how it's spent and what services are provided.

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

Significant Budget Changes

- The Purchasing Division incorporated within the Administration Division budget in FY 2009.
- Reestablished a department secretary position when a cashier position became vacant in FY 2009.
- Added a part time Receptionist position (transfer 0.5 FTE from Administration) to Customer Service to assist with the loss of a Cashier and to facilitate controlled access to City Hall.

Administrative Services Department			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
<p>Good Government</p> <p>Transparent, honest, responsive • Strong, creative leadership • Excellent public service • Stewards of public resources • Active, intelligent respectful citizen involvement • Volunteerism in government and community</p>	Federal and State Mandates	Legal Compliance - No violations of Oregon Budget Law, IRS, DOR or GAAP Accounting <i>(Stewardship)</i>	Adopt annual budget by June 30 including a property tax rate set within the legal limits. Issue CAFR by 12/31 following fiscal year end.
	Operational Efficiency/Risk Management/Fiscal Health	Support Line Departments - Prepare AP and AR accurately on a timely basis <i>(Excellent public service)</i>	Process payroll per labor agreements with no grievances. Issue payables without late charges caused by Finance errors. Bill and collect utilities on cycle basis collecting 95% of receivables within 60 days and a loss ratio <1.5%.
	Operational Efficiency/Risk Management/Fiscal Health	Provide appropriate information on a timely basis <i>(Transparent & Responsive)</i>	Issue monthly financial statements by the 12 th work day. Report quarterly financial condition to Council by the 3rd meeting after closing. Post Budget & CAFR documents to web upon acceptance.
	Contractual Obligations and Bond Covenants	Comply with financial requirements including disclosures. <i>(Transparent & Responsive)</i>	File reports with Electronic Municipal Media Access as required on a timely basis. Make payments per debt service schedules. Maintain cash reserves and coverage ratios as required.
	Emergency Preparedness	Support staffing and operation of EOC. <i>(Excellent public service)</i>	Annually train, cross-train & practice to maintain NIMS & ICS skills to staff EOC for planned/unplanned events.
	Operational Efficiency/Risk Management/Fiscal Health	Support Line Departments – Manage Risk & Insurances <i>(Excellent public service)</i>	Annually evaluate/obtain appropriate insurance levels. Track/cost losses. Allocate costs to departments. Assist in training line staff to be safe, protect the public and minimize property damage.
	Operational Efficiency/ Utility Fiscal Health	Support Enterprises - Rates <i>(Excellent public service)</i>	Annually review rate models & CAPS. Formally study each every 3 - 5 years.

administrative services department

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Amended</u>	<u>2011 Proposed</u>	<u>2011 Approved</u>	<u>2011 Adopted</u>
Position Profile						
Administration Division						
Administrative Services/Finance Director	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary		1.00	1.00	1.00	1.00	1.00
Account Representative (Purchasing)	1.00	1.00	1.00	1.00	1.00	1.00
Analyst/Claims Manager	1.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst		1.00	1.00	1.00	1.00	1.00
Accounting Division						
Accounting Division Manager	1.00	1.00	1.00	1.00	1.00	1.00
Staff Accountant	1.00	2.00	2.00	2.00	2.00	2.00
Account Representative (Projects)	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk II	1.00					
Account Clerk I	3.00	3.00	3.00	3.00	3.00	3.00
Customer Services Division						
Customer Service Division Manager	1.00	1.00	1.00			
Customer Service Division Supervisor				1.00	1.00	1.00
Account Clerk II	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk I	3.75	2.75	2.75	2.75	2.75	2.75
Receptionist		0.50	0.50	0.50	0.50	0.50
Human Resource Division						
Human Resources Director*						
Personnel Assistant*						
Administrative Assistant*						
Municipal Court Division						
Municipal Judge*	0.50					
Account Clerk II - Lead*	1.00					
Account Clerk II*	1.00					
Account Clerk I*	1.50					
Bailiff*	0.15					
	<u>19.90</u>	<u>17.25</u>	<u>17.25</u>	<u>17.25</u>	<u>17.25</u>	<u>17.25</u>

* 2005 Courts moved into Finance, 2008 moved back to Administration. 2006 Human Resources moved into Administrative Services, 2008 moved back to Administration.

administrative services department

ADMINISTRATIVE SERVICES DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 1,501,417	\$ 1,290,201	\$ 1,356,155	\$ 1,332,986	\$ 1,348,286	\$ 1,348,286
600 Materials and Services	1,819,893	2,234,599	1,877,631	1,916,371	1,916,371	1,916,371
700 Capital Outlay	134,998	216,650	200,000	400,000	400,000	400,000
800 Debt Service	403,818	380,656	581,907	898,678	898,678	898,678
	<u>\$ 3,860,126</u>	<u>\$ 4,122,106</u>	<u>\$ 4,015,693</u>	<u>\$ 4,548,035</u>	<u>\$ 4,563,335</u>	<u>\$ 4,563,335</u>
Department Total By Division:						
Operating Divisions						
110 Courts	\$ 430,346					
710 Administration	364,184	493,532	498,789	517,846	521,206	521,206
710 Accounting	652,780	660,232	693,117	719,804	726,524	640,924
710 Customer Services	492,182	455,236	487,986	440,203	444,633	530,233
710 Human Resources						
720 Insurance	701,926	1,204,600	760,933	757,303	758,093	758,093
	<u>\$ 2,641,418</u>	<u>\$ 2,813,600</u>	<u>\$ 2,440,825</u>	<u>\$ 2,435,156</u>	<u>\$ 2,450,456</u>	<u>\$ 2,450,456</u>
Non-operating Divisions						
110 Social Services	\$ 105,534	\$ 108,741	\$ 120,342	\$ 120,342	\$ 120,342	\$ 120,342
110 Economic and Cultural	527,519	550,610	570,000	591,240	591,240	591,240
110 Band	52,924	55,657	57,619	57,619	57,619	57,619
110 Miscellaneous	8,341	6,981	45,000	45,000	45,000	45,000
410 S.D.C. - Parks Open Space	120,572	205,861	200,000	400,000	400,000	400,000
410 Municipal Buildings						
530 Bancroft Debt		-	200,000	200,000	200,000	200,000
530 Notes and Contracts Debt	403,818	380,656	381,907	698,678	698,678	698,678
	<u>\$ 1,218,708</u>	<u>\$ 1,308,506</u>	<u>\$ 1,574,868</u>	<u>\$ 2,112,879</u>	<u>\$ 2,112,879</u>	<u>\$ 2,112,879</u>

Administration Division

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

The 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.
- ⇒ 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	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 146,091	\$ 236,397	\$ 256,970	\$ 266,256	\$ 266,256	\$ 266,256
520 Fringe Benefits	55,923	96,640	113,022	116,993	120,353	120,353
Total Personal Services	202,014	333,037	369,992	383,249	386,609	386,609
Materials and Services						
601 Supplies	5,754	11,744	4,725	4,725	4,725	4,725
602 Rental, Repair, Maintenance	5,929	5,640	6,546	7,346	7,346	7,346
603 Communications	546	453	625	625	625	625
604 Contractual Services	90,593	96,205	87,875	87,875	87,875	87,875
605 Misc. Charges and Fees	27,886	19,501	19,301	19,301	19,301	19,301
606 Other Purchased Services	17,036	16,163	9,725	14,725	14,725	14,725
Total Materials and Services	147,744	149,706	128,797	134,597	134,597	134,597
Capital Outlay						
703 Equipment	14,426	10,789				
Total Capital Outlay	14,426	10,789	-	-	-	-
	\$ 364,184	\$ 493,532	\$ 498,789	\$ 517,846	\$ 521,206	\$ 521,206

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**

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2011 Adopted
Total Administration Division	2.00	3.00	3.00	3.00	4.00	3.00	2.00	5.00	5.00	5.00
Total Accounting Division	5.00	4.00	5.80	6.00	6.00	6.00	7.00	7.00	7.00	7.00
Total Customer Service Division	6.00	6.00	6.00	6.50	6.50	5.50	5.75	5.25	5.25	5.25
Total Purchasing Division	1.00	1.00	1.00	1.00	1.00	1.00	1.00			
Total Municipal Court Division				3.75	4.15	4.15	4.15			
Total Human Resource Division					2.00	3.00				
Total Department	14.00	14.00	15.80	20.25	23.65	22.65	19.90	17.25	17.25	17.25

2004 Parks Accounting acquired with two transferred positions.

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

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

2007 Vacant Secretary position Transferred to Administration Department.

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

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

Accounting Division

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

Division Goals

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

	FY 2007		FY 2008		FY 2009		FY 2010		FY 2011	
	Actual		Actual		Actual		Estimated		Goal	
	City	Parks	City	Parks	City	Parks	City	Parks	City	Parks
Pay Checks	6,413	1,941	6,418	1,444	6,436	1,667	6,422	1,600	6,400	1,600
Percentage as Direct Deposits	70%	49%	74%	68%	74%	55%	76%	55%	78%	55%
Payables Checks Processed	7,830	2,623	7,401	2,674	6,978	2,656	6,900	2,700	6,900	2,700
Electronic Fund Transfers	227	108	307	168	372	159	400	160	400	170
Percentage electronically	3%	4%	4%	6%	5%	6%	6%	6%	6%	6%
Accounts Receivable Billed	452	126	601	241	679	214	750	250	750	250
Collection Rate	97%	86%	97%	91%	97%	95%	97%	95%	97%	95%

administrative services department - accounting division

CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ACCOUNTING DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 315,868	\$ 337,314	\$ 350,420	\$ 360,421	\$ 360,421	\$ 305,121
520 Fringe Benefits	192,348	185,414	187,600	193,586	200,306	170,006
Total Personal Services	508,216	522,728	538,020	554,007	560,727	475,127
Materials and Services						
601 Supplies	9,618	11,159	11,000	11,000	11,000	11,000
602 Rental, Repair, Maintenance	1,450	888	1,597	1,597	1,597	1,597
603 Communications	33,327	20,798	34,100	34,100	34,100	34,100
604 Contractual Services	39,530	40,473	43,000	43,000	43,000	43,000
605 Misc. Charges and Fees	55,156	62,662	64,000	70,000	70,000	70,000
606 Other Purchased Services	5,483	1,524	1,400	6,100	6,100	6,100
Total Materials and Services	144,564	137,504	155,097	165,797	165,797	165,797
	\$ 652,780	\$ 660,232	\$ 693,117	\$ 719,804	\$ 726,524	\$ 640,924

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 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Goal
Comprehensive Annual Financial Report (CAFR)							
On site audit complete within 75 days of end of fiscal year	No	No	Yes	Yes	Yes	Yes	Yes
* Auditor had to vacate that year.							
Audit Committee acceptance of the Financial Report within 120 days after year end	No	No	Yes	Yes	Yes	Yes	Yes
City Council acceptance of the Financial Report within 150 days after year end	No	No	Yes	Yes	Yes	Yes	Yes
State requirement of the Financial Report six months after year end	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Award Grading							
Award received	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Comments	10	14	10	3	2	2	2
Comments cleared the following year	8	10	14	10	2	1	2

Customer Services Division (Utility Billing)

This division's primary responsibility is to provide day-to-day customer service, billing and information support to the public for electric, water, wastewater, storm drain, transportation, and utility fees, and to monitor taxes and other regulated activities. This division also schedules appointments for AFN internet service. While other departments provide and document use of services, Customer Services does the billing and processing of payments for these services based upon those metrics; the money collected funds the services provided. Over 10,000 bills are prepared each month with most of them including charges for multiple systems including electricity, water, wastewater, telecommunications, transportation or storm water services; these services generate over \$22 million in receipts each year. Approximately 30% of all payments received are done through automated processing (credit cards or automated bank account transfer). This percentage of automated processing is expected to grow considerably when the software is online enabling customers to access personal utility information and authorize payment without the need for staff assistance.

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

Customer Service employees also play a key role coordinating with the Parks' Senior Program (and other local service organizations) to manage the senior and disabled discount program and the Electric Fund low income energy assistance program. In the prior fiscal year, 370 customers were assisted with either an ongoing commitment due to age or disability or short-term support to pay winter heating bills. Approximately \$145,000 is distributed to assist with paying utility bills in these programs.

External customer service is the primary focus of this division.

Division Goals

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

Automated Processing	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Target
ACH Checking Account # of Payments	\$ 11,255	\$ 11,876	\$ 12,492	\$ 13,000	\$ 13,600
Automatic Credit Card # of Payments	13,577	15,599	16,730	16,800	18,000
Telephone Credit Card # of Payments	6,576	8,355	9,593	10,000	10,500
On Line # of Payments	-	-	218	1,550	2,000
Total	\$ 31,408	\$ 35,830	\$ 39,033	\$ 41,350	\$ 44,300
Percentage of Total Processing	26%	30%	33%	34%	37%

Business Licenses Processed	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Target
Renewals Completed	\$ 1,975	\$ 2,017	\$ 1,975	\$ 1,903	\$ 1,975
Applications Completed	325	318	327	203	250
Revenue Collected	\$ 128,979	\$ 201,259	\$ 201,387	\$ 195,828	\$ 198,000

administrative services department - customer services division

CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
CUSTOMER SERVICES DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 248,928	\$ 231,918	\$ 237,912	\$ 199,994	\$ 199,994	\$ 255,294
520 Fringe Benefits	137,158	117,974	125,840	114,975	119,405	149,705
Total Personal Services	386,086	349,892	363,752	314,969	319,399	404,999
Materials and Services						
601 Supplies	19,129	18,313	19,407	19,407	19,407	19,407
602 Rental, Repair, Maintenance	276	90	300	300	300	300
603 Communications	47,624	52,462	70,100	70,100	70,100	70,100
604 Contractual Services	19,440	13,074	14,800	14,800	14,800	14,800
605 Miscellaneous Charges and Fees	19,627	19,627	19,627	19,627	19,627	19,627
606 Other Purchased Services		1,778		1,000	1,000	1,000
Total Materials and Services	106,096	105,344	124,234	125,234	125,234	125,234
	\$ 492,182	\$ 455,236	\$ 487,986	\$ 440,203	\$ 444,633	\$ 530,233

City-funded Assistance Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Target
Low Income Energy Assistance					
Applications	316	277	345	405	425
Distributed	\$ 55,409	\$ 65,212	\$ 72,522	\$ 78,400	\$ 75,000
Average relief/applicant-family	\$ 175	\$ 235	\$ 210	\$ 194	\$ 176
Senior/disabled Program					
Applications	126	128	118	120	125
Distributed	\$ 27,965	\$ 28,006	\$ 20,979	\$ 27,100	\$ 28,250
Average relief/applicant-family	\$ 222	\$ 219	\$ 178	\$ 226	\$ 226

Donation-funded Assistance Program	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Target
Donations from the Public					
Heat	\$ 1,234	\$ 1,711	\$ 1,121	\$ 1,900	\$ 1,975
Roundup	2,155	3,208	3,301	3,000	3,500
Total Donated	\$ 3,389	\$ 4,919	\$ 4,422	\$ 4,900	\$ 5,300
Distributed	\$ 4,375	\$ 5,670	\$ 5,077	\$ 3,000	\$ 3,500
% Donated/Distributed	77%	87%	87%	61%	66%
Budget	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
% of Distributed/Budget	80%	103%	92%	55%	100%

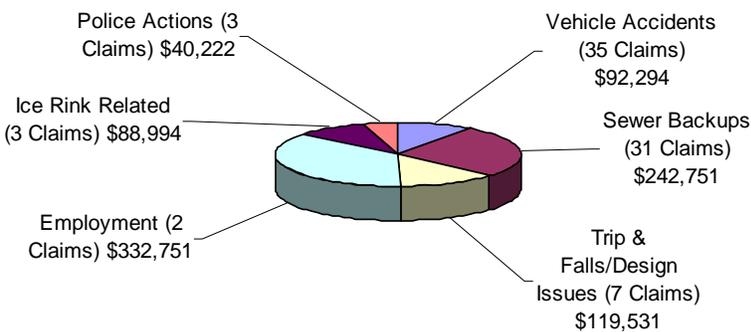
Risk Management Program

The Administrative Services Division's Risk Management program is responsible for handling all property and liability claims involving the city. This includes all tort claims made against the city as well as claims the city files against those individuals that damage city property. Claims are analyzed by cost, type, number, and department/division. Taking the top three most expensive claims by year, we arrive at the following:

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.
- ◆ Train departments on contract policies and procedures.
- ◆ 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.
- ◆ Be a resource for questions on insurance coverage.

MOST EXPENSIVE CLAIMS BY TYPE OVER LAST 10 YEARS



Quarterly claims reports are prepared for all departments/divisions and are presented at the city-wide Safety Committee meetings and provided to the Risk Management Team. Detailed monthly claims reports are prepared for management.

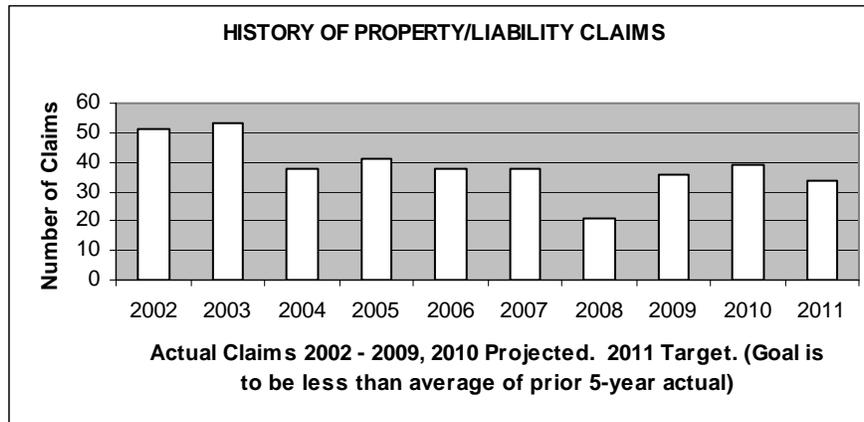
Presentations on claims are given to the city managers and mid-managers with trainings scheduled in the areas costing the city the most in claims – those areas currently being employment (36% of cost), sewer backups (26% of cost), sidewalk trip & falls/design issues (13% of cost) and other claims (25% of cost) including those at the seasonal ice rink, vehicle accidents, and police actions. Best Practices are implemented when possible to help bring down the cost of claims and insurance, and a Best Practices Review is prepared quarterly.

Risk Management works closely with CIS, the city's insurance pool, on claims and on insurance coverage for the city's properties, vehicles, and mobile equipment. This division also assists in obtaining appropriate insurance coverage for the city for property and liability coverage, excess crime coverage, excess Workers Compensation, airport insurance, flood insurance, and other insurances as needed. Certificates of insurance are prepared by this division and contracts are reviewed for insurance requirements.

administrative services department - administration division

INSURANCE SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ADMINISTRATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 720						
Personal Services						
510 Salaries and Wages	\$ 50,470	\$ 51,906	\$ 51,710	\$ 51,710	\$ 51,710	\$ 51,710
520 Fringe Benefits	30,663	28,979	28,420	24,790	25,580	25,580
Total Personal Services	81,133	80,885	80,130	76,500	77,290	77,290
Materials and Services						
603 Communications						
604 Contractual Services	68,820	420,458	35,000	35,000	35,000	35,000
605 Misc. Charges and Fees		2,803	2,803	2,803	2,803	2,803
606 Other Purchased Services		661	15,000	15,000	15,000	15,000
607 Premiums, Claims & Judgments	551,973	689,112	603,000	603,000	603,000	603,000
610 Programs		10,681	25,000	25,000	25,000	25,000
Total Materials and Services	620,793	1,123,715	680,803	680,803	680,803	680,803
	\$ 701,926	\$ 1,204,600	\$ 760,933	\$ 757,303	\$ 758,093	\$ 758,093



administrative services department - non operating

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ECONOMIC AND CULTURAL SERVICES DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Materials and Services						
609 Grants	\$ 527,519	\$ 550,610	\$ 570,000	\$ 591,240	\$ 591,240	\$ 591,240
Total Materials and Services	<u>\$ 527,519</u>	<u>\$ 550,610</u>	<u>\$ 570,000</u>	<u>\$ 591,240</u>	<u>\$ 591,240</u>	<u>\$ 591,240</u>

City of Ashland
Grant History for Budget

Economic and Cultural Development Grants - Small Grantees

	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
Number of Applicants	19	19	26	23	25	22	30
Number of Applicants Granted Funds	19	19	20	21	21	16	25
Amount Available	\$ 95,168	\$ 122,745	\$ 148,705	\$ 155,749	\$ 125,410	\$ 157,709	\$ 167,080
Amount of Requests	149,443	218,203	336,200	271,632	320,690	302,970	488,265
Amount Above Available	54,275	95,458	187,495	115,883	195,280	145,261	321,185

Report on Use of Grant Funds

% Reported Timely	100%	73%	93%	84%	87%	90%	95%
% Reported Late	0%	27%	7%	12%	13%	10%	5%
% Did not report	0%	0%	0%	4%	0%	0%	0%

Use of Funds

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

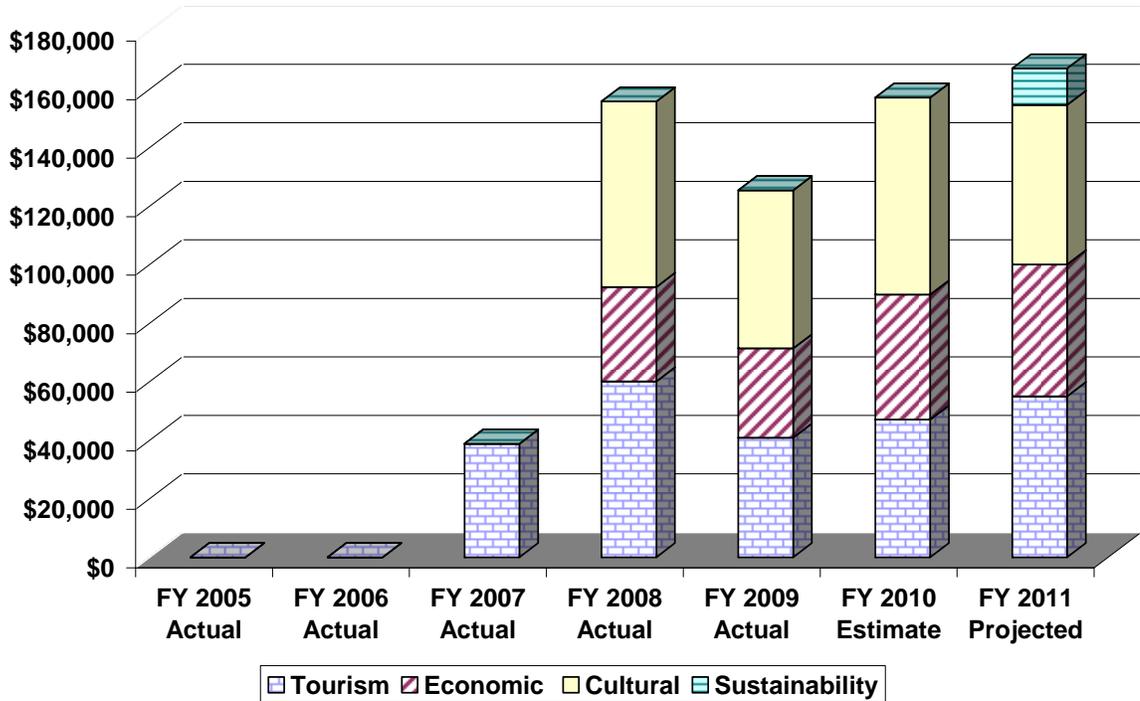
Note:

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.

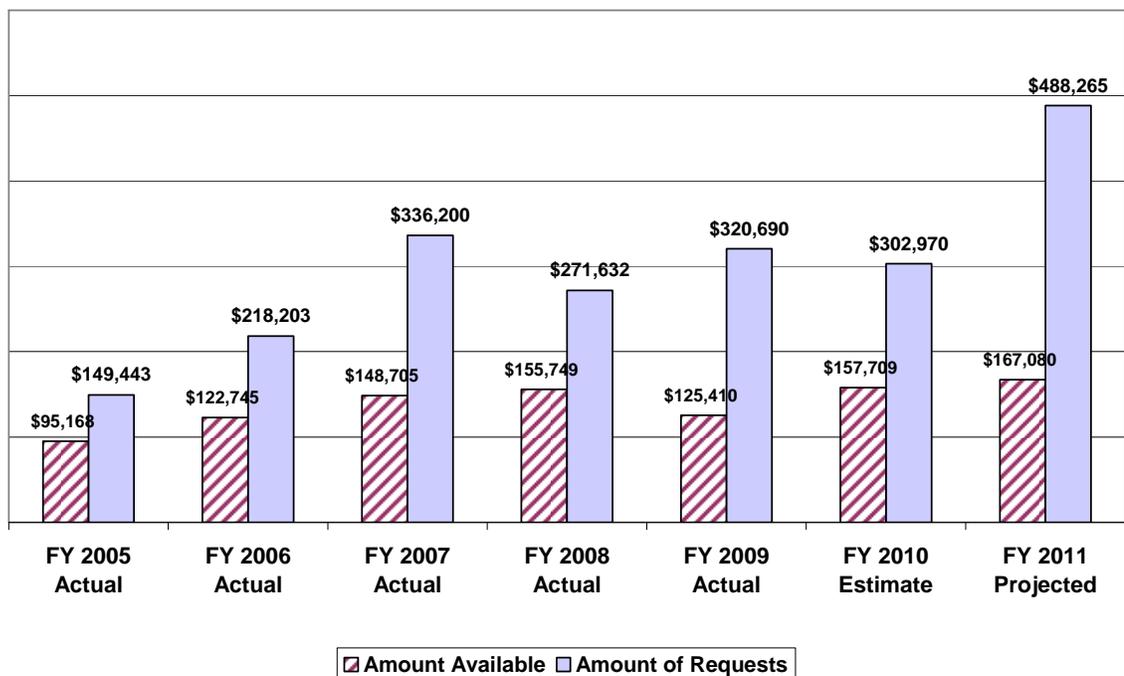
FY 2011 Projected shows the minimum amount required by state law that must be spent on Tourism promotion and the Economic and Cultural portion is an estimation based on requests presented. Resolution 2010-06 allocates a minimum of \$12,500 to be spent on Sustainability Projects. As of the printing of the Proposed Budget, the Grant hearing had not taken place, therefore only \$12,500 has been projected for 2011.

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

E&C Grants - Use of Funds
(Incomplete Data Available for FY 2005 - FY 2007)



E & C Grants Available Compared to Requests



administrative services department - non operating

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
SOCIAL SERVICES DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Materials and Services						
609 Grants	\$ 105,534	\$ 108,741	\$ 120,342	\$ 120,342	\$ 120,342	\$ 120,342
Total Materials and Services	<u>\$ 105,534</u>	<u>\$ 108,741</u>	<u>\$ 120,342</u>	<u>\$ 120,342</u>	<u>\$ 120,342</u>	<u>\$ 120,342</u>

City of Ashland
Grant History for Budget

Social Service Grants

	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
Number of Applicants	21	28	28	28	28	24	24
Number of Applicants Granted Funds	19	24	24	24	24	22	22
Amount Available	\$ 105,400	\$ 110,000	\$ 113,300	\$ 119,000	\$ 124,570	\$ 118,342	\$ 118,342
Amount of Requests	171,353	194,870	194,870	193,398	193,398	184,342	184,342
Amount Above Available	65,953	84,870	81,570	74,398	68,828	66,000	66,000

Report on Use of Grant Funds

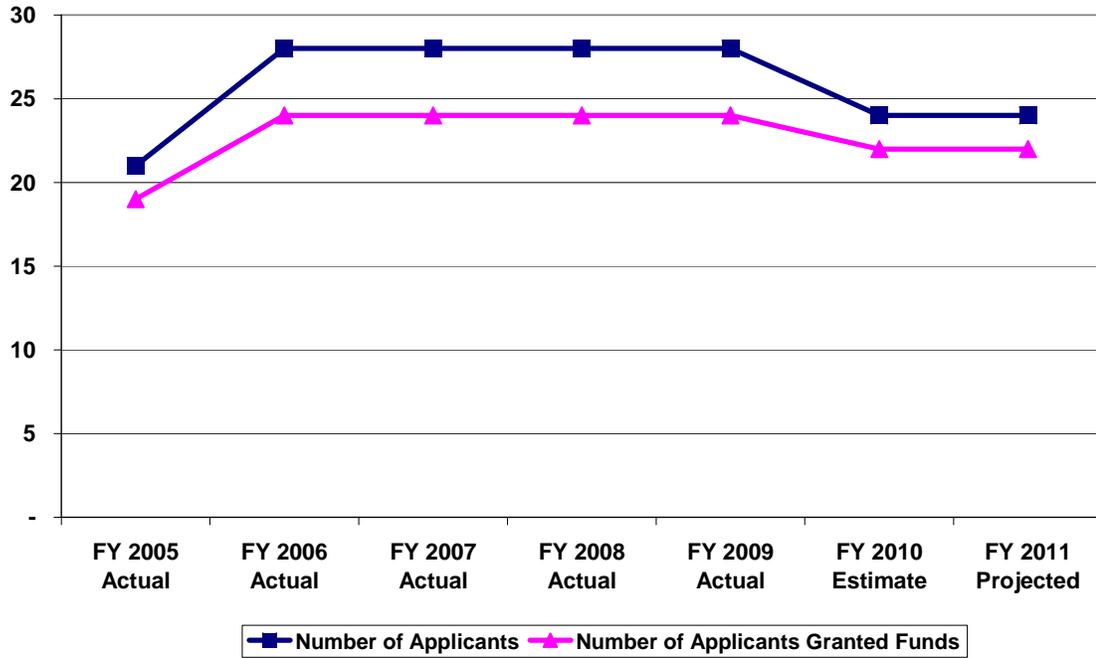
% Reported Timely	100%	100%	96%	100%	96%	100%	100%
% Reported Late	0%	0%	0%	0%	0%	0%	0%
% Did not report	0%	0%	4%	0%	4%	0%	0%

Note:

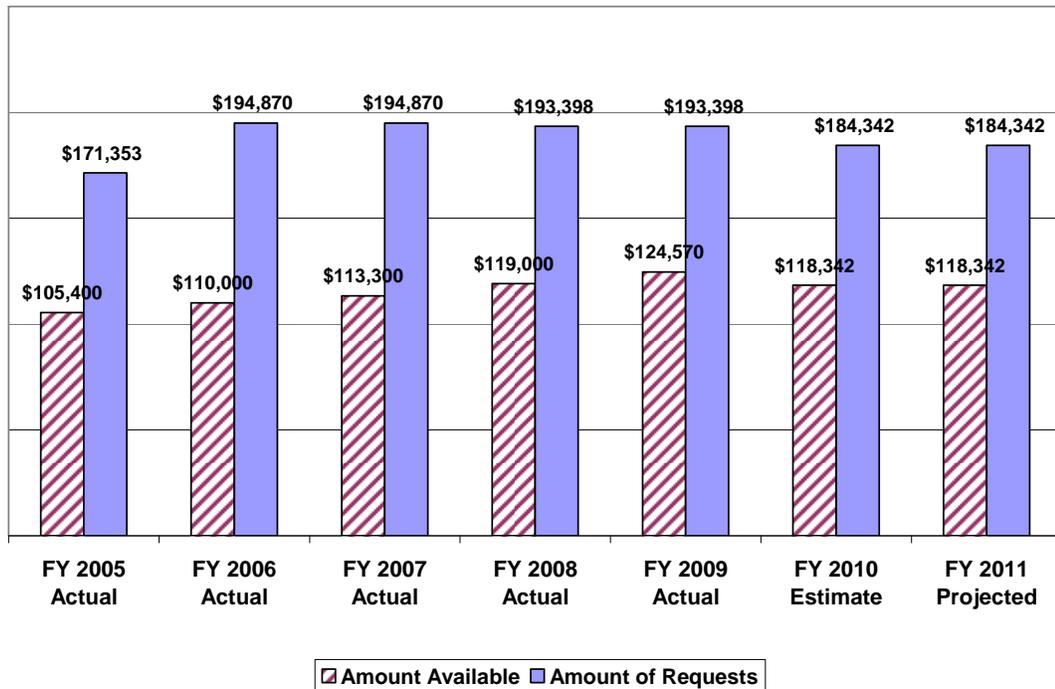
For detail information on the organizations receiving the grant, please turn to the Appendix pages A-6 and A-7.

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

Number of Social Services Applicants & Grantees



Social Services Grants Available Compared to Requests



administrative services department - non operating

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
BAND DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 3,679	\$ 3,350	\$ 3,806	\$ 3,806	\$ 3,806	\$ 3,806
520 Fringe Benefits	401	309	455	455	455	455
Total Personal Services	4,080	3,659	4,261	4,261	4,261	4,261
Materials and Services						
601 Supplies	1,494	1,725	2,400	2,400	2,400	2,400
602 Rental, Repair, Maintenance	5,247	4,492	5,800	5,800	5,800	5,800
604 Contractual Services	35,271	38,660	38,000	38,000	38,000	38,000
605 Misc. Charges and Fees	6,658	6,658	6,658	6,658	6,658	6,658
606 Other Purchased Services	174	463	500	500	500	500
Total Materials and Services	48,844	51,998	53,358	53,358	53,358	53,358
	\$ 52,924	\$ 55,657	\$ 57,619	\$ 57,619	\$ 57,619	\$ 57,619

GENERAL FUND
ADMINISTRATIVE SERVICES DEPARTMENT
MISCELLANEOUS

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Materials and Services						
605 Misc. Charges and Fees	\$ 8,341	\$ 6,981	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Total Materials and Services	\$ 8,341	\$ 6,981	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000

administrative services department - non operating

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Capital Outlay						
701 Land			\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000
704 Improvements Other Than Bldgs.	120,572	205,861				
Total Capital Outlay	120,572	205,861	200,000	400,000	400,000	400,000
	\$ 120,572	\$ 205,861	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000

DEBT SERVICE FUND
ADMINISTRATIVE SERVICES DEPARTMENT
BANCROFT DEBT DIVISION

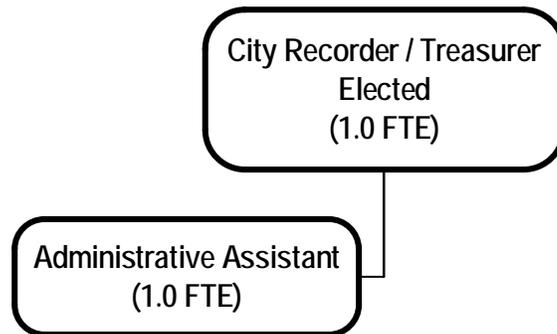
Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 530						
Debt Service						
801 Debt Service - Principal			\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
802 Debt Service - Interest			75,000	75,000	75,000	75,000
Total Debt Service	\$ -		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

DEBT SERVICE FUND
ADMINISTRATIVE SERVICES DEPARTMENT
NOTES AND CONTRACTS DEBT DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 530						
Debt Service						
801 Debt Service - Principal	\$ 290,475	\$ 281,740	\$ 295,865	\$ 626,743	\$ 626,743	\$ 626,743
802 Debt Service - Interest	113,343	98,916	86,042	71,935	71,935	71,935
Total Debt Service	\$ 403,818	\$ 380,656	\$ 381,907	\$ 698,678	\$ 698,678	\$ 698,678



city recorder / treasurer 2.0 FTE



Overview

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

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

CITY RECORDER DEPARTMENT
CENTRAL SERVICE FUND

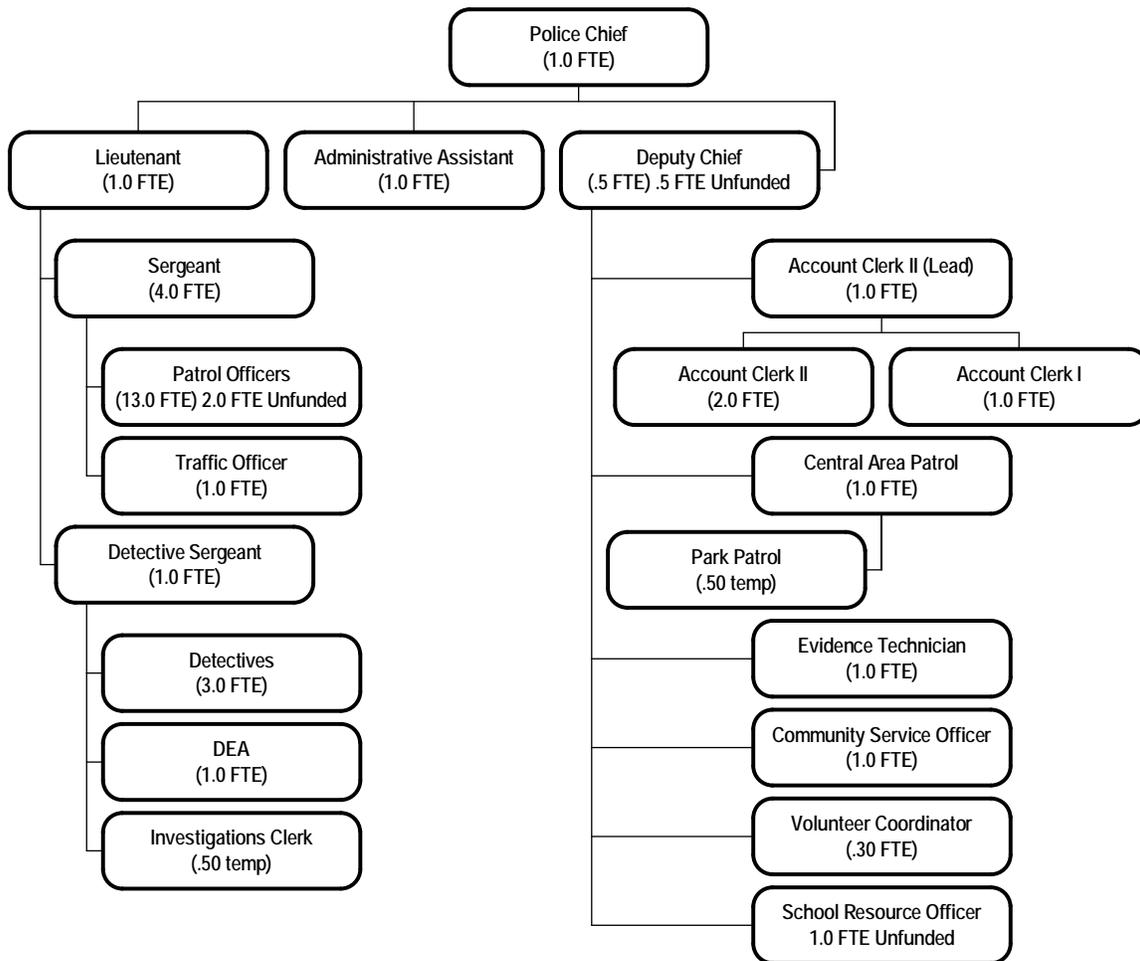
Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 110,515	\$ 111,326	\$ 112,400	\$ 114,640	\$ 114,640	\$ 114,640
520 Fringe Benefits	55,211	43,652	44,560	46,506	47,706	47,706
Total Personal Services	165,726	154,978	156,960	161,146	162,346	162,346
Materials and Services						
601 Supplies	9,605	10,794	12,600	10,600	10,600	10,600
603 Communications	469	455	700	700	700	700
604 Contractual Services	11,389	4,683	5,400	5,400	5,400	5,400
605 Misc. Charges and Fees	87,203	90,378	114,279	121,779	121,779	121,779
606 Other Purchased Services	6,865	5,056	8,600	4,900	4,900	4,900
Total Materials & Services	115,531	111,366	141,579	143,379	143,379	143,379
Capital Outlay						
703 Equipment		6,006				
Total Capital Outlay	-	6,006	-	-	-	-
Department Total By Fund						
710 Central Services Fund	\$ 281,257	\$ 272,350	\$ 298,539	\$ 304,525	\$ 305,725	\$ 305,725

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
City Recorder/Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00	2.00	2.00



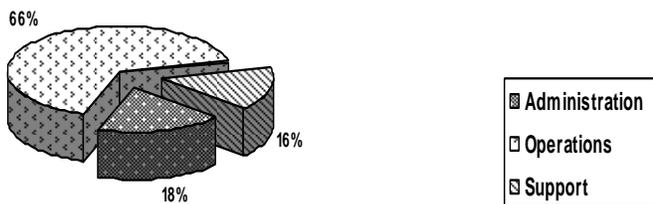
police department

34.8 FTE



Overview

The Police Departments performance is based on the standard of providing professional, courteous and compassionate service to the community. In FY 2011 it is 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.



Percentage of Budget by Division

Major Accomplishments for the 2010 budget year

- * Continued to institutionalize Community Policing philosophy.
- * Implemented new report writing policy and process.
- * Successfully completed reaccreditation process.
- * Reduced completion time for cases assigned to the investigations unit.
- * Completed transition to regional dispatch center.
- * Started implementation of Department wide fitness program.
- * Expanded our work with youth in the community.
- * Acquired grant funding to help improve traffic safety city wide.
- * 2009 part one crime rate reduced to 28 per thousand residents.
- * 2009 part one clearance rate increased to 37%.

The department achieved all of our 2010 budget goals except for reducing our priority one response time and the related goal of implementing GPS system in our patrol units. Due to technical issues related to dispatch consolidation we were unable to implement a GPS system this year. Our mean response time increased .6% over 2009 and our median response time increased 4% over 2009.

Department Goals

- ⇒ Maintain or reduce priority one response times.
- ⇒ Implement GPS system in all marked police vehicles.
- ⇒ Implement electronic citation system.
- ⇒ Achieve desired outcomes for all units in the department.
- ⇒ Complete implementation of Department wide fitness program
- ⇒ Regionalize investigation of high tech crimes.
- ⇒ Increase department minimum staffing to three sworn officers on duty at all times.

Significant Budget Changes

With consolidation of the dispatch center we estimate a \$60,000 reduction in dispatch costs during the 2011 budget year. This money will be used to offset increased personnel cost due to health cost and step increases required by the labor contract. There are some increased costs for other contractual services. These are off-set by corresponding reductions in materials and services costs.

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

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

Police Department – Central Area Patrol			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Personal Well Being Each person needs adequate food. Clothing, housing,	Support for local economic health	150 or fewer incident related to public disorder in the downtown area If survey done 98% or better of residents feel safe visiting the Downtown area	One full time CAP officer Park patrol fully staffed and trained Contact station open as often as possible CAP officer organizes and supervises drug related operations in the downtown area as needed
	Basic needs public health & welfare	75 or fewer reported theft or vandalism crimes in the downtown area	

police department

POLICE DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 3,464,170	\$ 3,470,124	\$ 3,605,991	\$ 3,665,748	\$ 3,696,008	\$ 3,700,008
600 Materials and Services	1,756,055	1,818,037	1,972,372	1,792,227	1,792,227	1,792,227
700 Capital Outlay	90,209	57,544				
	<u>\$ 5,310,434</u>	<u>\$ 5,345,705</u>	<u>\$ 5,578,363</u>	<u>\$ 5,457,975</u>	<u>\$ 5,488,235</u>	<u>\$ 5,492,235</u>
Department Total By Fund						
110 General Fund	<u>\$ 5,310,434</u>	<u>\$ 5,345,705</u>	<u>\$ 5,578,363</u>	<u>\$ 5,457,975</u>	<u>\$ 5,488,235</u>	<u>\$ 5,492,235</u>

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Administration Division						
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Operations Division						
Deputy Chief	1.00	1.00				
Police Lieutenant			1.00	1.00	1.00	1.00
Master Sergeants						
Police Sergeants	4.00	5.00	5.00	5.00	5.00	5.00
Police Corporal						
Police Officers*	23.00	19.00	18.00	18.00	18.00	18.00
Background Investigator - Temp	0.50	0.50				
Park Patrol Cadets - Temp	0.50					
Support Division						
Deputy Chief			0.50	0.50	0.50	0.50
Police Lieutenant	1.00	1.00				
Police Officers		1.00	1.00	1.00	1.00	1.00
Community Services Officer	1.00	1.00	1.00	1.00	1.00	1.00
Community Outreach Officer						
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00
Records Supervisor	1.00	1.00				
Account Clerk II (Lead)			1.00	1.00	1.00	1.00
Account Clerk II	2.00	3.00	2.00	2.00	2.00	2.00
Account Clerk I**	1.00		1.00	1.00	1.00	1.00
Volunteer Coordinator	0.30	0.30	0.30	0.30	0.30	0.30
Computer Technician - Temp	0.50					
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
	<u>39.30</u>	<u>36.80</u>	<u>34.80</u>	<u>34.80</u>	<u>34.80</u>	<u>34.80</u>

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



Administration Division

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

Division Goals

- ⇒ Continue to institutionalize Community Policing philosophy.
- ⇒ Implement GPS system in all marked police vehicles.
- ⇒ Implement electronic citation system.
- ⇒ Insure all employees are in compliance with departmental training plan.
- ⇒ Maintain staffing levels at as close to budget levels as possible.
- ⇒ Achieve desired outcomes for all units.

Significant Budget Changes

The cost of testing, backgrounds and other costs related to hiring new employees has in the past been part of the Administration budget. If we hire any employees in the 2011 budget year, costs related to the hiring process will be funded using salary from the vacated position.

police department - administration division

GENERAL FUND
POLICE DEPARTMENT
ADMINISTRATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 164,415	\$ 165,045	\$ 165,600	\$ 164,600	\$ 164,600	\$ 164,600
520 Fringe Benefits	73,127	74,176	69,855	70,902	72,522	72,522
Total Personal Services	237,542	239,221	235,455	235,502	237,122	237,122
Materials and Services						
601 Supplies	5,318	583	600			
602 Rental, Repair, Maintenance		47				
603 Communications	559	203				
604 Contractual Services	595,724	708,839	716,145	660,320	660,320	660,320
605 Misc. Charges and Fees	38,374	38,374	38,374	38,374	38,374	38,374
606 Other Purchased Services	8,885	10,534	13,450	12,650	12,650	12,650
Total Materials and Services	648,860	758,580	768,569	711,344	711,344	711,344
	\$ 886,402	\$ 997,801	\$ 1,004,024	\$ 946,846	\$ 948,466	\$ 948,466

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, communications liaison to the Rogue Valley Central Communications, internal affairs investigations, policy and procedures, and coordinates the Citizen Volunteer In Policing Services Program.

Division Goals

- ⇒ Complete a Volunteer in Policing Services manual and orientation plan for citizen volunteers.
- ⇒ Maintain contact station hours of operation.
- ⇒ Achieve desired outcomes

Significant Budget Changes

Park Patrol funding has been reduced by 35%. We are using grant money from the Department of Justice to make up some of the deficit. To compensate for additional reductions we are concentrating Park Patrol resources to Lithia Park. The community should see little over-all change in and around Lithia Park but there will be minimum Park Patrol activity in the other city parks.

police department - support division

GENERAL FUND
POLICE DEPARTMENT
SUPPORT DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 697,240	\$ 524,719	\$ 448,141	\$ 415,957	\$ 415,957	\$ 415,957
520 Fringe Benefits	325,995	236,807	209,880	206,587	213,687	213,687
Total Personal Services	1,023,235	761,526	658,021	622,544	629,644	629,644
Materials and Services						
601 Supplies	28,434	44,364	36,040	35,230	35,230	35,230
602 Rental, Repair, Maintenance	39,337	12,708	38,040	39,160	39,160	39,160
603 Communications	29,777	16,008	22,650	21,400	21,400	21,400
604 Contractual Services	26,481					
605 Misc. Charges and Fees	141,464	141,463	141,464	141,464	141,464	141,464
606 Other Purchased Services	19,653	7,835	12,029	12,150	12,150	12,150
Total Materials and Services	285,146	222,378	250,223	249,404	249,404	249,404
	\$ 1,308,381	\$ 983,904	\$ 908,244	\$ 871,948	\$ 879,048	\$ 879,048

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.

Division Goals

- ⇒ Continue proactive and problem solving efforts that have reduced complaints of crime and disorder City wide.
- ⇒ Maintain or reduce priority one response times.
- ⇒ Acquire additional grant funding to help improve traffic safety city wide.
- ⇒ Improve our ability to effectively investigate financial crimes.
- ⇒ Increase department minimum staffing to three sworn officers on duty at all times.
- ⇒ Regionalize high tech crime investigations.
- ⇒ Achieve desired outcomes.

Significant Budget Changes

We have seen a reduction in overtime related to the use of the ICOP system which resulted in fewer court cases, the three/twelve scheduling system, new report writing system, fewer injuries, and fewer vacancies. By maintaining the 2009 level of overtime we should be able to be able to increase our early morning minimum staffing levels from two to three officers.

Police Department – Patrol/Traffic			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal safety	Emergency Response	Median response time to priority one calls of six minutes or less Adequate staffing on scene to safely handle incident 9% of the time.	Maintain staffing levels of 26 full time officers Increase patrol staffing to a minimum of 3 sworn officers at all times. GPS system in marked units Optimize deployment to call load
	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 55 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 7 accidents per thousand population	Maintain at least 40 hours of staffing at the contact station Maintain staffing levels of 26 full time officers Continue and expand problem solving effort Targeted proactive patrol efforts

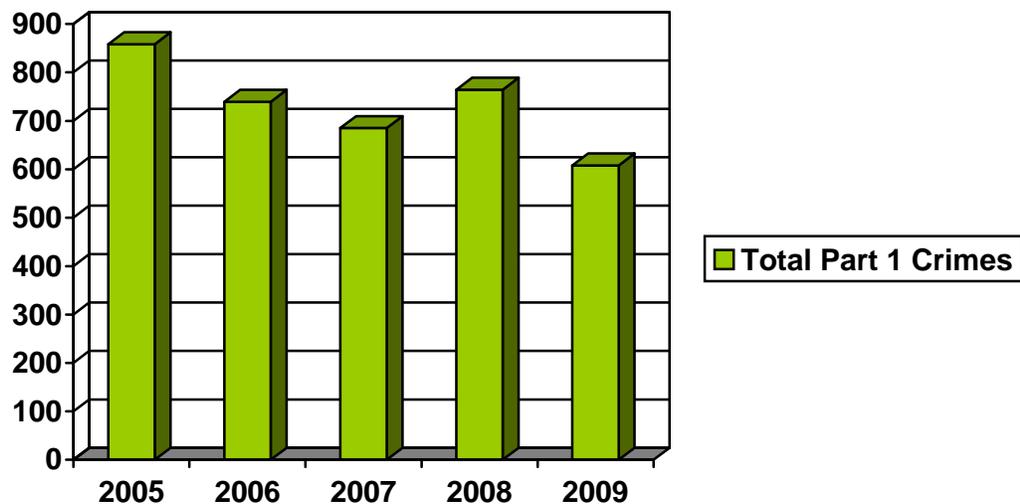
Police Department – Investigations			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal safety	Basic needs public health & welfare	90% of agency assists completed in 72 hours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

police department - operations division

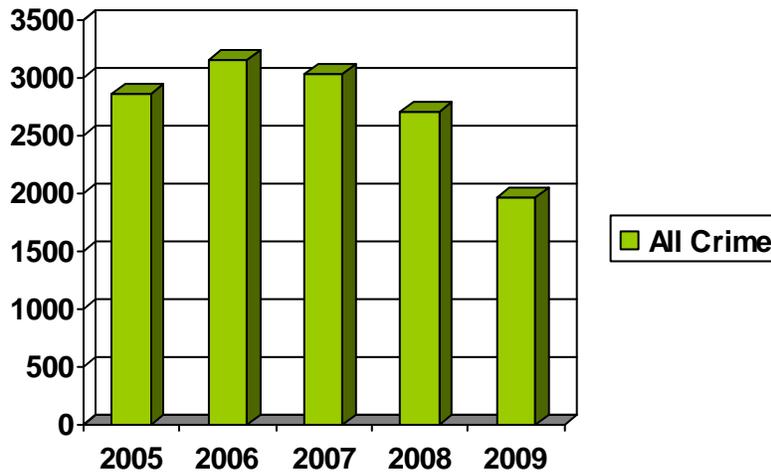
GENERAL FUND
POLICE DEPARTMENT
OPERATIONS DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 1,482,463	\$ 1,674,851	\$ 1,791,350	\$ 1,843,150	\$ 1,843,150	\$ 1,847,150
520 Fringe Benefits	720,930	794,527	921,165	964,552	986,092	986,092
Total Personal Services	2,203,393	2,469,378	2,712,515	2,807,702	2,829,242	2,833,242
Materials and Services						
601 Supplies	88,793	98,374	140,670	38,500	38,500	38,500
602 Rental, Repair, Maintenance	148,791	194,383	235,800	229,800	229,800	229,800
603 Communications	78,602	30,678	48,905	39,450	39,450	39,450
604 Contractual Services	299					
605 Misc. Charges and Fees	451,279	479,279	479,279	479,279	479,279	479,279
606 Other Purchased Services	54,284	34,364	48,926	44,450	44,450	44,450
Total Materials and Services	822,048	837,078	953,580	831,479	831,479	831,479
Capital Outlay						
703 Equipment	5,797					
704 Improvements Other Than Buildings	84,412	57,544				
Total Capital Outlay	90,209	57,544	-	-	-	-
	\$ 3,115,650	\$ 3,364,000	\$ 3,666,095	\$ 3,639,181	\$ 3,660,721	\$ 3,664,721

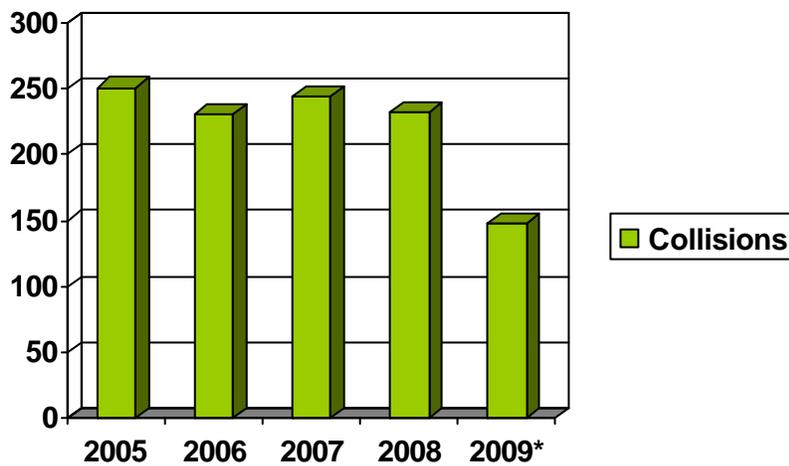
Police Department Performance Measures



Part one crimes are those that are reported annually to the FBI for inclusion into the Uniform Crime Report. They are Homicide, Rape, Robbery, Aggravated Assault, Burglary, Auto Theft and Larceny. In 2008 the Police Department cleared 37% of all part one cases.

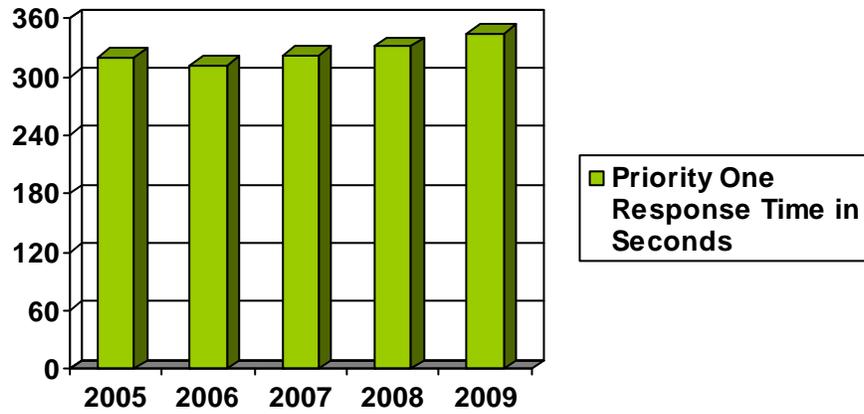


This includes all reports taken of violations of state of local laws.

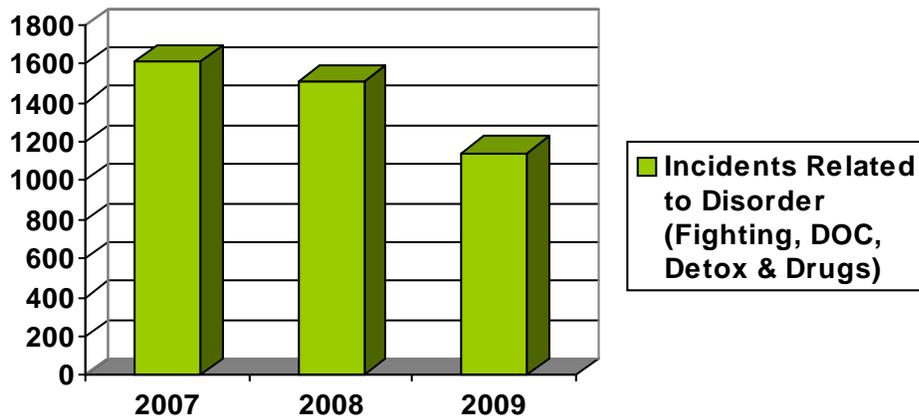


This includes all traffic collision reports taken by the Police Department.

*Collision rates for 2009 reflect change in reporting policy and reflect a smaller percentage of total incidents than prior years.



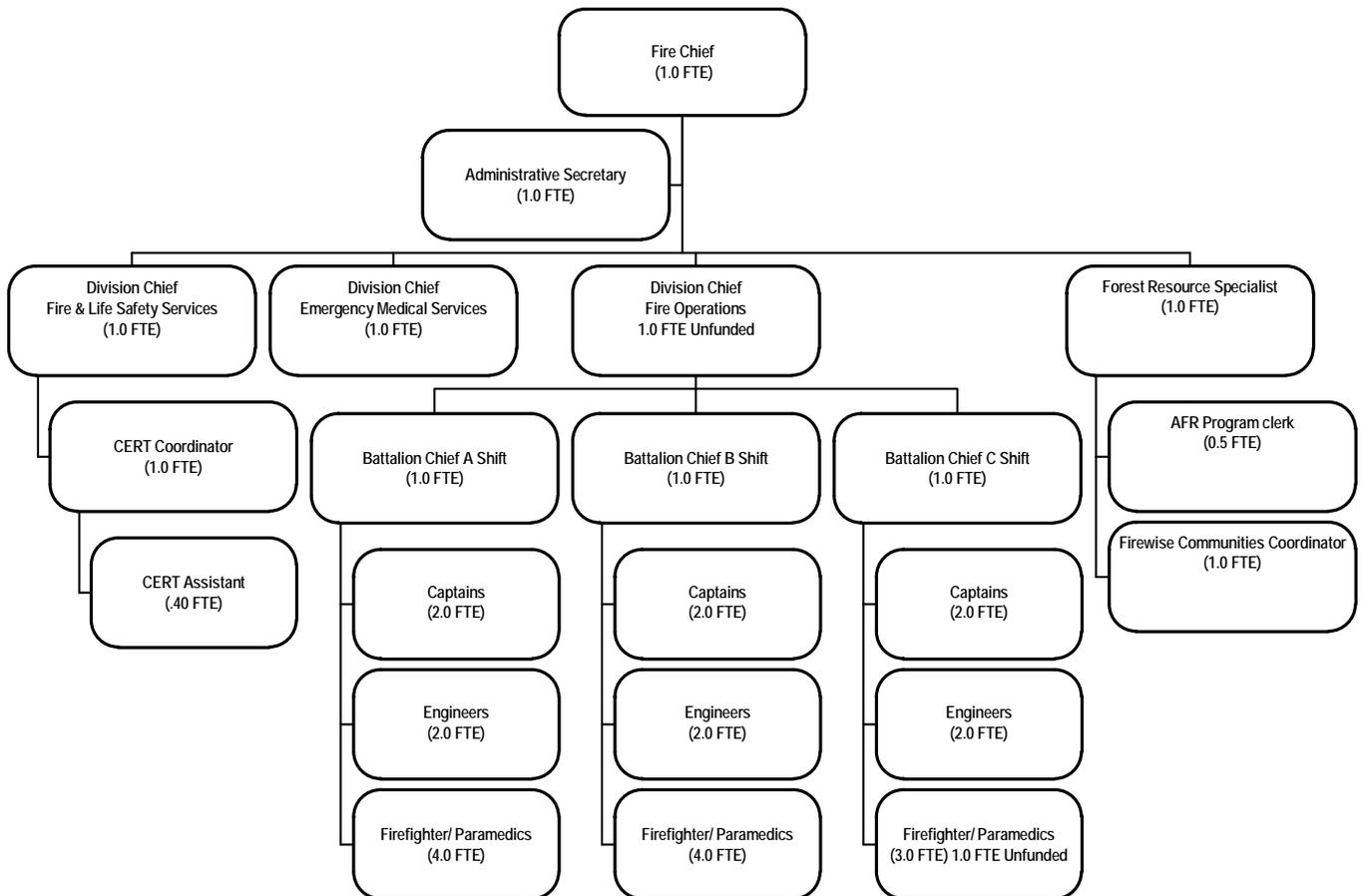
Priority one response time is the median amount of time that it takes the first officer to arrive on the scene of an emergency or in progress major crime.



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

fire and rescue department

33.90



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, and to promote community emergency preparedness.

Department Goals

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

fire and rescue department

FIRE & RESCUE DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 3,567,291	\$ 3,553,560	\$ 3,657,085	\$ 3,675,097	\$ 3,706,397	\$ 3,706,397
600 Materials and Services	1,270,454	1,376,895	1,428,620	1,519,750	1,549,750	1,549,750
700 Capital Outlay		2,766				
	\$ 4,837,745	\$ 4,933,221	\$ 5,085,705	\$ 5,194,847	\$ 5,256,147	\$ 5,256,147
Department Total By Fund						
110 General Fund	\$ 4,837,745	\$ 4,933,221	\$ 5,085,705	\$ 5,194,847	\$ 5,256,147	\$ 5,256,147

Position Profile	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Division Chief/Fire Operations Division**	1.00						
Division Chief/E.M.S. Division	1.00	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	1.00
Battalion Chief					3.00	3.00	3.00
Captain/Paramedic	3.00	3.00	3.00	3.00	6.00	6.00	6.00
Engineer/Paramedic	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Firefighter/Paramedic***	18.00	18.00	18.00	17.00	11.00	11.00	11.00
Administrative Secretary	1.00	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	1.00
CERT Assistant- temp	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Fire Inspector	1.00	1.00					
Forest Resource Specialist*	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Firewise Communities Coordinator					1.00	1.00	1.00
AFR Program Clerk	-	-	-	-	0.50	0.50	0.50
	35.40	34.40	33.40	32.40	33.90	33.90	33.90

* Budgeted in Public Works, Forest Interface Division

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

*** One position is shown on the org chart however is unfunded in FY 2010 and FY 2011

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.

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.
- ⇒ Further partner with mutual and automatic aid partners to provide the most cost effective and efficient emergency response matrix.

Significant Budget Changes

- Restructuring of the regional public safety answering point (PSAP) system.
- Complete annual NFPA fire hose and fire ladder testing by department personnel.
- Further defer equipment replacement and technology acquisition.

Impacts

- * The consolidation of the two regional PSAP's will reduce the overall fiscal burden to the City of Ashland while potentially improving efficiency.
- * Ashland Fire and Rescue will discontinue using third party vendors to perform mandated NFPA testing for fire equipment and perform such in-house.
- * Worn and outdated equipment replacement will be deferred for an additional year.
- * Ashland Fire and Rescue and Jackson County Fire District #5 will investigate the use of IGA's for mutual beneficial operational procedures.

Fire Operations Division			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Personal Well Being Each person needs adequate food. Clothing, housing, transportation, health care and personal safety	Provide prompt and efficient fire suppression and emergency services	Respond to all emergencies within 5 minutes 80% of the time in a cost effective manner	Establish adequate staffing levels and resource placement to ensure desired response times
	Maintain member proficiency for all emergency activities	Establishment of general and rank-specific training criteria meeting mandates, community, and department needs	Establish and deliver training program(s) and evaluate members with personal and company performance standards
	Utilizing local and regional partners, deliver the most cost effective emergency services	Match local and regional resources with well-defined risk management profiles	Evaluate existing and new mutual and automatic aid partners and opportunities

fire and rescue department - fire operations division

GENERAL FUND
FIRE & RESCUE DEPARTMENT
OPERATIONS DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 1,249,490	\$ 1,262,075	\$ 1,270,620	\$ 1,280,245	\$ 1,280,245	\$ 1,280,245
520 Fringe Benefits	583,148	587,657	686,060	688,687	705,187	705,187
Total Personal Services	1,832,638	1,849,732	1,956,680	1,968,932	1,985,432	1,985,432
Materials and Services						
601 Supplies	25,314	15,303	20,500	18,900	18,900	18,900
602 Rental, Repair, Maintenance	259,355	268,407	276,394	273,394	303,394	303,394
603 Communications	26,469	18,524	29,050	29,050	29,050	29,050
604 Contractual Services	21,189	48,229	27,045	41,995	41,995	41,995
605 Misc. Charges and Fees	341,029	341,029	341,029	341,029	341,029	341,029
606 Other Purchased Services	8,051	9,578	12,800	12,300	12,300	12,300
610 Programs	131	499	1,500	1,500	1,500	1,500
Total Materials and Services	681,538	701,569	708,318	718,168	748,168	748,168
Capital Outlay						
703 Equipment		764				
Total Capital Outlay	-	764	-	-	-	-
	\$ 2,514,176	\$ 2,552,065	\$ 2,664,998	\$ 2,687,100	\$ 2,733,600	\$ 2,733,600

Emergency Medical Services Division

Significant Budget Changes

The Emergency Medical Services Division provides quality ambulance service throughout a 650 square mile geographical area within the Jackson County Ambulance Service Area Plan known as Ambulance Service Area No. 3. Both emergency and non-emergency ambulance services are provided to a population of over 30,000 people.

- CPR Program addition to the budget in training and overtime is \$11,000. This program mostly funded through class fees.
- Department will pursue grant opportunities to fund EMS reporting system up grade.

Division Goals

- ⇒ Provide emergency medical response within Ambulance Service Area (ASA) response time standards.
- ⇒ Provide in-house training to meet State of Oregon recertification requirements.
- ⇒ Comply with all ambulance service licensing requirements.
- ⇒ Provide an ongoing community CPR program

Emergency Medical Services Division			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Personal Well Being Each person needs adequate food, clothing, housing, transportation, health care and personal safety	Meet response time criteria for the City of Ashland and Ambulance Service Area #3	Respond to all medical emergencies in Ashland within 5 minutes 80% of the time as well as meeting ASA standards	Establish adequate staffing levels, dispatch standards, and resource placement to ensure desired response times.
	Maintain certification of members and meet current standards of care	Employ highly trained, skilled, and proficient medical first responders	Through training and CQI, ensure department EMT's will meet or exceed established standards of care
	Reinstitute community CPR program for local and regional citizens and businesses	Provide an ongoing community CPR program for local and regional citizens and businesses	Develop CPR program. Evaluate program staffing, equipment and space needs

fire and rescue department - emergency medical services division

GENERAL FUND
FIRE & RESCUE DEPARTMENT
EMERGENCY SERVICES DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 1,018,544	\$ 1,050,895	\$ 1,044,855	\$ 1,032,835	\$ 1,032,835	\$ 1,032,835
520 Fringe Benefits	491,873	535,814	529,950	547,130	561,130	561,130
Total Personal Services	1,510,417	1,586,709	1,574,805	1,579,965	1,593,965	1,593,965
Materials and Services						
601 Supplies	1,157	4,398	7,200	7,800	7,800	7,800
602 Rental, Repair, Maintenance	91,825	105,895	135,925	135,925	135,925	135,925
603 Communications	27,662	18,735	31,500	31,000	31,000	31,000
604 Contractual Services	113,001	145,894	145,400	229,020	229,020	229,020
605 Misc. Charges and Fees	285,372	331,577	307,595	307,595	307,595	307,595
606 Other Purchased Services	46,935	43,004	52,260	51,260	51,260	51,260
610 Programs	9,997	12,652	21,537	19,937	19,937	19,937
Total Materials and Services	575,949	662,155	701,417	782,537	782,537	782,537
Capital Outlay						
703 Equipment		2,002				
Total Capital Outlay	-	2,002	-			
	\$ 2,086,366	\$ 2,250,866	\$ 2,276,222	\$ 2,362,502	\$ 2,376,502	\$ 2,376,502

Fire & Life Safety Division

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

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

Division Goals

- ⇒ A consistent and complete fire inspection program creates a partnership in safety to our business and building owners and managers. The goal of this program is to provide a fire inspection once every two years.
- ⇒ Education is a critical component to code compliance and general safety. People need to understand what is

- ⇒ required and/or safe practices and why so they can make safe choices. This goal focuses on all of the other code provisions within the fire and municipal codes not addressed by the first goal and includes categories such as weed abatement, maintenance of fire apparatus access, seasonal fire prevention issues, and permits.
- ⇒ Fire protection plans review ensures 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 promote economic restoration in the community.
- ⇒ Efforts were begun a few years ago to create a Domestic Vegetation Management Ordinance to prevent the spread of fire from landscaped areas. This effort will require collaboration with Community Development, landscape architects, landscapers, nurseries and developers.

Significant Budget Changes

- None noted.

Fire and Life Safety Division			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Personal Well Being Each person needs adequate food, clothing, housing, transportation, health care and personal safety.	Continue fire prevention/life safety inspection program	Complete inspections and realize code compliance in ½ of all businesses and multi-family dwellings in Ashland	Finalize inspection program and adequately staff to meet the desired outcome
	Ensure compliance with fire codes and ordinances and inspire safe practices	Realize compliance with codes and ordinances (weed abatement, fire works, etc.)	Provide adequate staffing for education and compliance inspections of fire codes and ordinances
	Complete review of site and building plans and pre-applications within 5 days	Provide quality customer service and internal cooperation with quick turn-around time for plan evaluation	Establish adequate resources for plan review
	Create a vegetation management ordinance for the City of Ashland	Reduce the fire risk in Ashland	Work with the community and Community Development to establish a vegetation management ordinance

fire and rescue department - fire & life safety services

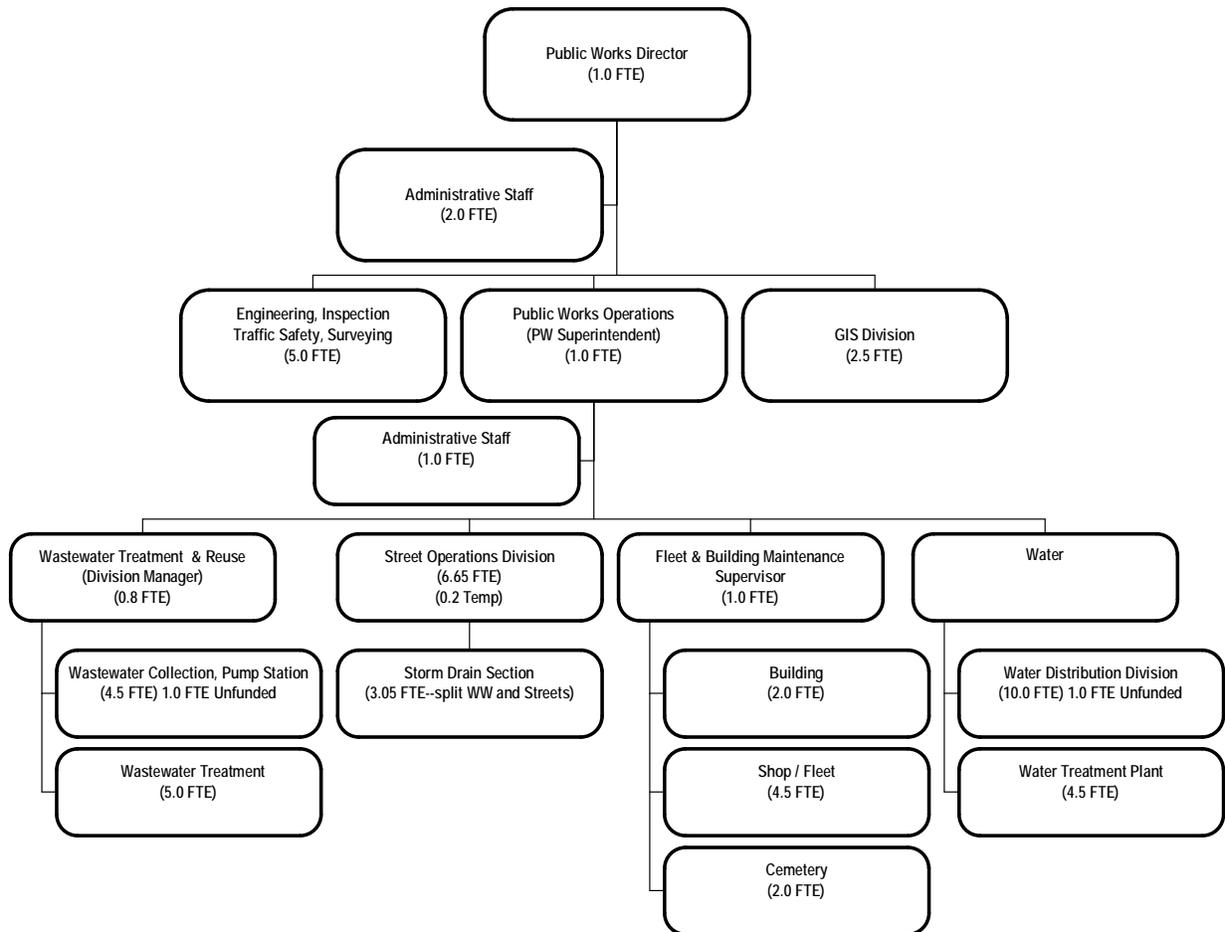
GENERAL FUND
FIRE & RESCUE DEPARTMENT
FIRE AND LIFE SAFETY DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 146,230	\$ 84,831	\$ 84,500	\$ 84,500	\$ 84,500	\$ 84,500
520 Fringe Benefits	78,006	32,289	41,100	41,700	42,500	42,500
Total Personal Services	224,236	117,120	125,600	126,200	127,000	127,000
Materials and Services						
601 Supplies	962	1,660	1,950	2,110	2,110	2,110
602 Rental, Repair, Maintenance	6,270	6,250	6,250	6,250	6,250	6,250
603 Communications			500	500	500	500
605 Misc. Charges and Fees	1,785	1,785	1,785	1,785	1,785	1,785
606 Other Purchased Services	2,035	1,196	3,300	3,300	3,300	3,300
610 Programs	1,915	2,280	5,100	5,100	5,100	5,100
Total Materials and Services	12,967	13,171	18,885	19,045	19,045	19,045
	\$ 237,203	\$ 130,291	\$ 144,485	\$ 145,245	\$ 146,045	\$ 146,045



public works department

56.70 FTE



Overview

The Public Works Department is one of the largest Departments within the City with 56.7 FTE. The Department has operational and “staff” functions. The operational divisions are all managed by the Public Works Superintendent and consist of water, wastewater, streets and storm drains, cemeteries, safety, fleet and facilities maintenance. The “non-operational divisions” consist of engineering and support administration, focusing on program development, traffic, transit and transportation, engineering, surveying, and long-range public works planning functions for the enterprise programs. This group also supports the administration of the Ashland Municipal Airport.

Departmental Goals

- ⇒ Continue to look for alternative ways to fund current and future projects
- ⇒ With current budgetary constraints, we will continue looking at ways to “Do more with less”
- ⇒ Complete the Water Master Plan, ensuring that we have a sustainable water supply for the future.
- ⇒ Complete the Wastewater Master Plan and look at ways of resolving the water temperature issues of the effluent entering Ashland Creek and Bear Creek.
- ⇒ Complete the Transportation Master Plan (TSP).
- ⇒ Complete the second phase of the Stormwater Master Plan.
- ⇒ The GIS program continues to establish valuable infrastructure data for all City departments and provide various comprehensive data layers.
- ⇒ Through the TSP update process, explore transit options and participate in regional transit planning opportunities with RVTD.
- ⇒ Complete the FY11 capital construction program

Performance Measures

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

Mission Statement

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

Significant Budget Changes

- Perform a water study to determine our long term water needs in regards to stream flows into Reeder Reservoir, Talent/Ashland inter-tie project, and the “Right Water for the Right Use Program”
- FERC Part 12 Dam Safety Analysis
- Reeder Reservoir Silt Removal (East and West Forks) project
- Update the Wastewater Facilities Master Plan
- \$60,000 increase in cost to dispose of the Bio-Solids at the land fill
- Replace 12 membrane cassettes at the Wastewater Treatment Plant
- Complete the Transportation System Plan
- Laurel Street Safe Route to School Sidewalks and Railroad Crossing Project
- Slurry Seal Project
- Resurface the Airport Runway with grant funds from FAA
- The recent rate increases of 8% in water and 9% respectively in both the water and wastewater programs
- Talent Irrigation Ditch pump station upgrade to help establish a secondary source of treatable drinking water

public works department

PUBLIC WORKS DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 4,593,096	\$ 4,842,820	\$ 4,808,352	\$ 5,146,836	\$ 5,193,436	\$ 5,193,436
600 Materials and Services	6,858,347	6,946,610	8,388,926	8,445,624	8,475,624	8,486,624
700 Capital Outlay	5,044,583	2,013,916	6,555,854	9,049,812	9,049,812	9,311,582
800 Debt Service	2,511,950	2,729,385	2,453,058	2,460,708	2,460,708	2,460,708
	<u>\$ 19,007,976</u>	<u>\$ 16,532,731</u>	<u>\$ 22,206,190</u>	<u>\$ 25,102,980</u>	<u>\$ 25,179,580</u>	<u>\$ 25,452,350</u>
Department Total By Fund						
110 General Fund	\$ 283,106	\$ 285,234	\$ 310,305	\$ 311,005	\$ 312,525	\$ 312,525
260 Street Fund	3,376,036	2,758,220	5,793,264	6,170,365	6,209,035	6,433,090
280 Airport Fund	257,509	386,816	117,287	102,287	102,287	102,287
410 Capital Improvement Fund	724,576	1,289,322	1,752,500	2,789,522	2,791,752	2,802,752
670 Water Fund	5,535,292	4,617,518	5,442,845	5,826,661	5,839,341	5,833,056
675 Wastewater Fund	5,579,774	4,703,381	6,269,490	6,160,762	6,168,782	6,212,782
710 Central Services Fund	1,355,068	1,360,799	1,383,370	1,380,354	1,389,984	1,389,984
730 Equipment Fund	1,896,615	1,131,442	1,137,129	2,362,024	2,365,874	2,365,874
	<u>\$ 19,007,976</u>	<u>\$ 16,532,732</u>	<u>\$ 22,206,190</u>	<u>\$ 25,102,980</u>	<u>\$ 25,179,580</u>	<u>\$ 25,452,350</u>

public works department

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Support and Engineering Divisions						
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Management Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Engineer	1.00	1.00	1.00	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
GIS Specialist	1.50	1.50	1.50	1.50	1.50	1.50
Engineering Tech III		1.00	1.00	1.00	1.00	1.00
Engineering Tech II	2.00	1.00	1.00	1.00	1.00	1.00
Utility Worker III	1.00					
Account Clerk I	1.00	1.00	1.00	1.00	1.00	1.00
Cemetery Division						
Supervisor	0.20	0.20	0.20	0.20	0.20	0.20
Cemetery Sexton	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker I	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Division						
Supervisor	0.80	0.80	0.80	0.80	0.80	0.80
Utility Worker IV	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker I	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic	3.00	3.00	3.00	4.00	4.00	4.00
Temporary Mechanic				0.50	0.50	0.50
Street Division						
Supervisor	1.20	1.20	1.20	1.20	1.20	1.20
Utility Worker IV				1.00	1.00	1.00
Utility Worker III	5.50	5.50	6.50	5.50	5.50	5.50
Utility Worker II	3.00	3.00	2.00	2.00	2.00	2.00
Utility Worker - Temp	0.20	0.20	0.20	0.20	0.20	0.20
Water Division						
Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Treatment Plant Operator	3.00	3.00	3.00	3.00	3.00	3.00
Utility Worker IV	3.00	3.00	3.00	3.00	3.00	3.00
Utility Worker III	2.00	2.00	3.00	3.00	3.00	3.00
Utility Worker II	2.00	2.00	1.00	1.00	1.00	1.00
Utility Worker I*	2.00	2.00	1.00			
Meter Reader/Repair	1.80	1.80	1.80	1.80	1.80	1.80
Building Inspector	0.20	0.20	0.20	0.20	0.20	0.20
Temporary Operator				0.50	0.50	0.50
Wastewater Division						
Supervisor	0.80	0.80	0.80	0.80	0.80	0.80
Treatment Plant Operator	4.00	4.00	4.00	3.00	3.00	3.00
Utility Worker IV			1.00	1.00	1.00	1.00
Utility Worker III	2.50	3.50	3.50	2.50	2.50	2.50
Utility Worker II	3.00	3.00	2.00	2.00	2.00	2.00
Utility Worker I	2.00	2.00	1.00	1.00	1.00	1.00
	59.70	59.70	57.70	56.70	56.70	56.70



Cemetery Maintenance

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

- ⇒ Continue coordination with the Parks Department for routine tree trimming, pruning, sprinkler maintenance and other grounds care issues within the cemeteries and further insure sprinkler application rates are consistent with the needs of the grass, trees and conservation goals.
- ⇒ Continue upgrading of 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 all 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.

Significant Budget Changes

- Due to budget constraints and the projected cost to replace the entire irrigation system, we have opted to purchase new control valves and maintain the existing systems another year.

Public Works Cemetery			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance 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	Provide timely pre-needs care and information to the public	Continue to staff and offer burial plots and services daily for Hargadine, East Main and Mountain View Cemeteries. Maintain (0.25 FTE)
	Enhance quality of life/desirability of Ashland	Inspect and maintain an attractive place for the interment of the deceased	Inspect and maintain mausoleum area daily Inspect grounds daily Continue inventory and maintain database date entry daily Maintain (0.75 FTE)
	Enhance quality of life/desirability of Ashland	Provide attractive efficient cemeteries with a park like setting	Maintain all three cemeteries daily Monitor irrigation cycles and mow cemetery lawns weekly during the summer months Provide facility and janitorial maintenance for cemetery related facilities weekly Maintain (1.0 FTE)

public works department - cemetery division

GENERAL FUND
PUBLIC WORKS DEPARTMENT
CEMETERY DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 99,022	\$ 103,166	\$ 109,050	\$ 117,513	\$ 117,513	\$ 117,513
520 Fringe Benefits	43,733	44,857	46,407	56,208	57,728	57,728
Total Personal Services	142,755	148,023	155,457	173,721	175,241	175,241
Materials and Services						
601 Supplies	24,361	23,620	22,170	20,444	20,444	20,444
602 Rental, Repair, Maintenance	52,551	49,888	66,005	61,857	61,857	61,857
603 Communications	1,061	1,015	1,150	1,170	1,170	1,170
604 Contractual Services	140		310			
605 Misc. Charges and Fees	51,943	51,943	51,943	51,943	51,943	51,943
606 Other Purchased Services	3,488	3,249	1,270	1,870	1,870	1,870
Total Materials and Services	133,544	129,715	142,848	137,284	137,284	137,284
Capital Outlay						
703 Equipment	6,807	7,490				
704 Improvements Other Than Bldgs.		6	12,000			
Total Capital Outlay	6,807	7,496	12,000	-	-	-
	\$ 283,106	\$ 285,234	\$ 310,305	\$ 311,005	\$ 312,525	\$ 312,525

Street Division

The Street Program funds street operations, street collection (stormwater), 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 9.9 full time equivalent employees (FTEs) (of which 6.65 are in Streets and 3.05 are in Stormwater and 0.2 FTE in temporary positions in the summer. These positions assist with street markings and painting, traffic delineations, bike path designations and symbols, railroad crossing symbols, crosswalk, thermoplastic markings, and curb markings for required parking restrictions.

The Street Division maintains approximately 198 street lane miles, 14.3 miles of unpaved streets and alleys, over 22,000 signs, and over 12 miles of open ditch drainage.

Division Goals

- ⇒ Update the pavement management system every two years. Validate the 5-year requirements and implement maintenance and reconstruction recommendations outlined in the pavement management system.
- ⇒ Maintain a safe, convenient transportation system network that allows for all modes of transportation use for all community members.
- ⇒ 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 improvement 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

- FY11 Transportation projects are as follows:
 - Plaza Avenue project (CMAQ)
 - TSP update
 - Jefferson Street extension project
 - Misc concrete safety projects
 - Misc new sidewalk improvements
 - Railroad crossing improvements at Oak Street
 - Railroad crossing improvements at Hersey and Laurel
 - Sidewalk construction –Laurel Street from Hersey to Randy
 - Slurry seal approximately 17,000 feet of streets near Beswick, Nezla, Verda, Terra, Linda, Mary Jane, Morada, Mohawk and Walker Streets
 - Overlays on Will Dodge Way, Allison Street, and N. Mountain Ave.
- Continue our aggressive crack sealing program to extend the pavement life and prepare for street resurfacing projects in the future.
- Continue our sidewalk inspection and maintenance program on all city owned sidewalks.

Public Works Street Department			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
<p>Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife, habitat • Treasure parks, natural areas and recreational opportunities.</p>	Federal and State Public Health (constrained by) Mandates and regulations	Inspect and maintain all City regulatory signs, street markings and traffic control	Inspect and maintain approx 22,000 signs Inspect and maintain 41.3 miles of street markings annually Maintain Sign View database daily Provide traffic control and signage daily as needed Maintain adequate annual training Staffing required (2.0 FTE)
	Enhance quality of life/desirability of Ashland	Inspect and maintain all City owned easements, paved, graveled, and concrete surfaces.	Slurry Seal 4.22 miles streets annually Overlay 0.69 miles annually Repair 610 pot holes annually Maintain sanding and plowing schedules annually Inspect and maintain 3.27 miles sidewalks annually Inspect and maintain 12 Parking Lots Maintain Pavement management Database daily Inspect and maintain 28.23 miles of bike paths Perform rights of way and easement vegetation control annually Staffing required (4.4 FTE)
	Enhance quality of life/desirability of Ashland	Respond to events setup, dead animal pickup, customer flood relief, etc.	Traffic control for parades, runs and festival events. Pick up 20-40 dead animals annually Store sand and provide sand bags Staffing required (.25 FTE)

public works department - street division

STREET FUND
PUBLIC WORKS DEPARTMENT
OPERATIONS DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 260						
Personal Services						
510 Salaries and Wages	\$ 341,782	\$ 353,297	\$ 370,750	\$ 387,535	\$ 387,535	\$ 387,535
520 Fringe Benefits	192,568	194,022	205,150	215,300	221,320	221,320
Total Personal Services	534,350	547,319	575,900	602,835	608,855	608,855
Materials and Services						
601 Supplies	23,780	17,545	16,620	11,550	11,550	11,550
602 Rental, Repair, Maintenance	325,849	343,826	385,850	362,018	392,018	392,018
603 Communications	4,025	3,221	6,860	5,000	5,000	5,000
604 Contractual Services	206,652	179,590	275,800	277,000	277,000	277,000
605 Misc. Charges and Fees	442,059	469,528	468,630	472,830	472,830	472,830
606 Other Purchased Services	1,983	2,665	5,930	4,360	4,360	4,360
608 Commissions	3,782	11,584	7,630	5,000	5,000	5,000
Total Materials and Services	1,008,130	1,027,959	1,167,320	1,137,758	1,167,758	1,167,758
Capital Outlay						
703 Equipment	2,000		5,500			
704 Improvements Other Than Bldgs.	588,850	258,754	2,195,100	2,574,750	2,574,750	2,644,750
Total Capital Outlay	590,850	258,754	2,200,600	2,574,750	2,574,750	2,644,750
	\$ 2,133,330	\$ 1,834,032	\$ 3,943,820	\$ 4,315,343	\$ 4,351,363	\$ 4,421,363

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 260						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 202,916	\$ 90,995	\$ 561,400	\$ 506,810	\$ 506,810	\$ 521,810
Total Capital Outlay	\$ 202,916	\$ 90,995	\$ 561,400	\$ 506,810	\$ 506,810	\$ 521,810

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 260						
Materials and Services						
605 Misc. Charges and Fees	\$ 7,498	\$ 7,498	\$ 7,498	\$ 7,498	\$ 7,498	\$ 7,498
Total Materials and Services	7,498	7,498	7,498	7,498	7,498	7,498
Capital Outlay						
704 Improvements Other Than Bldgs.	17,495	28,355	188,600	526,440	526,440	526,440
Total Capital Outlay	17,495	28,355	188,600	526,440	526,440	526,440
	\$ 24,993	\$ 35,853	\$ 196,098	\$ 533,938	\$ 533,938	\$ 533,938

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, as well as maintaining the Library grounds and public parking lots. Work includes flowerbed replacement, soil maintenance; grass cutting and maintenance, general tree maintenance and trimming, sprinkler adjustments and watering, as well as other typical grounds care requirements. This account will include an occasional augment to include things such as the purchase of tree grates to replace all of the brick and wood tree barriers along the downtown, replace dead or diseased trees along the City's boulevards and downtown, conduct major tree trimming or other similar activities.

Significant Budget Changes

- There are no significant changes from the previous year's budget.

Performance Measures

- ◆ Ensure 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	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 260						
Materials and Services						
602 Rental, Repair, Maintenance	\$ 48,018	\$ 21,872	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500
604 Contractual Services	135,000	166,710	174,568	182,396	182,396	182,396
Total Materials and Services	183,018	188,582	197,068	204,896	204,896	204,896
	\$ 183,018	\$ 188,582	\$ 197,068	\$ 204,896	\$ 204,896	\$ 204,896

Stormwater Program

The Stormwater program includes handling all storm water runoff and protecting stream water quality within City limits. Street and Wastewater Division crews share the operational workload for inspecting and maintaining the stormwater lines and open drainage ditches and are responsible for new line construction, repairs, and replacements, along with both open ditch and sediment pond cleaning. Crews also use closed circuit TV cameras to monitor the lines and insure there are no illicit connections.

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

The Department of Environmental Quality adopted Total Maximum Daily Load (TMDL) requirements within the Bear Creek Watershed. The TMDL will dovetail with the NPDES program as the TMDL regulates bacteria in Ashland and Bear Creeks along with sediment in Reeder Reservoir. These water quality regulations will ensure continual improvement to the City's best management practices for stormwater maintenance programs. The TMDL also addresses temperature concerns with waters flowing into Ashland and Bear Creeks. 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 89.6 miles of piped storm water collection lines with 11 miles of open ditches. We have approximately 4,137 catch basins and inlets with 5,520 manholes, including area drains and other structures. Crews also maintain 73 stormwater treatment facilities such as bio-swales, detention basins and wetlands facilities.

Division Goals

- ⇒ Water quality is a primary component of the stormwater program. Implementation of the new NPDES requirements which includes development and adoption of City wide ordinances to protect water quality. The Public Works Engineering standards stress erosion and sediment control, as well as detention and water quality improvements for new developments. These projects come with both capital and long-range maintenance costs.
- ⇒ Continue to systematically look at stormwater inspection and maintenance operations, efficiencies, service needs and community expectations. Shift work priorities and functions to better respond to the community's service needs.
- ⇒ Develop and implement annual inspection and maintenance standards for public and private storm drain ditches that will result in deterring flooding through heavily vegetated areas.
- ⇒ Develop consistent internal goals for storm line inspection and maintenance
- ⇒ Collect adequate fees for annual maintenance and improvements.

Significant Budget Changes

- Continue the storm drain replacement on Idaho Street from Iowa Street to Holly Street.
- Continue our focus on the NPDES activities and reporting requirements
- Install approximately 3,000, 4" diameter, steel painted blue "No Dumping Drains to Stream" markers on storm drain inlets

public works department - street division - storm water

Public Works Storm Drains			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance 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	Ensure storm drain water quality meets or exceeds all required parameters	Meet all bacteria and temperature standards annually Perform monthly and annual water testing Label 3000 storm drain inlets Clean hazardous waste spills Sweep 9500 lane miles of streets annually Sweep parking lots and bike paths monthly Establish BMP's on erosion Control and educate City personnel and contractors annually Respond to hazardous spills events annually Maintain adequate annual training Staffing (1.5 FTE)
	Basic needs/public health and welfare	Inspect and maintain storm drain system	Clean 4.63 miles open ditches annually Clean 15 miles storm drains annually Inspect 2 miles of storm drains annually Repair 10-15 damaged storm drains/inlets annually Replace 800' of storm drains Perform approximately 700 utility locates annually Staffing (1.5 FTE)

public works department - street division - storm water

STREET FUND
PUBLIC WORKS DEPARTMENT
STORM WATER DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 260						
Personal Services						
510 Salaries and Wages	\$ 166,444	\$ 155,587	\$ 164,420	\$ 167,705	\$ 167,705	\$ 167,705
520 Fringe Benefits	97,166	85,458	90,478	93,671	96,321	96,321
Total Personal Services	263,610	241,045	254,898	261,376	264,026	264,026
Materials and Services						
601 Supplies	5,601	16,593	6,800	4,629	4,629	4,629
602 Rental, Repair, Maintenance	102,752	93,779	93,500	85,893	85,893	85,893
603 Communications			50	150	150	150
604 Contractual Services			500	5,900	5,900	5,900
605 Misc. Charges and Fees	169,003	169,243	169,030	171,830	171,830	171,830
606 Other Purchased Services	3,567	1,958	3,100	1,100	1,100	1,100
Total Materials and Services	280,923	281,573	272,980	269,502	269,502	269,502
Capital Outlay						
704 Improvements Other Than Bldgs.	134,266	50,630	93,000	68,000	68,000	122,000
Total Capital Outlay	134,266	50,630	93,000	68,000	68,000	122,000
	\$ 678,799	\$ 573,248	\$ 620,878	\$ 598,878	\$ 601,528	\$ 655,528

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 260						
Capital Outlay						
604 Contractual Services	63,650	4,704	75,000			
Total Materials and Services	63,650	4,704	75,000			
704 Improvements Other Than Bldgs.	89,330	30,806	199,000	10,500	10,500	95,555
Total Capital Outlay	89,330	30,806	199,000	10,500	10,500	95,555
	\$ 152,980	\$ 35,510	\$ 274,000	\$ 10,500	\$ 10,500	\$ 95,555



Airport Fund

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

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

In July 2006, Council adopted the Airport Layout Master Plan. This plan outlines development opportunities consistent with the Federal Aviation Administration guidelines and the City's policies. In addition, the Airport Commission developed a strategic plan which included a marketing plan, an updated Economic Impact Study, and an analysis of technological advances to increase airport safety. The Commission continues to market available land to suitable tenants to encourage business opportunities, additional T-hangars and long-term airport sustainability. 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 FY11 Capital Improvement Project of \$25,000 was cancelled as no ODA Grants were offered during this budget year, which kept major improvements from being performed. The FY10 budget also reflected the engineering cost of \$195,000 for the Airport Improvement Project which includes the design for runway 12/30 overlay. Routine maintenance was performed throughout the year to keep the airport a safe viable travel entity.

Significant Budget Changes

- The FY11 budget reflects a Capital Improvement Project for \$1,800,000 for a runway overlay and landing light installation.
- Deferred maintenance and relatively low rental income continue to be budgetary issues and will be addressed over time through rate increases and development.

Performance Measures

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

Airport Goals

Accomplish Airport Commission Goals to:

- * Implement the marketing plan and provide information on available airport expansion opportunities.
- * Bring educational opportunities and community awareness to the airport.
- * Continue to secure AIP and FAM Grants: increase airport infrastructure, build perimeter fencing, taxiway access, etc.
- * Identify and enhance revenue sources through appropriate fee increases, new T-hangars, new independent hangars, and aviation related business construction.
- * 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

AIRPORT FUND
PUBLIC WORKS DEPARTMENT

<u>Description</u>	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Amended</u>	<u>2011 Proposed</u>	<u>2011 Approved</u>	<u>2011 Adopted</u>
Fund# 280						
Materials and Services						
602 Rental, Repair, Maintenance	40,581	23,802	37,400	37,400	37,400	37,400
604 Contractual Services						
605 Misc. Charges and Fees	56,646	39,593	40,950	20,950	20,950	20,950
606 Other Purchased Services	15	250	300	300	300	300
608 Commissions			100	100	100	100
Total Materials and Services	97,242	63,645	78,750	58,750	58,750	58,750
Capital Outlay						
704 Improvements Other Than Bldgs.	125,195	8,493	-	-	-	-
Capital Softmatch						
Total Capital Outlay	125,195	8,493	-	-	-	-
Debt Service						
801 Debt Service - Principal	20,278	300,844	22,176	28,469	28,469	28,469
802 Debt Service - Interest	14,794	13,834	16,361	15,068	15,068	15,068
Total Debt Service	35,072	314,678	38,537	43,537	43,537	43,537
	\$ 257,509	\$ 386,816	\$ 117,287	\$ 102,287	\$ 102,287	\$ 102,287

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

- The airport runway project is included in facilities budget this year. It is a 1.8 million dollar project of which \$1.71 million is funded through the FAA grant.
- Continue with environmental assessment for the gun club and determine next course of action.

Public Works Facilities			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Good Government Transparent, honest, responsive Strong, creative leadership • Excellent public service • Stewards of public resources • Active, intelligent respectful citizen involvement	Operational efficiency/risk mgmt/fiscal health	Increased building efficiency by reducing electricity usage and lowering energy costs	Repairs and maintenance will be performed in a manner geared towards the reduction of energy use and an increase in efficiency. Staffing 1.5 FTE
	Environmental protection above mandates	Provide and maintain appropriate disposal and recycle sites within the City buildings	Maintain recycle and disposal sites currently in buildings and install such facilities in building not yet equipped with them. Staffing 0.5 FTE

public works department - facilities maintenance division

CAPITAL IMPROVEMENT FUND
PUBLIC WORKS DEPARTMENT
MAINTENANCE - PROPERTY DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 410						
Personal Services						
510 Salaries and Wages	\$ 108,890	\$ 115,747	\$ 116,110	\$ 121,075	\$ 121,075	\$ 121,075
520 Fringe Benefits	63,536	64,777	65,795	69,281	71,511	71,511
Total Personal Services	172,426	180,524	181,905	190,356	192,586	192,586
Materials and Services						
601 Supplies	3,868	5,847	5,380	4,460	4,460	4,460
602 Rental, Repair, Maintenance	333,172	334,092	321,425	332,334	332,334	332,334
603 Communications	2,252	1,991	2,600	1,420	1,420	1,420
604 Contractual Services	85,779	814	3,100	1,200	1,200	12,200
605 Misc. Charges and Fees	8,260	1,120	3,620	18,970	18,970	18,970
606 Other Purchased Services	1,296	3,478	2,080	920	920	920
610 Programs	21,387	21,292	23,700	24,850	24,850	24,850
Total Materials and Services	456,014	368,634	361,905	384,154	384,154	395,154
Capital Outlay						
701 Land		676,121				
703 Equipment	3,101					
704 Improvements Other Than Bldgs.	93,035	64,043	1,208,690	2,215,012	2,215,012	2,215,012
Total Capital Outlay	96,136	740,164	1,208,690	2,215,012	2,215,012	2,215,012
	\$ 724,576	\$ 1,289,322	\$ 1,752,500	\$ 2,789,522	\$ 2,791,752	\$ 2,802,752

Water Division

The Water Division, with 14.5 FTE (4.5 Water Treatment, 9 Water Distribution and one unfunded position), has responsibility for the City's drinking water source supply, treatment, and distribution to our community's residents and businesses.

The City's drinking water distribution system includes four distribution reservoirs for 6.76 million gallons of total storage, over 130 miles of water lines, 6 pump stations, 53 pressure reducing devices, 1239 fire hydrants, and over 8262 individual services and meters. In addition, there are 349 separate irrigation meters utilizing potable water, 169 irrigation accounts for the City's portion of the Talent Irrigation District (TID) water, and three service points for historic Lithia water. Division personnel are responsible for new service installations, main line construction, and maintenance and repair of the existing system.

With primary raw water supply from Mount Ashland, and a secondary supply from the TID system, the Water Treatment Plant treats up to 7.5+ million gallons of water per day (mgd) in the summer and averages 1.6 mgd in the winter months. Division personnel are responsible for ensuring the water is treated to meet or in most cases provide much better water than 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 to each customer at the tap 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

- Continue the source water quality improvements in Reeder Reservoir.
- The Crowson II Reservoir project has been delayed another year due to budget constraints.
- Perform a water supply study to determine our current and long term needs. This will also include the "Right Water for the Right Use".
- 8% Water Rate Increase

Public Works Water Treatment			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife habitat • Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) Mandates and regulations Public Health	Maintain adequate quantity & quality of potable water with no violations	Inspect and maintain process equipment daily Review process date and make adjustments daily Perform daily laboratory testing on water quality Maintain operation database daily Maintain emergency power supply monthly Maintain Adequate annual training Update water master plan Maintain staffing (3.0 FTE)
	Operational Efficiency/risk mgmt/fiscal health	Eliminate taste & odor issues	Monitor for algae concerns daily Maintain staffing (1.25 FTE)
	Enhance quality of life/desirability of Ashland	Keep facilities clean, safe and presentable to the public	Perform weekly janitorial maintenance Conduct public tours annually Maintain staffing (0.25 FTE)

Public Works Water Supply			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife habitat • Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) Mandates and regulations Public Health	Maintain adequate supply of high quality water	Work with USFS to protect watershed area annually for fire protection and sediment issues Continue source water testing program annually for nutrients and algae control Inspect and maintain Reeder Reservoir access road annually Continue to work with FERC annually regarding Reeder dam inspections and upgrades Continue TID upgrades as alternate water source annually Continue annual work on Water master planning to include right water for right use Staffing FTE included as part of water treatment staff and Engineering staff

public works department - water division

Public Works Water Distribution			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
<p>Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife habitat • Treasure parks, natural areas and recreational opportunities</p>	Federal & State Public Health (Constrained by) Mandates and regulations Public Health	Maintain treated water quality and insure adequate distribution to the customers	Inspect and maintain 4 pump stations weekly Inspect and maintain 30 pressure regulators annually Maintain a minimum 20 PSI water pressure in six pressure zones throughout the city daily Maintain less than a 10% water loss in system annually Insure water sampling program is completed Weekly inspect and maintain 1239 fire hydrants for fire protection annually Flush 85 dead end lines annually Continue cross connection program annually Maintain adequate annual training Update water master plan Maintain staffing (6.0 FTE)
	Enhance quality of life/desirability of Ashland City Charter and Code	Inspect and maintain potable water, irrigation water and Lithia water systems	Inspect Lithia pump station weekly Clean fountains weekly Repair Lithia leaks annually Repair mainline leaks annually Repair service line leaks annually Respond to approximately 700 utility locates annually Inspect and maintain 4.46 miles of TID ditch/pipe annually Inspect and maintain TID pump station annually Maintain staffing (3.0 FTE)
	Enhance quality of life/desirability of Ashland	Respond to customer service calls and complaints	Respond to approximately 800 service calls annually Maintain staffing (1.0 FTE)

public works department - water division

WATER FUND
PUBLIC WORKS DEPARTMENT
SUPPLY DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 670						
Materials and Services						
604 Contractual Services	\$ 161,215	\$ 96,272	\$ 32,797	\$ 35,872	\$ 35,872	\$ 35,872
605 Misc. Charges and Fees	98,798	97,727	110,569	109,969	109,969	109,969
606 Other Purchased Services	57,656	59,163	61,000	61,000	61,000	61,000
Total Materials and Services	317,669	253,162	204,366	206,841	206,841	206,841
Capital Outlay						
704 Improvements Other Than Bldgs.	163,368	37,400	111,250	621,256	621,256	619,215
Total Capital Outlay	163,368	37,400	111,250	621,256	621,256	619,215
Debt Service						
801 Debt Service - Principal	41,646	16,750	17,250	18,000	18,000	18,000
802 Debt Service - Interest	30,282	6,014	5,710	5,247	5,247	5,247
Total Debt Service	71,928	22,764	22,960	23,247	23,247	23,247
	\$ 552,965	\$ 313,326	\$ 338,576	\$ 851,344	\$ 851,344	\$ 849,303

WATER FUND
PUBLIC WORKS DEPARTMENT
TREATMENT DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 239,369	\$ 254,690	\$ 277,880	\$ 272,465	\$ 272,465	\$ 272,465
520 Fringe Benefits	117,348	112,698	115,990	132,605	135,995	135,995
Total Personal Services	356,717	367,388	393,870	405,070	408,460	408,460
Materials and Services						
601 Supplies	123,365	201,441	196,090	205,223	205,223	205,223
602 Rental, Repair, Maintenance	60,706	58,781	77,650	64,500	64,500	64,500
603 Communications	10,239	10,321	6,400	6,610	6,610	6,610
604 Contractual Services	1,643	8,984	15,100	10,000	10,000	10,000
605 Misc. Charges and Fees	194,394	305,119	318,534	318,534	318,534	318,534
606 Other Purchased Services	19,512	44,570	29,354	28,270	28,270	28,270
Total Materials and Services	409,859	629,216	643,128	633,137	633,137	633,137
Capital Outlay						
704 Improvements Other Than Bldgs.	713,571	40,865	83,750	26,000	26,000	32,000
Total Capital Outlay	713,571	40,865	83,750	26,000	26,000	32,000
Debt Service						
801 Debt Service - Principal	120,600	120,600	124,200	129,600	129,600	129,600
802 Debt Service - Interest	45,679	43,276	40,394	37,060	37,060	37,060
Total Debt Service	166,279	163,876	164,594	166,660	166,660	166,660
	\$ 1,646,426	\$ 1,201,345	\$ 1,285,342	\$ 1,230,867	\$ 1,234,257	\$ 1,240,257

public works department - water division

WATER FUND
PUBLIC WORKS DEPARTMENT
DISTRIBUTION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 574,973	\$ 610,229	\$ 584,750	\$ 580,405	\$ 580,405	\$ 580,405
520 Fringe Benefits	320,065	314,397	308,525	299,864	308,054	308,054
Total Personal Services	895,038	924,626	893,275	880,269	888,459	888,459
Materials and Services						
601 Supplies	30,540	19,053	21,032	18,195	18,195	18,195
602 Rental, Repair, Maintenance	274,311	228,301	267,600	239,400	239,400	239,400
603 Communications	2,909	3,076	4,200	4,120	4,120	4,120
604 Contractual Services		5,977	12,500	4,900	4,900	4,900
605 Misc. Charges and Fees	452,363	716,854	782,756	782,456	782,456	782,456
606 Other Purchased Services	5,025	6,889	14,346	13,750	13,750	13,750
610 Programs						
612 Franchises	275,364	407,436	369,400	377,953	377,953	377,953
Total Materials and Services	1,040,512	1,387,586	1,471,834	1,440,774	1,440,774	1,440,774
Capital Outlay						
703 Equipment	24,889		6,860	5,300	5,300	5,300
704 Improvements Other Than Bldgs.	188,739	118,596	64,814	105,000	105,000	105,000
Total Capital Outlay	213,628	118,596	71,674	110,300	110,300	110,300
Debt Service						
801 Debt Service - Principal	252,200	257,200	270,400	285,200	285,200	285,200
802 Debt Service - Interest	73,701	65,100	55,564	45,090	45,090	45,090
Total Debt Service	325,901	322,300	325,964	330,290	330,290	330,290
	\$ 2,475,079	\$ 2,753,108	\$ 2,762,747	\$ 2,761,633	\$ 2,769,823	\$ 2,769,823

public works department - water division

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 670						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 497,934	\$ 39,741	\$ 266,250	\$ 210,000	\$ 210,000	\$ 227,500
Total Capital Outlay	\$ 497,934	\$ 39,741	\$ 266,250	\$ 210,000	\$ 210,000	\$ 227,500

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 670						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 58,761	\$ 58,109	\$ 328,750	\$ 258,744	\$ 258,744	\$ 231,000
Total Capital Outlay	\$ 58,761	\$ 58,109	\$ 328,750	\$ 258,744	\$ 258,744	\$ 231,000
	\$ 58,761	\$ 58,109	\$ 328,750	\$ 258,744	\$ 258,744	\$ 231,000

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Debt Service						
801 Debt Service - Principal	\$ 90,450	\$ 90,450	\$ 93,150	\$ 97,200	\$ 97,200	\$ 97,200
802 Debt Service - Interest	34,260	32,468	30,296	27,795	27,795	27,795
Total Debt Service	124,710	122,918	123,446	124,995	124,995	124,995
	\$ 124,710	\$ 122,918	\$ 123,446	\$ 124,995	\$ 124,995	\$ 124,995

Forest Interface Division (Water Fund)

The Forest Interface Division, funded through the Public Works Water Fund and managed by Ashland Fire & Rescue, provides community wildfire prevention and protection including ongoing work in the Ashland Watershed to protect the City's water supply. Programs and activities in this division include work on the Ashland Forest Resiliency Project, wildfire fuels reduction and weed abatement, wildfire response planning and mapping, community wildfire preparedness (Firewise Communities), City wildfire prevention, and community education and outreach.

The Division also supports grant writing and administration for related projects.

Division Goals

- ⇒ Support implementation of the Ashland Forest Resiliency Project stewardship agreement between City, partners, and the U.S. Forest Service. The Forest Resource Specialist and City Forestry Consultant will be intimately involved in this project with partial funding from the Forest Service. The City is leading implementation of community engagement and education work, development of work plans (prescriptions), tree marking, and helicopter thinning. The City will jointly participate with partners in all aspects of the project in addition to leading those listed above.
- ⇒ The Forest Resource Specialist is already leading a Community Engagement effort to advertise the AFR project goals, create opportunities for project tours, and create awareness as to the value of the City's watershed.
- ⇒ The Forest Resource Specialist and Firewise Communities Coordinator will begin a two to three year process of getting residents of the City's Wildfire Hazard Zone better prepared for a wildfire. A national program called Firewise Communities USA provides an opportunity to set and achieve a measurable goal of community wildfire safety. Through this Division, Ashland will set out to achieve national Firewise recognition.

Significant Budget Changes

- Salaries supported by City funding in this Division will be kept at prior year's level with additional staff positions and contract allotments coming from AFR project funding and a Jackson County Title III grant in the amount of 52,000 dollars.
- AFR project non-salary costs will increase by 21,200 dollars for supplies and Community Engagement activities such as meetings, signage, and a website. The total amount is funded through non-City AFR project funds.

Impacts

- * The AFR project is the largest planning and implementation effort to date aimed at reducing the wildfire threat to the City's water supply. 2010-2011 is the first year in an anticipated 10 years of work in this crucial project.
- * Homes located in the City's Wildfire Hazard Zone will benefit from both work completed in the first 2 years of the AFR project as well as the Firewise Communities program.
- * Jackson County Title III grant funds are specifically targeted at Firewise Communities and will only be available for 2 years. The opportunity to secure external funding for this position and gain establishment of the program strategic plan will ultimately benefit citizens and the Fire Department through less property loss and increase protection of life during wildfires similar to the Siskiyou Fire of 2009.

public works department - forest interface division

Forest Resource Division			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Personal Well Being Each person needs adequate food, clothing, housing, transportation, health care and personal safety.	Participate in the Ashland Forest Resiliency Project	Meet the desired outcome of the Record of Decision for AFR	Assign Forest Resource Specialist and City Forester to AFR
	Promote community awareness in all aspects of the Ashland Watershed management	With the Ashland Forest Lands Commission, increase public awareness of the Ashland watershed	Maintain existing and explore new public education and awareness opportunities
	Initiate a City of Ashland Firewise Communities program	Establish a community interest and commitment to Firewise	Establish a Firewise Community Program Board and program

WATER FUND
PUBLIC WORKS DEPARTMENT
FOREST INTERFACE DIVISION

<u>Description</u>	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Amended</u>	<u>2011 Proposed</u>	<u>2011 Approved</u>	<u>2011 Adopted</u>
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 54,970	\$ 57,685	\$ 61,700	\$ 126,410	\$ 126,410	\$ 126,410
520 Fringe Benefits	31,876	31,363	33,200	73,558	74,658	74,658
Total Personal Services	86,846	89,048	94,900	199,968	201,068	201,068
Materials and Services						
604 Contractual Services	91,959	39,676	239,334	184,610	184,610	184,610
605 Misc. Charges and Fees						
606 Other Purchased Services	612	247	2,500	3,500	3,500	3,500
608 Commissions			1,000	1,000	1,000	1,000
Total Materials and Services	92,571	39,923	242,834	189,110	189,110	189,110
	\$ 179,417	\$ 128,971	\$ 337,734	\$ 389,078	\$ 390,178	\$ 390,178

The FTE for this division is included in the Fire Department Organizational Chart

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 that is due for renewal. Staff filed an application with the state to renew this 5-year permit and is expected to receive a new permit by April of 2010.

The wastewater collection system includes over 109.5 miles of sanitary sewer lines in a 6.5 square mile service area that serves over 8100 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 2084 manholes. There are currently 7 lift stations. Division personnel continually replace old sewer lines due to failures or capacity limitations. Inspection and maintenance of both the sanitary sewer and storm water lines is accomplished with specialized equipment.

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

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

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

Division Goals

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

Significant Budget Issues

- Replace approximately ¼ of the membrane filters at the WWTP
- Refurbish approximately 1700 feet of the 21” sanitary sewer line along Ashland Creek
- Overall debt service continues to decline as the DEQ loan for the wastewater treatment plant is paid back.

public works department - wastewater division

Public Works Wastewater Collections			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife habitat • Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) Mandates and regulations Public Health	No sewer overflows	Clean 80% of system yearly CCTV 20% of system yearly Make 50 repairs to system yearly Replace 1000' of systems yearly Replace/repair 20 manholes per year Maintain pump stations weekly Foam 15,000' of SS for root control Respond to approx 700 utility locates annually Update Sanitary Sewer Master plan Maintain staffing (4.4 FTE)
	Operational Efficiency/risk mgmt/fiscal health	Keep facilities clean, safe and presentable to the public	Perform weekly janitorial maintenance Conduct public tours annually Maintain (0.25 FTE)
	Enhance quality of life/desirability of Ashland	Odor and rodent control	Perform inspection and maintenance weekly Maintain staffing (0.25 FTE)

Public Works Wastewater Treatment Plant			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife habitat • Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) Mandates and regulations Public Health	No NPDES permit violations	Replace membranes every seven years Maintain CMMS program daily Review laboratory data daily Review and update SOP's annually Inspect 15 accounts annually as part of the pretreatment program Update sanitary sewer master plan Maintain adequate annual training Maintain staffing level (5.0 FTE)
	Enhance quality of life/desirability of Ashland	Keep WWTP odor under control Perform janitorial and landscaping maintenance Conduct plant tours	Inspect and maintain facilities weekly Conduct plant tours as needed monthly Maintain staffing (0.4 FTE)

public works department - wastewater division

WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
COLLECTION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 675						
Personal Services						
510 Salaries and Wages	\$ 227,529	\$ 299,792	\$ 267,264	\$ 278,308	\$ 278,308	\$ 278,308
520 Fringe Benefits	125,592	161,242	147,693	150,362	154,822	154,822
Total Personal Services	353,121	461,034	414,957	428,670	433,130	433,130
Materials and Services						
601 Supplies	66,488	66,950	70,406	57,350	57,350	57,350
602 Rental, Repair, Maintenance	213,539	177,355	154,850	171,950	171,950	171,950
603 Communications	2,550	2,503	3,440	3,005	3,005	3,005
604 Contractual Services	3,120	6,662	5,000	800	800	800
605 Misc. Charges and Fees	503,145	388,516	598,876	600,176	600,176	600,176
606 Other Purchased Services	2,935	3,880	5,950	5,865	5,865	5,865
610 Programs			220			
612 Franchises	195,225	255,982	332,800	267,782	267,782	267,782
Total Materials and Services	987,002	901,848	1,171,542	1,106,928	1,106,928	1,106,928
Capital Outlay						
703 Equipment			4,000	4,000	4,000	4,000
704 Improvements Other Than Bldgs.	726,638	60,690	68,000	303,750	303,750	303,750
Total Capital Outlay	726,638	60,690	72,000	307,750	307,750	307,750
	\$ 2,066,761	\$ 1,423,572	\$ 1,658,499	\$ 1,843,348	\$ 1,847,808	\$ 1,847,808

public works department - wastewater division

WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
TREATMENT DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 675						
Personal Services						
510 Salaries and Wages	\$ 276,888	\$ 297,257	\$ 307,810	\$ 328,198	\$ 328,198	\$ 328,198
520 Fringe Benefits	129,062	142,802	145,390	154,322	157,882	157,882
Total Personal Services	405,950	440,059	453,200	482,520	486,080	486,080
Materials and Services						
601 Supplies	156,974	140,959	182,344	175,164	175,164	175,164
602 Rental, Repair, Maintenance	461,620	467,709	441,900	725,995	725,995	725,995
603 Communications	900	744	770	1,070	1,070	1,070
604 Contractual Services	33,600	48,678	47,500	28,000	28,000	28,000
605 Misc. Charges and Fees	360,316	328,100	475,025	476,181	476,181	476,181
606 Other Purchased Services	41,184	44,302	57,555	66,505	66,505	66,505
610 Programs			250	250	250	250
Total Materials and Services	1,054,594	1,030,492	1,205,344	1,473,165	1,473,165	1,473,165
Capital Outlay						
704 Improvements Other Than Bldgs.	1,534	7,902	497,000	15,000	15,000	59,000
Total Capital Outlay	1,534	7,902	497,000	15,000	15,000	59,000
Debt Service						
801 Debt Service - Principal	1,024,634	1,060,081	1,096,753	1,134,694	1,134,694	1,134,694
802 Debt Service - Interest	763,426	722,768	680,804	637,285	637,285	637,285
Total Debt Service	1,788,060	1,782,849	1,777,557	1,771,979	1,771,979	1,771,979
	\$ 3,250,138	\$ 3,261,302	\$ 3,933,101	\$ 3,742,664	\$ 3,746,224	\$ 3,790,224

public works department - wastewater division

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 675						
Materials and Services						
604 Contractual Services			\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Total Materials and Services	-	-	350,000	350,000	350,000	350,000
Capital Outlay						
704 Improvements Other Than Bldgs.	133,750	4,387	200,000	203,500	203,500	203,500
Total Capital Outlay	<u>\$ 133,750</u>	<u>\$ 4,387</u>	<u>\$ 200,000</u>	<u>\$ 203,500</u>	<u>\$ 203,500</u>	<u>\$ 203,500</u>
	<u>\$ 133,750</u>	<u>\$ 4,387</u>	<u>\$ 550,000</u>	<u>\$ 553,500</u>	<u>\$ 553,500</u>	<u>\$ 553,500</u>

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

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 675						
Capital Outlay						
704 Improvements Other Than Bldgs.	\$ 129,125	\$ 14,120	\$ 127,890	\$ 21,250	\$ 21,250	\$ 21,250
Total Capital Outlay	<u>\$ 129,125</u>	<u>\$ 14,120</u>	<u>\$ 127,890</u>	<u>\$ 21,250</u>	<u>\$ 21,250</u>	<u>\$ 21,250</u>



Administration & Engineering

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

Administration

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

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

Engineering Division

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

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

Council Goals

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

Division Goals

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

Significant Budget Changes

- The budget reflects no significant budget changes

public works department - administration & engineering

Public Works Engineering & Administration			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife habitat • Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) Mandates and regulations	Number of Capital Improvement Projects completed on time and on budget	Complete all master plans within two years from the award of bid Secure funding following CIP adoption Advertise projects through the RFP process in June or July Adequate staff for project oversight and management
	City Charter or Code	Number of R-O-W permits processed within 24 hours Number of inspections completed within 24 hours	Adequate staff for project oversight and management
	Contractual obligations and bond covenants	120% Debt coverage ratio to the fund	Ensure rates are sufficient to cover operational costs while maintaining a 120% debt coverage ratio

CENTRAL SERVICES FUND
PUBLIC WORKS DEPARTMENT
SUPPORT AND ADMINISTRATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 758,190	\$ 795,355	\$ 763,000	\$ 768,455	\$ 768,455	\$ 768,455
520 Fringe Benefits	357,758	368,857	338,870	344,939	354,569	354,569
Total Personal Services	1,115,948	1,164,212	1,101,870	1,113,394	1,123,024	1,123,024
Materials and Services						
601 Supplies	30,719	27,387	57,400	57,900	57,900	57,900
602 Rental, Repair, Maintenance	38,137	19,690	35,300	30,960	30,960	30,960
603 Communications	5,594	5,622	7,400	6,000	6,000	6,000
604 Contractual Services	22,881	8,098	40,000	30,000	30,000	30,000
605 Misc. Charges and Fees	126,364	126,026	126,200	126,200	126,200	126,200
606 Other Purchased Services	15,425	9,764	15,200	15,900	15,900	15,900
Total Materials and Services	239,120	196,587	281,500	266,960	266,960	266,960
	\$ 1,355,068	\$ 1,360,799	\$ 1,383,370	\$ 1,380,354	\$ 1,389,984	\$ 1,389,984

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 129 vehicles; 71 light duty vehicles; 46 heavy duty or special use vehicles; and 23 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 vs. 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

- This year's budget reflects the consolidation of the Parks shop and the City shops. While this represents a significant increase in this budget, that increase is offset by new revenues from the Parks maintenance fund. Combining the shops saves the City and Parks Department money and streamlines our efforts in maintaining the fleets.

public works department - facilities maintenance division

Public Works Fleet			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality • Enhance quality of air, water, land, open spaces, wildlife habitat • Treasure parks, natural areas and recreational opportunities	Federal & State Public Health (Constrained by) Mandates and regulations	Maintain all equipment with regards to the environmental constraints such as air, water and land contamination	Inspect and maintain equipment ensuring there are no failures resulting in air quality violations Recycle all waste oil and materials as required monthly Recycle all hazardous wastes Material as required Maintain staffing at (0.75 FTE)
	Operational efficiency/risk mgmt/fiscal health	Minimize vehicle downtime to allow departments to operate with minimal disruption	Perform repairs daily for unexpected break downs as quickly as possible Maintain staffing (2.5 FTE)
	Environmental protection above mandates	Operating the most “green” fleet possible while maintaining the required fleet abilities	All vehicle/equipment replacements will meet “green” fleet requirements while also meeting required performance standards Maintain staffing (0.25 FTE)

public works department - fleet maintenance division

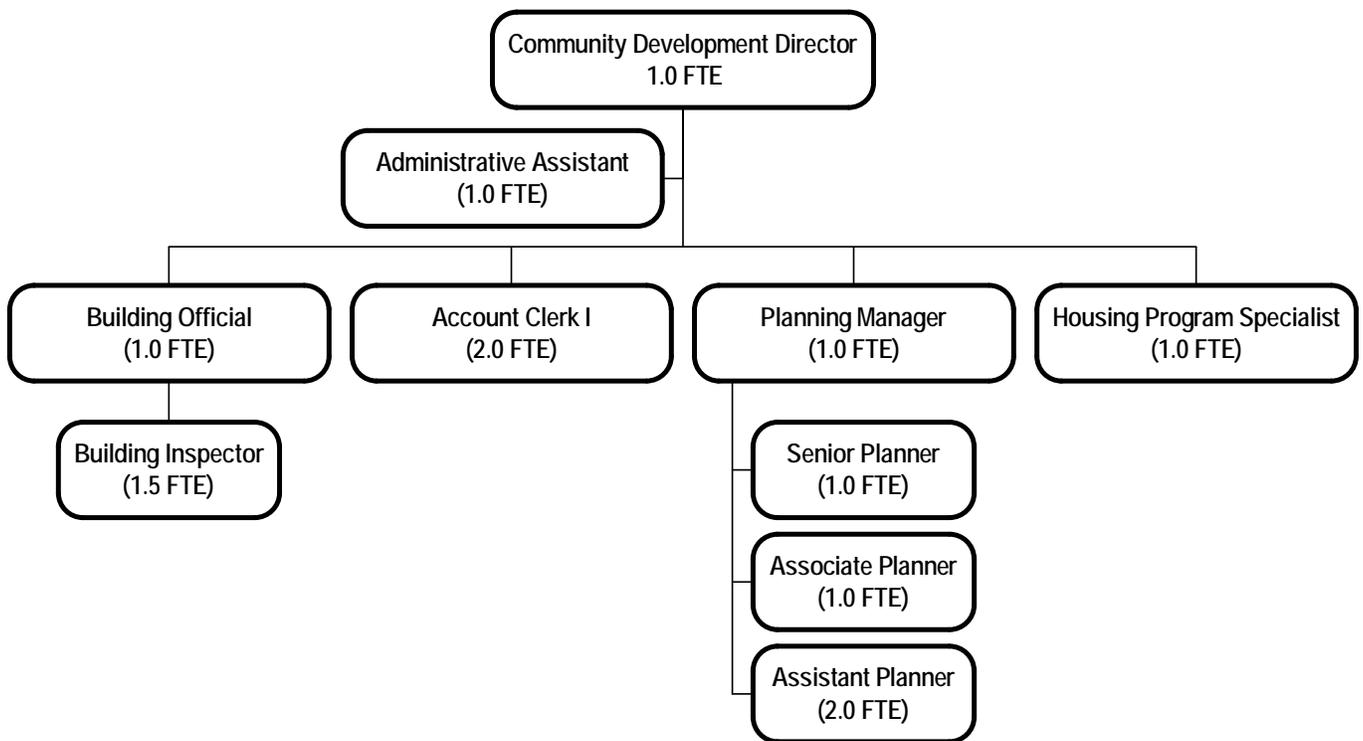
EQUIPMENT FUND
PUBLIC WORKS DEPARTMENT
MAINTENANCE - EQUIPMENT DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 730						
Personal Services						
510 Salaries and Wages	\$ 173,247	\$ 184,440	\$ 191,650	\$ 270,703	\$ 270,703	\$ 270,703
520 Fringe Benefits	93,088	95,102	96,470	137,954	141,804	141,804
Total Personal Services	266,335	279,542	288,120	408,657	412,507	412,507
Materials and Services						
601 Supplies	23,079	33,548	31,322	27,500	27,500	27,500
602 Rental, Repair, Maintenance	243,830	182,965	261,400	329,440	329,440	329,440
603 Communications	1,672	1,655	3,210	2,640	2,640	2,640
604 Contractual Services	245		300			
605 Misc. Charges and Fees	215,180	214,400	216,917	216,167	216,167	216,167
606 Other Purchased Services	2,995	2,919	1,860	3,120	3,120	3,120
Total Materials and Services	487,001	435,487	515,009	578,867	578,867	578,867
	\$ 753,336	\$ 715,029	\$ 803,129	\$ 987,524	\$ 991,374	\$ 991,374

EQUIPMENT FUND
PUBLIC WORKS DEPARTMENT
PURCHASING AND ACQUISITION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 730						
Capital Outlay						
703 Equipment	\$ 1,143,279	\$ 416,413	\$ 334,000	\$ 1,374,500	\$ 1,374,500	\$ 1,374,500
704 Improvements Other Than Bldgs.						
Total Capital Outlay	1,143,279	416,413	334,000	1,374,500	1,374,500	1,374,500
	\$ 1,143,279	\$ 416,413	\$ 334,000	\$ 1,374,500	\$ 1,374,500	\$ 1,374,500

community development department 12.50 FTE



Overview

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

Community Development Mission Statement

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

community development department

COMMUNITY DEVELOPMENT DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 1,324,052	\$ 1,241,422	\$ 1,098,865	\$ 1,126,271	\$ 1,138,050	\$ 1,138,050
600 Materials and Services	688,416	756,841	1,265,787	1,110,139	1,110,139	1,110,139
700 Capital Improvements	6,712	4,104				
	<u>\$ 2,019,180</u>	<u>\$ 2,002,367</u>	<u>\$ 2,364,652</u>	<u>\$ 2,236,410</u>	<u>\$ 2,248,189</u>	<u>\$ 2,248,189</u>
Department Total By Fund						
110 General Fund	\$ 1,980,988	\$ 1,876,855	\$ 1,870,694	\$ 1,823,294	\$ 1,835,073	\$ 1,835,073
250 CD Block Fund	38,192	125,512	493,958	413,116	413,116	413,116
	<u>\$ 2,019,180</u>	<u>\$ 2,002,367</u>	<u>\$ 2,364,652</u>	<u>\$ 2,236,410</u>	<u>\$ 2,248,189</u>	<u>\$ 2,248,189</u>

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Planning Division						
Community Development Director	0.90	0.90	0.90	0.90	0.90	0.90
Planning Manager	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00					
Administrative Assistant		1.00	1.00	1.00	1.00	1.00
Associate Planner	1.00	1.00	1.00	1.00	1.00	1.00
Permit Center Manager	0.75					
Assistant Planner	2.00	1.80	1.80	2.00	2.00	2.00
Code Compliance Specialist	1.00					
Housing Program Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk I	1.00	1.00	1.00	1.00	1.00	1.00
Building Division						
Community Development Director	0.10	0.10	0.10	0.10	0.10	0.10
Building Official	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.40	1.50	1.50	1.50	1.50	1.50
Permit Center Manager	0.25					
Secretary	1.00					
Account Clerk I	1.00	1.25	1.25	1.00	1.00	1.00
	<u>16.40</u>	<u>12.55</u>	<u>12.55</u>	<u>12.50</u>	<u>12.50</u>	<u>12.50</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.

The Department's current planning section reviews development applications to ensure compliance with the Ashland Land Use Ordinance (ALUO). These development proposals include a wide range of large and small activities, such as residential and commercial subdivisions, the design of multi-family apartment 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 the evaluation of proposed development upon floodplains 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

ordinance 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 the 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.

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 ad hoc citizen committees, including the Aesthetics Advisory Committee for I-5 Bridge Replacements, Croman Mill District Citizen Advisory Committee, and the Economic Development Strategy Technical Advisory Committee. In addition the department provides primary staff support for the Planning Commission and three advisory commissions including the City's Historic Commission, Housing Commission, Tree Commission and a staff liaison to Transportation Commission.

Performance Measures – Current Planning			
Council Value	Budget Criteria	Desired Outcome	Actions/Performance Measures
<p>Responsible Land Use</p> <ul style="list-style-type: none"> 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 	<p>Federal & State Mandates City Charter or Code Enhances Quality of Life/Ashland Desirability Quality of Citizen Service Key Issue of Local Control</p>	<p>Clear and responsive pre-application process</p> <p>Clear and responsive land use application review and processing</p> <p>Coordinated land use review and other development related services between City Departments</p>	<p>% of land use applications complete at filing</p> <p>Average review time to process a land use application</p> <p>% of customers surveyed satisfied with experience of obtaining a land use permit (customer survey needed)</p>

Long Range Planning Program

The Planning Division’s Long Range section assists the community in evaluating trends and developing innovative plans that reflect the values of its citizens as well as anticipate changes that may affect the future of the City. This work includes periodically updating the document that symbolizes Ashland’s vision of land use for the community, the Comprehensive Plan, as well as crafting neighborhood and business sub-area plans such as the North Mountain Neighborhood Plan and the current Croman Mill Site Redevelopment Plan. In addition, the Planning Division manages and prepares technical studies that augment and enhance the Comprehensive Plan and neighborhood plans. Recent examples include the Lithia Springs Property Management Plan for Historic Resources, Fair Housing Analysis of Impediments and Consolidated Plan for 2010-2014. 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 the Water Resources Protection Ordinance and Timetable and Tolling Extension Ordinances. Planning staff participates in a variety of regional planning committees including the Regional Problem Solving Contract Oversight Committee, Rogue Valley Metropolitan Planning Organization Technical Advisory Committee, Jackson County Homeless Task Force and Southern Oregon Partnership for Active Transportation.

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

Strategic Projects

- ⇒ Complete adoption of the Croman Mill Site Redevelopment Plan, including Comprehensive Plan and Land Use Ordinance code amendments, design standards and financing strategies.
- ⇒ Development of an implementing strategy for funding infrastructure and public facilities for economic development projects
- ⇒ Adopt green building standards, and fee structures that create strong incentives for new development that is energy, water, and land efficient and supports a multi-modal transportation system.
- ⇒ Integrate as part of Ashland’s Transportation Plan (TSP) update a variety of land use strategies that increase options for transportation, including the development of mixed-use, transit-oriented zoning overlays with design standards.
- ⇒ Update of the Historic District Design, Rehabilitation and Remodel Standards
- ⇒ Develop neighborhood plan for the largely undeveloped area surrounding Normal Avenue north of the City Limits and in the Urban Growth Boundary (UGB).

Performance Measures – Long Range			
Council Value	Budget Criteria	Desired Outcome	Actions/Performance Measure
<p>Responsible Land Use</p> <ul style="list-style-type: none"> ● 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. 	<p>Federal & State Mandates City Charter or Code Enhances Quality of Life/Ashland Desirability Quality of Citizen Service Key Issue of Local Control</p>	<p>Far-sighted, responsive, and effective long range plans</p> <p>Well-informed, engaged and involved citizen participation in land use matters</p>	<p>75% of long range plans or projects completed w/in 18 to 24 months</p> <p>% of customers surveyed who were satisfied with the long range public participation process, and # of hits on City long range project website.</p>

Housing Program

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

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

In 2008-2009 the City jointly purchased a 10-acre property on Clay Street in collaboration with the Housing Authority of Jackson County. The Housing Authority has broken ground on the development of 60, low income apartments on the four

acres they acquired through this purchase. Of the remaining six acres acquired by the City, approximately five acres are being held for potential sale to the Parks Department, thus repaying the inter-fund loan (\$620,000 plus interest) and the value of the Lithia Way parking lot (\$500,000) that contributed to the acquisition. The remaining one acre of the land will provide an opportunity for the development of additional affordable housing.

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

- Research and analysis for the development of a Rental Registry.
- Housing Needs Analysis and Buildable Lands Updates
- Homeless needs study and evaluation of a potential homeless shelter site for minors
- Research and analysis for funding the Housing Trust Fund.
- Review opportunities for establishment of a Transfer of Development Rights Program
- Evaluation of new opportunities for development of affordable housing units (Clay Street).

Performance Measures - Housing			
Council Value	Budget Criteria	Desired Outcome	Actions/Performance Measures
<p>Personal Well-Being</p> <ul style="list-style-type: none"> • Each person needs adequate food, clothing, housing transportation, health care and personal safety. 	<p>Federal & State Mandates Basic Needs/Public Health & Welfare Support for Local Economic Health Service only Available form Government Enhances Quality of Life/Ashland Desirability Quality of Citizen Service Key Issue of Local Control</p>	<p>Effective management of Community Development Block Grant funds</p> <p>Development of permanent or transitional housing for low income and special needs populations.</p> <p>Rehabilitation of housing benefiting low-income, homeless and special needs populations</p> <p>Support organizations providing direct assistance or services to homeless individuals or those at risk of homelessness</p>	<p>Award and delivery of CDBG funds to eligible projects</p> <p>10% of newly developed housing units secured as affordable to lower income households</p> <p>Renovation improvements for 15 housing units occupied by low-income or special needs populations</p> <p>150 homeless individuals, or those at risk of homelessness, receiving direct benefits from City supported activities</p>

Code Compliance Program

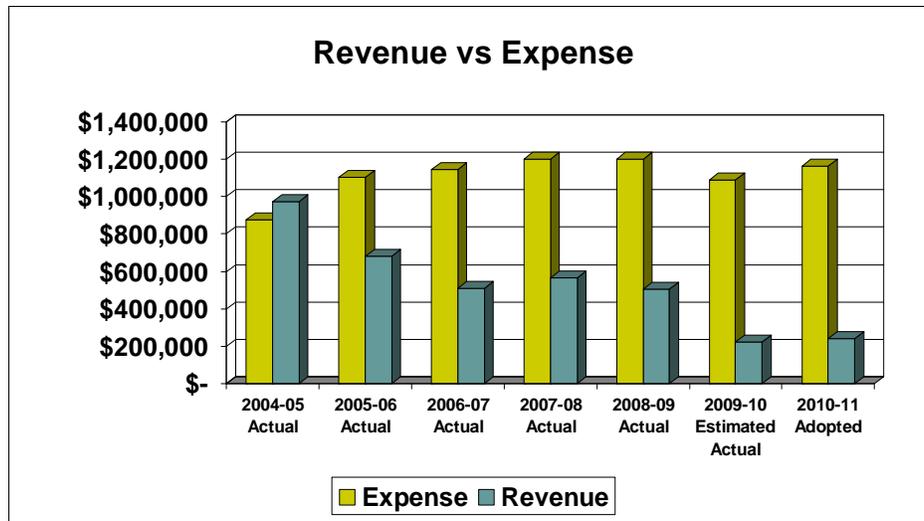
The City’s Code Compliance program is administered through the Community Development Department. The Code Compliance program’s primary responsibilities include enforcement of community Land Use and Building Safety ordinances, conditions of approval for Planning Applications and other sections of the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

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

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

community development department - planning division

Planning Division Activity						
	1/2 Year					
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Zoning Permit	96	146	130	206	136	64
Pre-App	78	43	86	78	68	31
Staff Permit	26	18	22	20	0	0
Type I	49	18	28	51	41	7
Type II	10	10	5	4	3	2
Type III	4	1	0	7	4	3



GENERAL FUND
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 558,052	\$ 559,721	\$ 494,100	\$ 501,458	\$ 501,458	\$ 501,458
520 Fringe Benefits	275,899	276,667	234,075	250,902	259,281	259,281
Total Personal Services	833,951	836,388	728,175	752,360	760,739	760,739
Materials and Services						
601 Supplies	17,873	16,536	25,750	17,750	17,750	17,750
602 Rental, Repair, Maintenance	14,387	7,828	15,628	12,828	12,828	12,828
603 Communications	3,678	1,582	4,450	3,850	3,850	3,850
604 Contractual Services	2,345	13,751	85,000	55,000	55,000	55,000
605 Misc. Charges and Fees	298,903	298,604	300,910	298,910	298,910	298,910
606 Other Purchased Services	15,937	11,610	28,700	25,700	25,700	25,700
608 Commissions	2,363	2,125	3,750	3,750	3,750	3,750
610 Programs	4,162	7,818	22,000	7,500	7,500	7,500
Total Materials and Services	359,648	359,854	486,188	425,288	425,288	425,288
Capital Outlay						
704 Land	6,712	4,104	-	-	-	-
Total Capital Outlay	6,712	4,104	-	-	-	-
	\$ 1,200,311	\$ 1,200,346	\$ 1,214,363	\$ 1,177,648	\$ 1,186,027	\$ 1,186,027

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, and inspection for Structural, Fire, Electrical, Mechanical, Plumbing, Manufactured Dwellings, Prefabricated Construction, and locally adopted Existing Building, Demolition, and Energy Codes. All functions are performed by certified staff as required by statute for each code.

Green Building *alternate methods* are now available which will help our community become more sustainable in its construction practices. This information may be found on the City of Ashland website *quick links* section. In order to address council interest regarding sustainability, the division is monitoring the current work of the “Reach Codes” Committee formed by the Oregon Building Codes Division in April 2010. The committee will develop proposed amendments to the state building codes to improve energy performance and create voluntary green building code alternatives.

The new Facilities Master Permit Program includes both routine maintenance and major alterations to existing buildings and systems (plumbing, HVAC, structural, and electrical).

Applicants receive on-site review of plans, expanded inspection and consultation services and faster permit issuance in many cases. The program has increased division revenue in this category and has reduced administrative staff time.

The ‘Doing Business with the City of Ashland’ program provides education to contractors and inspectors for required code change credit in all disciplines. State inspectors make routine visits to Ashland. They work with the division to provide an educational format in Southern Oregon. This popular program has evolved into a forum to discuss common code questions, inspection programs, and interact with the design community. Ongoing program activities include:

- ⇒ Continuing training and education in the area of *green building practices* will necessitate additional classes in those disciplines for certified inspectors.
- ⇒ Continuation of intergovernmental agreements with other regional jurisdictions and the Oregon Building Codes Division to maintain service levels, while addressing the previous reductions in staff.
- ⇒ Evaluate and implement strategies designed to increase the clarity, responsiveness, and certainty of the building permit plan review and permit process.

Performance Measures – Building			
Council Value	Budget Criteria	Desired Outcome	Actions/Performance Measures
<p>Independence</p> <ul style="list-style-type: none"> ● Ability to be innovative, to set our own course, to provide public services and to meet residents’ basic needs 	<p>Key Issue of Local Control Emergency Preparedness Federal & State Mandates Quality of Citizen Service</p>	<p>Clear and responsive Plans review, approval and inspection program</p> <p>Complete inspections within 24-hours of request</p> <p>One-stop permit and information center for building services</p> <p>Customized pre-application consultation meetings; local interpretative authority by Building Official; and coordinated development services between Community Development & other City Departments.</p>	<p>% of plan reviews completed within a 3-week period</p> <p>% of inspections within 24-hours of request</p> <p>% of permits issued over the counter and online</p> <p>% of customers surveyed who satisfied with experience of obtaining a permit and other development services (customer survey needed)</p>

community development department - building safety division

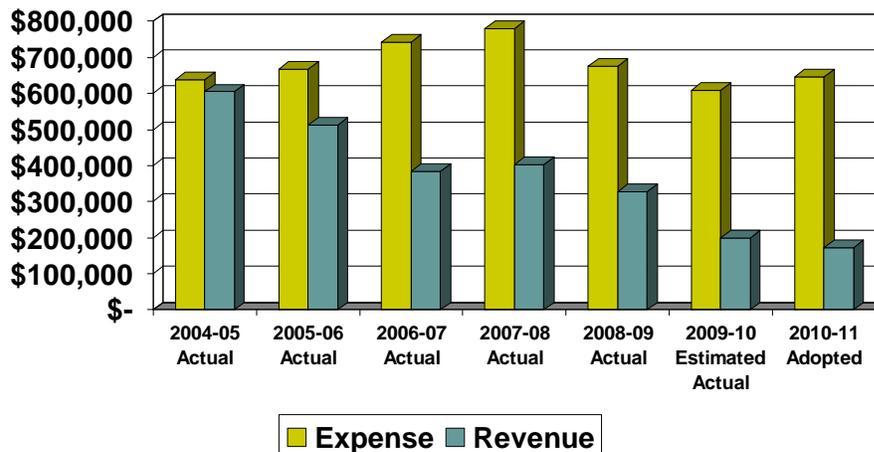
GENERAL FUND
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 110						
Personal Services						
510 Salaries and Wages	\$ 318,289	\$ 266,331	\$ 230,500	\$ 227,760	\$ 227,760	\$ 227,760
520 Fringe Benefits	157,611	118,535	102,190	104,595	107,995	107,995
Total Personal Services	475,900	384,866	332,690	332,355	335,755	335,755
Materials and Services						
601 Supplies	4,537	4,318	9,150	7,050	7,050	7,050
602 Rental, Repair, Maintenance	46,642	36,075	42,338	35,838	35,838	35,838
603 Communications	2,811	2,594	5,550	3,800	3,800	3,800
604 Contractual Services	130		15,000	15,000	15,000	15,000
605 Misc. Charges and Fees	247,557	245,743	243,368	243,368	243,368	243,368
606 Other Purchased Services	3,100	2,913	8,235	8,235	8,235	8,235
Total Materials and Services	304,777	291,643	323,641	313,291	313,291	313,291
	\$ 780,677	\$ 676,509	\$ 656,331	\$ 645,646	\$ 649,046	\$ 649,046

Key Building Permit Types

	1/2 Year					
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Single Family	123	75	58	28	18	17
Multi Family	16	23	8	6	1	0
Commercial	29	19	26	23	15	4
Tenant Improvement	13	21	27	40	45	6
Over the Counter	777	736	643	653	569	275

Revenue vs Expense



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 fourteenth 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 \$204,818 in Community Development Block Grant funds for Program Year 2010 (July 1, 2010-June 30, 2011) by the Department of Housing and Urban Development (HUD). The City has also received \$55,622 in Recovery Act funding through the CDBG program that is being utilized to complete weatherization and energy efficiency upgrades to homes occupied by qualified low income residents. Additionally the City will utilize \$2,370 in prior year carry over funds that were not allocated. The City Council is expected to make awards of up to \$166,224 to fund eligible activities on April 20th 2010. The remainder of funds is to be applied to administration of the program.

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

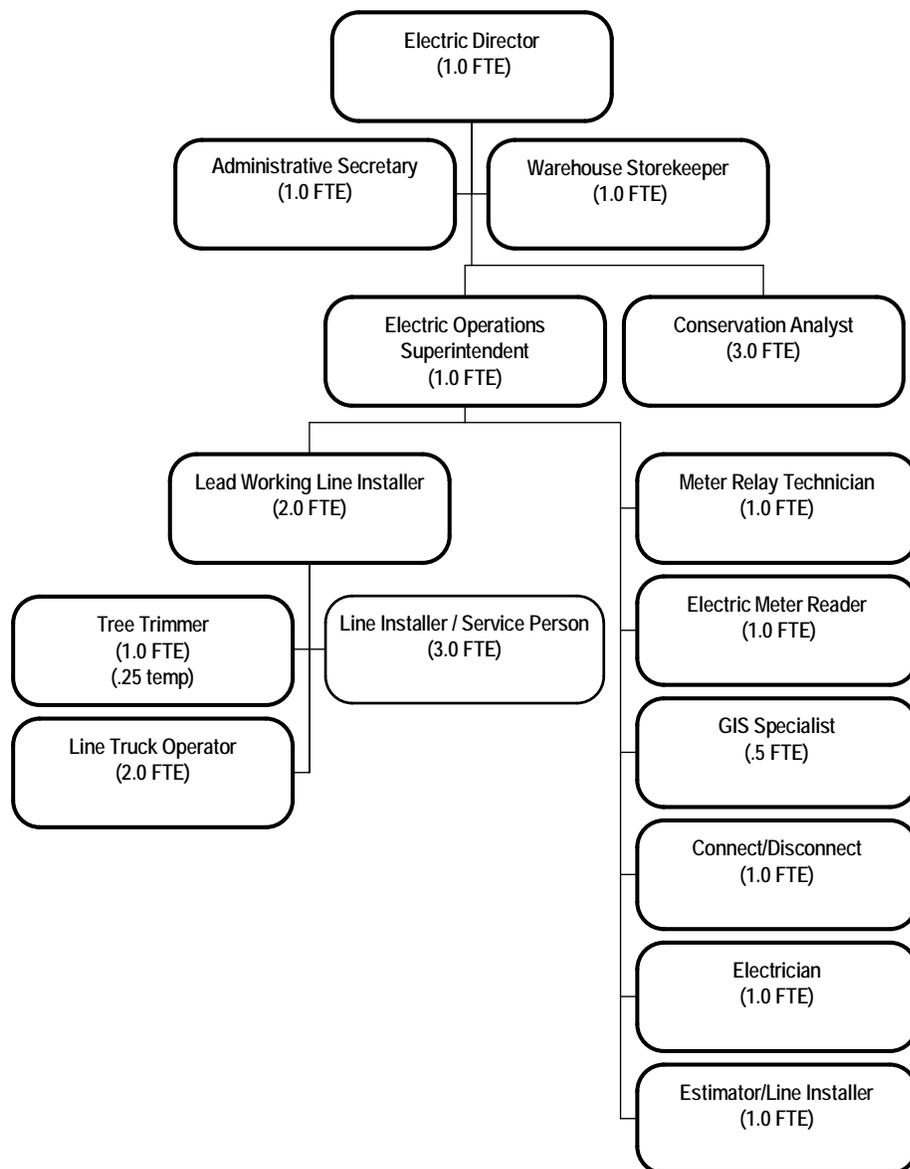
COMMUNITY DEVELOPMENT BLOCK GRANT FUND
COMMUNITY DEVELOPMENT DEPARTMENT
COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 250						
Personal Services						
510 Salaries and Wages	\$ 9,178	\$ 12,743	\$ 24,000	\$ 26,800	\$ 26,800	\$ 26,800
520 Fringe Benefits	5,023	7,425	14,000	14,756	14,756	14,756
Total Personal Services	14,201	20,168	38,000	41,556	41,556	41,556
Materials and Services						
601 Supplies	23					
604 Contractual Services		7,500	1,050			
606 Other Purchased Services	312	1,044	1,900	950	950	950
609 Grants	23,656	96,800	453,008	370,610	370,610	370,610
Total Materials and Services	23,991	105,344	455,958	371,560	371,560	371,560
	\$ 38,192	\$ 125,512	\$ 493,958	\$ 413,116	\$ 413,116	\$ 413,116



electric department

20.75 FTE



Electric Overview

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

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

Electric Department			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Independence Our ability to set our on course, to provide public services and to meet residents basic needs.	Federal & State Mandates	Maintain 100% compliance with NESC	System Inspection-10% per year System Safety Inspection-50% Preventative Maintenance
	Basic Needs/Public Health	Reliable energy delivery for citizens	Reduce outage times Outages 2 hours or more affect 10% of City customers Outages 2 hours or less affect 90% of City customers 95% of street lights reported out are restored within 1 day
	Environmental protection	Promote an environmentally friendly community	5% of electric purchases avoided through conservation 6% of total power from renewable resources and conservation

electric department

ELECTRIC DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Total By Function						
500 Personal Services	\$ 2,163,697	\$ 2,163,007	\$ 2,241,250	\$ 2,249,546	\$ 2,268,946	\$ 2,268,946
600 Materials and Services	10,573,521	9,309,074	10,417,925	9,873,225	9,873,225	9,873,225
700 Capital Outlay	977,502	721,065	665,000	630,000	630,000	630,000
800 Debt Service		25,326	25,108	24,837	24,837	24,837
	<u>\$ 13,714,720</u>	<u>\$ 12,218,472</u>	<u>\$ 13,349,283</u>	<u>\$ 12,777,608</u>	<u>\$ 12,797,008</u>	<u>\$ 12,797,008</u>
Department Total By Fund						
670 Water Fund	\$ 162,462	\$ 167,742	\$ 178,292	\$ 172,565	\$ 173,565	\$ 173,565
690 Electric Fund	13,552,258	12,050,730	13,170,991	12,605,043	12,623,443	12,623,443
	<u>\$ 13,714,720</u>	<u>\$ 12,218,472</u>	<u>\$ 13,349,283</u>	<u>\$ 12,777,608</u>	<u>\$ 12,797,008</u>	<u>\$ 12,797,008</u>

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Operations Division						
Electric Director	1.00	1.00	1.00	1.00	1.00	1.00
Electric Op. Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.85	1.00	1.00	1.00	1.00	1.00
GIS Specialist	0.50	0.50	0.50	0.50	0.50	0.50
Leadworking Line Installer	2.00	2.00	2.00	2.00	2.00	2.00
Line Installer/Service Person	3.00	3.00	3.00	3.00	3.00	3.00
Line Truck Driver	2.00	2.00	2.00	2.00	2.00	2.00
Meter Repair/Relay Technician	1.00	1.00	1.00	1.00	1.00	1.00
Electric Meter Reader	1.00	1.00	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00	1.00	1.00
Connect/Disconnect	1.00	1.00	1.00	1.00	1.00	1.00
Warehouse/Storekeeper	1.00	1.00	1.00	1.00	1.00	1.00
Estimator/Line Installer	1.00	1.00	1.00	1.00	1.00	1.00
Tree Trimmer	1.00	1.00	1.00	1.00	1.00	1.00
Tree Trimmer/ Line Installer - Temp	0.75	0.75	0.75	0.25	0.25	0.25
Conservation Division						
Conservation Analyst	3.00	3.00	3.00	3.00	3.00	3.00
Account Clerk I		0.25	0.25	-	-	-
	<u>21.10</u>	<u>21.50</u>	<u>21.50</u>	<u>20.75</u>	<u>20.75</u>	<u>20.75</u>

Electric Division

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

Some of those additional services are:

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

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

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

Division Goals

- ⇒ Continue to work on implementation of the Electric System Study and integrate these improvements into the City's Capital Improvement Program.
- ⇒ Continue to work on the PUC (Public Utility Commission) utility line inspection and correction program.
- ⇒ Continue to upgrade and improve the City's GIS mapping process for Electric facilities.
- ⇒ Enter into talk with BPA for possible purchase of Mountain Ave. Substation.
- ⇒ Continue implementation of a Supervisory Control and Data Acquisition System (SCADA) for the City's Electric Utility.

Significant Budget Changes

- Increased salary and benefit costs.
- Increased material costs for electrical supplies.
- Begin Upgrade Ashland Substation.
- Inspection of Hosler Dam (3 year FERC requirement 50/50 split between Electric and Water?)

electric department - electric division

ELECTRIC FUND
ELECTRIC DEPARTMENT
SUPPLY DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 690						
Materials and Services						
602 Rental, Repair, Maintenance	\$ 86,603	41,103	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
604 Contractual Services						
605 Misc. Charges and Fees	312,504	355,204	355,204	355,204	355,204	355,204
606 Other Purchased Services	5,458,025	4,657,861	5,520,000	5,200,000	5,200,000	5,200,000
Total Materials and Services	5,857,132	5,054,168	5,905,204	5,585,204	5,585,204	5,585,204
Capital Outlay						
704 Improvements Other Than Bldgs.	152,031	163,071				
Total Capital Outlay	152,031	163,071	-	-	-	-
	\$ 6,009,163	\$ 5,217,239	\$ 5,905,204	\$ 5,585,204	\$ 5,585,204	\$ 5,585,204

ELECTRIC FUND
ELECTRIC DEPARTMENT
TRANSMISSION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 690						
Materials and Services						
602 Rental, Repair, Maintenance			\$ 3,600			
606 Other Purchased Services	886,638	861,105	900,000	900,000	900,000	900,000
Total Materials and Services	886,638	861,105	903,600	900,000	900,000	900,000
	\$ 886,638	\$ 861,105	\$ 903,600	\$ 900,000	\$ 900,000	\$ 900,000

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

<u>Description</u>	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Amended</u>	<u>2011 Proposed</u>	<u>2011 Approved</u>	<u>2011 Adopted</u>
Fund# 690						
Personal Services						
510 Salaries and Wages	\$ 1,310,107	\$ 1,316,950	\$ 1,401,700	\$ 1,394,185	\$ 1,394,185	\$ 1,394,185
520 Fringe Benefits	606,199	589,114	593,455	613,920	630,320	630,320
Total Personal Services	1,916,306	1,906,064	1,995,155	2,008,105	2,024,505	2,024,505
Materials and Services						
601 Supplies	45,669	42,846	46,300	44,000	44,000	44,000
602 Rental, Repair, Maintenance	265,072	255,175	374,050	336,900	336,900	336,900
603 Communications	8,736	13,427	15,500	13,000	13,000	13,000
604 Contractual Services	50,012	48,738	60,000	65,000	65,000	65,000
605 Misc. Charges and Fees	1,180,205	1,227,187	1,214,076	1,214,076	1,214,076	1,214,076
606 Other Purchased Services	114,169	94,185	91,500	88,500	88,500	88,500
610 Programs	3,878	3,563	4,000	6,000	6,000	6,000
612 Franchises	1,168,473	1,205,809	1,127,000	1,187,000	1,187,000	1,187,000
Total Materials and Services	2,836,214	2,890,930	2,932,426	2,954,476	2,954,476	2,954,476
Capital Outlay						
704 Improvements Other Than Bldgs.	825,471	557,994	665,000	630,000	630,000	630,000
Total Capital Outlay	825,471	557,994	665,000	630,000	630,000	630,000
	\$ 5,577,991	\$ 5,354,988	\$ 5,592,581	\$ 5,592,581	\$ 5,608,981	\$ 5,608,981



Conservation Division

The Conservation Division operates residential and business water and energy conservation, green residential construction, green business and solar energy programs. The Division provides free water audits to residences and businesses consisting of free installation of low-flow showerheads, sink aerators and spray rinse valves, a review of irrigation and landscaping, and rebates for efficient toilets, dishwashers, washing machines and refrigerators. The Division conducts free residential energy audits to test house and duct leakage, evaluate weatherization and recommend measures, and provide incentives and loans for energy efficiency improvements including leak repairs, insulation, windows and heat pumps. The Division assists and provides incentives for designers, builders and homebuyers to construct and certify more resource efficient and sustainable Earth Advantage and Energy Star Homes. The Division conducts solar site evaluations and provides incentives to install solar electric and solar water heating systems. The Division conducts lighting, equipment, and facility audits for businesses, including the Ashland School District and Southern Oregon University to recommend energy efficiency measures, to assist in preparation of custom measure proposals, and to provide incentives and loans to implement measures. The Division coordinates a team of professionals to audit, evaluate and recommend resource efficient business practices and recognize Ashland Green Businesses. The Division monitors and advises residents on air quality and woodstove issues. The Division partners with the Jackson County Recycling Task Force, and the Jackson County Homebuilders Association Green Building Council, and provides staff support for the City's Conservation Commission and the City of Ashland Sustainability Team.

Strategic Plan Goals

- ⇒ Expand Earth Advantage & Energy Star Certifications as home construction recovers.
- ⇒ Expand water conservation efforts to avoid future water curtailment.
- ⇒ Expand energy conservation efforts to avoid more expensive Tier II electric rates.

Significant Budget Changes

- In order to reach the goal of avoiding Tier II electric rates and/or to maximize water conservation efforts, an increase in staffing levels would likely be needed.

electric department - conservation division

WATER FUND
ELECTRIC DEPARTMENT
CONSERVATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 670						
Personal Services						
510 Salaries and Wages	\$ 68,497	\$ 74,117	\$ 73,400	\$ 69,705	\$ 69,705	\$ 69,705
520 Fringe Benefits	36,054	36,174	34,697	33,815	34,815	34,815
Total Personal Services	104,551	110,291	108,097	103,520	104,520	104,520
601 Supplies	881	1,466	800	800	800	800
602 Rental, Repair, Maintenance	6,109	5,790	6,090	6,090	6,090	6,090
603 Communications	124	118	500	500	500	500
605 Misc. Charges and Fees	40,955	40,955	40,955	40,955	40,955	40,955
606 Other Purchased Services	2,324	2,259	3,650	3,650	3,650	3,650
610 Programs	7,518	6,863	18,200	17,050	17,050	17,050
Total Materials and Services	57,911	57,451	70,195	69,045	69,045	69,045
	\$ 162,462	\$ 167,742	\$ 178,292	\$ 172,565	\$ 173,565	\$ 173,565

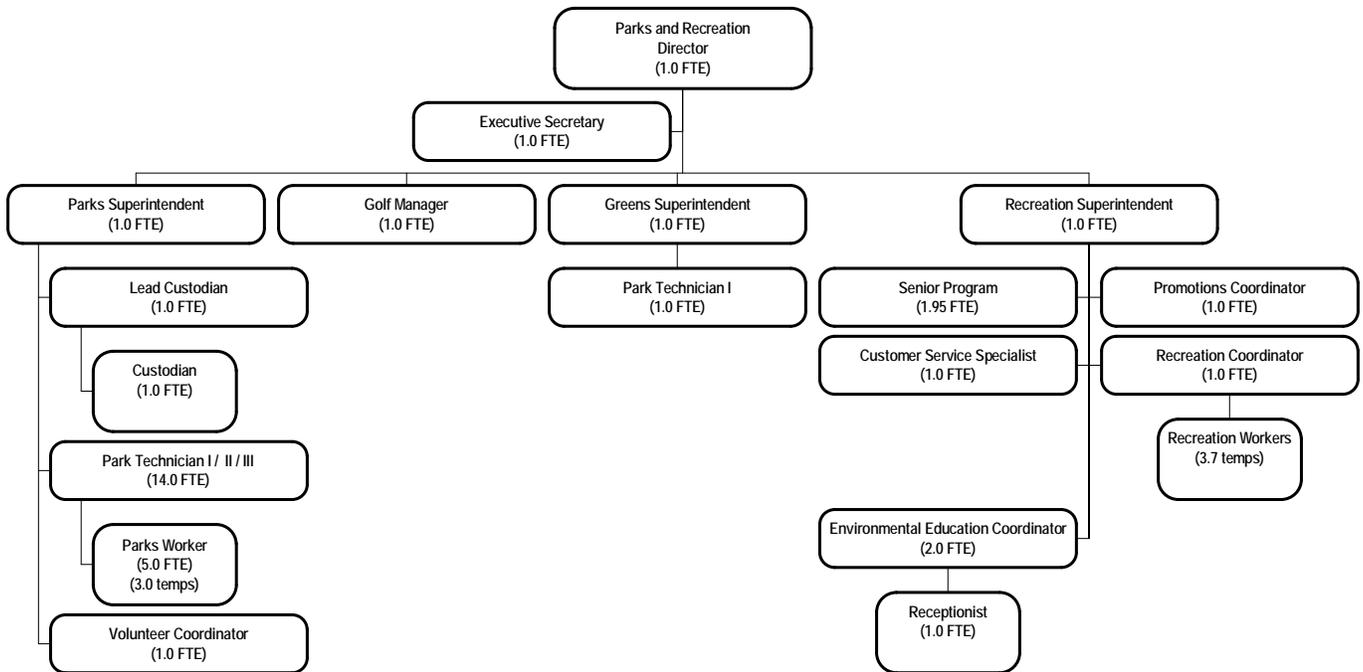
ELECTRIC FUND
ELECTRIC DEPARTMENT
CONSERVATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Fund# 690						
Personal Services						
510 Salaries and Wages	\$ 90,698	\$ 96,524	\$ 87,000	\$ 86,800	\$ 86,800	\$ 86,800
520 Fringe Benefits	52,142	50,128	50,998	51,121	53,121	53,121
Total Personal Services	142,840	146,652	137,998	137,921	139,921	139,921
Materials and Services						
601 Supplies	1,014	449	2,000	2,000	2,000	2,000
602 Rental, Repair, Maintenance	6,695	6,783	6,995	6,995	6,995	6,995
603 Communications	1,011	993	1,800	1,800	1,800	1,800
604 Contractual Services	14,689	634				
605 Misc. Charges and Fees	61,405	61,405	61,405	61,405	61,405	61,405
606 Other Purchased Services	10,176	18,902	18,200	16,200	16,200	16,200
608 Commissions	3,812	3,846	3,850	5,850	5,850	5,850
610 Programs	836,824	352,408	512,250	270,250	270,250	270,250
Total Materials and Services	935,626	445,420	606,500	364,500	364,500	364,500
Debt Service						
801 Debt Service - Principal		21,714	21,715	21,715	21,715	21,715
802 Debt Service - Interest		3,612	3,393	3,122	3,122	3,122
Total Debt Service	-	25,326	25,108	24,837	24,837	24,837
	\$ 1,078,466	\$ 617,398	\$ 769,606	\$ 527,258	\$ 529,258	\$ 529,258



parcs and recreation department

43.65 FTE



Overview

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

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

Parks and Recreation Mission Statement

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

Departmental Core Goals

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

Ashland Park Commission Goals for 2011

- Financial and Business Plan
- Non-Native Vegetation Control Plan
- Oak Knoll Golf Course
- Lower Clay Street Properties
- Nature Center
- Community Communication
- Energy/Greenhouse Gas/Environmental Audit
- Preliminary steps toward the creation of a Lithia Park Master Plan

Budget Assumptions

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

Parks and Recreation – Maintenance and Development			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality *Enhance quality of air, water, land, open spaces, wildlife habitat *Treasure parks, natural areas and recreational opportunities	City Charter and Code	Provide safe, clean park and recreation facilities that allow for active and passive recreational activities while enhancing livability of Ashland	Plan, develop and maintain a park within a ½ mile of every household.
	Basic Needs public health & welfare	Provide parks that encourage physical activity, social contact, stress relief, and enhancement to the urban form	Provide and maintain 25 miles of paths and trails Provide and maintain 46 acres of athletic area
	Support for local economic health	Encourage business relocation Encourage family relocation to community Encourage tourism	Number of visitors to: Lithia Park-hundreds of thousands Oak Knoll 12,209 Calle-tens of thousands Ice Rink over 14,000 Daniel Meyer Pool 11,000
	Environmental protection above mandated levels	Ensure that Ashland is a safe environmentally wholesome community	Protection of over 9 miles of stream corridor Treated 38 acres for fuels reduction Chipped 1400 Christmas trees for mulch
	Enhance quality of life/desirability of Ashland	Protect environment, view shed, and provide quality facilities.	Protect and maintain over 785 acres of property.

parks and recreation department

PARKS & RECREATION DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Department Totals by Function						
500 Personal Services	\$ 3,199,219	\$ 2,959,604	\$ 2,989,045	\$ 2,876,321	\$ 2,920,411	\$ 2,920,411
600 Materials and Services	4,034,598	1,976,855	1,874,350	2,014,606	2,014,606	2,014,606
700 Capital Outlay	147,509	395,875	70,000	85,000	85,000	85,000
800 Debt Service						
	\$ 7,381,326	\$ 5,332,334	\$ 4,933,395	\$ 4,975,927	\$ 5,020,017	\$ 5,020,017
Department Total by Fund						
Parks and Recreation Fund	\$ 4,783,062	\$ 4,964,935	\$ 4,833,395	\$ 4,863,571	\$ 4,907,661	\$ 4,907,661
Youth Activities Levy Fund	2,465,213	208,373	100,000	42,356	42,356	42,356
Parks Capital Improvements Fund	133,051	159,026		70,000	70,000	70,000
	\$ 7,381,326	\$ 5,332,334	\$ 4,933,395	\$ 4,975,927	\$ 5,020,017	\$ 5,020,017

Position Profile	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Administration Division						
Director	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Golf Division						
Golf Manager		1.00	1.00	1.00	1.00	1.00
Greens Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Park Technician I	1.00	1.00	1.00	1.00	1.00	1.00
Operations Division						
Parks Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Lead Custodian	1.00	1.00	1.00	1.00	1.00	1.00
Custodian	2.00	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator				1.00	1.00	1.00
Park Worker	8.00	7.00	5.00	5.00	5.00	5.00
Park Technician I	5.00	5.00	5.00	6.00	6.00	6.00
Park Technician II	7.00	7.00	7.00	6.00	6.00	6.00
Park Technician III*	5.00	5.00	4.00	2.00	2.00	2.00
Temps	3.00	3.00	3.00	3.00	3.00	3.00
Recreation Division						
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
CC/Recreation Facilities Manager	1.00	1.00	1.00			
Recreation Coordinator	2.00	1.00	1.00	1.00	1.00	1.00
Environmental Education Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
Promotions Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Senior Program Director	0.80	0.80	0.80	0.80	0.80	0.80
Senior Center Specialist	0.70	0.70	0.80	0.80	0.80	0.80
Senior Center Info/Ref Specialist	0.35	0.35	0.35	0.35	0.35	0.35
Customer Service Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Environmental Ed Assistant						
Temps	3.70	3.70	3.70	3.70	3.70	3.70
	50.55	48.55	45.65	43.65	43.65	43.65

Parks Division

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

Significant Budget Changes

- Per contract, the Parks Division will continue maintaining school district large turf areas.

Future Budget Considerations

None.

Park Police / Patrol Section

PERSONNEL: .5 FTE / 1.5 Seasonal Positions

DESIRED OUTCOME: To provide a safe environment for people 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.

EFFICIENCY BUDGET – IMPACT

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

PROGRAM / DIVISION SUMMARY

Key performance indicators are expected to remain constant for budget year 2010-2011. Currently, performance standards are being met. Due to budget constraints, positions have been reduced and this trend may continue in future years.

parcs and recreation department - parks division

Parks and Recreation – Programs and Activities			
Council Value	Budget Criteria	Desired Outcome	Action/Performance
Natural Environment Beauty and Quality *Enhance quality of air, water, land, open spaces, wildlife habitat *Treasure parks, natural areas and recreational opportunities	Basic Needs public health & welfare	Provide quality programs and activities through the recreation division for all age groups that cater to the physical, social, and emotional wellbeing of our community	Provide 240 programs and activities to the community Provide outreach services to older adults within community Serve 15,000 congregate meals and home delivered meals through partnerships
	Support for local economic health	Provide incentives for tourists to visit, families and businesses to relocate	Provide or collaborate on programs such as Fourth of July run, Bear Creek Festival, and Earth Day Celebration which draw tourists to Ashland
	Environmental protection above mandated levels	Proved educational opportunities through N Mt Park Nature Center for all citizens	200 Participants in programs such as sustainable landscape design, gardening, composting etc.
	Enhance quality of life/desirability of Ashland	Proved educational, social, fitness, and personnel growth opportunities to the community of Ashland	3000 Participants in enrichment classes (language, music, art etc)

parks and recreation department - parks division

PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
PARKS DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Personal Services						
510 Salaries and Wages	\$ 1,353,596	\$ 1,331,049	\$ 1,262,560	\$ 1,157,600	\$ 1,157,600	\$ 1,157,600
520 Fringe Benefits	782,637	750,871	671,790	684,832	715,632	715,632
Total Personal Services	2,136,233	2,081,920	1,934,350	1,842,432	1,873,232	1,873,232
Materials and Services						
601 Supplies	44,330	43,286	50,850	63,500	63,500	63,500
602 Rental, Repair, Maintenance	635,673	524,488	627,100	788,450	788,450	788,450
603 Communications	16,484	15,370	18,800	18,800	18,800	18,800
604 Contractual Services	199,042	174,701	197,000	244,000	244,000	244,000
605 Misc. Charges and Fees	393,315	393,036	396,500	396,500	396,500	396,500
606 Other Purchased Services	25,532	17,824	24,500	18,000	18,000	18,000
Total Materials and Services	1,314,376	1,168,705	1,314,750	1,529,250	1,529,250	1,529,250
Capital Outlay						
702 Buildings	118					
703 Equipment	1,672	86,093				
704 Improvements	7,927	150,756	70,000	15,000	15,000	15,000
Total Capital Outlay	9,717	236,849	70,000	15,000	15,000	15,000
	\$ 3,460,326	\$ 3,487,474	\$ 3,319,100	\$ 3,386,682	\$ 3,417,482	\$ 3,417,482

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

Acreage of new trail construction:

- 2001 – Addition to trail links
- 2002 – Addition to trail links
- 2003 – Addition to trail links
- 2004 – Addition to trail links
- Response time to problems – within 48 hours
- Customer satisfaction – Received positive feedback with many compliments and very few complaints

EFFICIENCY BUDGET – IMPACT

- 2001 – 3.5 FTE
- 2002 – 3.5 FTE
- 2003 – 3.5 FTE
- 2004 – 3.5 FTE and over 500 hours of volunteer labor
- 2005—3.5 FTE and over 500 hours of volunteer labor
- 2006 – 3.5 FTE and over 500 hours of volunteer labor
- 2007 – 3.5 FTE and over 500 hours of volunteer labor
- 2008 – 3.5 FTE and over 500 hours of volunteer labor
- 2009--3.5 FTE and over 500 hours of volunteer labor
- 2010--3.5 FTE and over 500 hours of volunteer labor

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 re-

DIVISION PERFORMANCE MEASURES

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Target 2011
Acres treated/retreated for fuel reduction	40	45	45	38	38	40	30	40
Number of piles burned	1,100+	1100+ 700	1000	750	200	400	300	600
Piles chipped *					550	700	600	400
Miles of trail maintained	10+	20	25	25	25	25	25.5	25.5
Number of reported injuries	0	1	0	0	0	0	0	0
Noxious weeds treated in acres	10	12	12	40	20	25	20	20
Weed abatement program in acres	0	0	17	17	17	10	10	10

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

Horticulture

PERSONNEL: 2.0 FTE

Urban Forestry

DESIRED OUTCOMES

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

RESOURCES PROVIDED

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

INPUTS

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

Environmental Horticulture

DESIRED OUTCOMES

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

RESOURCES PROVIDED

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

INPUTS

- ⇒ New plants
- ⇒ Restored areas

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

RESOURCES PROVIDED

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

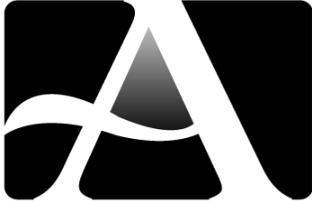
INPUTS

- ⇒ Number of beds maintained
- ⇒ Number of plants planted

	2004	2005	2006	2007	2008	2009	2010	2011
Trees maintained	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Contract pruning and removal	50	100	100	100	100	100	100	100
In-house pruning and removal	50	50	50	50	50	50	50	50
Number of new trees planted	100	100	100	100	100	100	100	100
Ornamental beds maintained	40	50	50	50	50	50	80	50
Number of plants planted	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Acres mowed-athletic areas	44	46	46	46	46	46	46	46

** Note: Above numbers are approximate **

- Inspections / Assessments
- Routine Maintenance Scheduling
- Customer Satisfaction:
- Positive feedback, many compliments, few complaints



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

No significant budget changes.

TOTAL PERSONNEL: 9.85 FTE

DESIRED OUTCOMES

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

Promote lifetime activities.

Parks and Recreation Facility Rentals

PERSONNEL: .5 FTE

PROGRAM: Community Center Facilities

DESIRED OUTCOMES/OBJECTIVES

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

RESOURCES PROVIDED

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

INPUTS:

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

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

PROGRAM SUMMARY:

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

parks and recreation department - recreation division

PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
RECREATION DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Personal Services						
510 Salaries and Wages	\$ 506,481	\$ 473,478	\$ 556,400	\$ 523,600	\$ 523,600	\$ 523,600
520 Fringe Benefits	229,500	233,610	251,275	249,582	260,172	260,172
Total Personal Services	735,981	707,088	807,675	773,182	783,772	783,772
Materials and Services						
601 Supplies	45,301	46,982	63,200	32,200	32,200	32,200
602 Rental, Repair, Maintenance	38,302	27,520	35,000	36,500	36,500	36,500
603 Communications	7,044	1,728	2,100	1,100	1,100	1,100
604 Contractual Services	76,321	243,258	106,500	109,500	109,500	109,500
605 Misc. Charges and Fees	6,070	6,831	7,000	7,000	7,000	7,000
606 Other Purchased Services	51,892	73,855	94,400	104,600	104,600	104,600
Total Materials and Services	224,930	400,174	308,200	290,900	290,900	290,900
	\$ 960,911	\$ 1,107,262	\$ 1,115,875	\$ 1,064,082	\$ 1,074,672	\$ 1,074,672

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 7500 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: 17 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
- ⇒ To achieve a passage rate of 70% or better for swim lessons

RESOURCES PROVIDED

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

INPUTS

25-yard outdoor swimming pool
Open water swimming reservoir

PERFORMANCE MEASURES

Number of recreational swimmers
Number of lesson participants
Percentage of passing swim lessons
Accidents per season
Compliments per season

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 in working with the aquatics community to participate in discussions related to the future of aquatics in Ashland. We will continue to be involved in the process.

Pool	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Recreational Swimmers	12,100	12,105	11,500	11,000
Lesson Participants	576	600	492	520
% Passing Lessons	56%	68%	35%	72%
Accidents per season	0	0	0	0

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

INPUTS

65' x 120' outdoor skating rink

PERFORMANCE MEASURES

Number of admissions
 Accidents per season
 User feedback as measured by comment card

RESOURCES PROVIDED

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

Rink	Actual 2003	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
# of Admissions	12,389	12,069	12,299	12,200	12,000	2,000	14,850
Accidents per Season	1	0	0	0	1	0	1
# of Seasonal Employees	6	8	8	12	12	8	10

Golf Division

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

Significant Budget Changes

Resources need to be invested in the course to meet performance standards.

- Department is now operating Oak Knoll Golf Course Club House

PERSONNEL: 2.7 FTE

DESIRED OUTCOMES

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

RESOURCES PROVIDED

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

DIVISION SUMMARY

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

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

INPUTS

- Rounds played
- Course revenues

PERFORMANCE MEASURES

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

EFFICIENCY BUDGET – IMPACT

2004 – 2.0 FTE

2005 – 2.0 FTE

2006 – 2.0 FTE

2007 – 2.0 FTE

2008 – 2.7 FTE

2009—2.7 FTE

2010 - 3.0 FTE (Converts previous contract provider into 1 FTE, no net gain in operations)

parks and recreation department - golf division

PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
GOLF DIVISION

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Personal Services						
510 Salaries and Wages	\$ 105,247	\$ 118,907	\$ 171,600	\$ 177,900	\$ 177,900	\$ 177,900
520 Fringe Benefits	57,304	51,689	75,420	82,807	85,507	85,507
Total Personal Services	162,551	170,596	247,020	260,707	263,407	263,407
Materials and Services						
601 Supplies	2,382	20,858	26,200	34,200	34,200	34,200
602 Rental, Repair, Maintenance	97,737	105,080	99,900	99,900	99,900	99,900
603 Communications	1,250	574	1,000	1,000	1,000	1,000
604 Contractual Services	78,982	49,637	2,000	2,000	2,000	2,000
605 Misc. Charges and Fees	357	250	3,500	3,500	3,500	3,500
606 Other Purchased Services	13,825	23,204	18,800	11,500	11,500	11,500
Total Materials and Services	194,533	199,603	151,400	152,100	152,100	152,100
Capital Outlay						
Improvements	4,741					
Total Capital Outlay	4,741	-	-	-	-	-
	\$ 361,825	\$ 370,199	\$ 398,420	\$ 412,807	\$ 415,507	\$ 415,507

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	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Personal Services						
510 Salaries and Wages	\$ 164,454					
520 Fringe Benefits						
Total Personal Services	164,454	-	-	-	-	-
Materials and Services						
604 Contractual Services	2,300,759	121,000	100,000	42,356	42,356	42,356
606 Other Purchased Services		87,373				
Total Materials and Services	2,300,759	208,373	100,000	42,356	42,356	42,356
	\$ 2,465,213	\$ 208,373	\$ 100,000	\$ 42,356	\$ 42,356	\$ 42,356

Parks Capital Improvement Fund

This fund accounts for revenues from Interfund transfers and depreciation charges that are used for construction of parks and recreation facilities, for equipment acquisition and replacement, and other related purposes.

Significant Budget Changes

- Significant reductions in future fiscal years.

PARKS CAPITAL IMPROVEMENTS FUND
PARKS & RECREATION DEPARTMENT

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Capital Outlay						
Equipment	\$ 133,051			\$ 50,000	\$ 50,000	\$ 50,000
Improvements		159,026		20,000	20,000	20,000
Total Capital Outlay	<u>133,051</u>	<u>159,026</u>	<u>-</u>	<u>70,000</u>	<u>70,000</u>	<u>70,000</u>
	<u>\$ 133,051</u>	<u>\$ 159,026</u>	<u>\$ -</u>	<u>\$ 70,000</u>	<u>\$ 70,000</u>	<u>\$ 70,000</u>



Debt Service

The State of Oregon, Department of Revenue requires that due dates and amounts of Debt Service for General Obligation Bonds be listed in the budget document. The following table represents the General Obligation Debt for the City of Ashland, including the 2004 Revenue Bond that is backed by the Full Faith and Credit of the City of Ashland.

DEBT SERVICE

CITY COMPONENT	Date Due	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Street Fund							
New Debt		\$ -	\$ -	\$ -	\$ 394,000	\$ 394,000	\$ 394,000
1997 Flood Restoration Bonds - Principal Payment	December 1	80,000					
1997 Flood Restoration Bonds - Interest Payment	December 1	1,760					
1997 Flood Restoration Bonds - Interest Payment	June 1						
2000 Flood & Fire Station Bonds - Principal Payment	June 1	140,000	145,000	150,000			
2000 Flood & Fire Station Bonds - Interest Payment	December 1	11,495	8,005	4,012			
2000 Flood & Fire Station Bonds - Interest Payment	June 1	11,495	8,005	4,013			
2004 Revenue Bonds - Principal Payment*	July 15	195,000	450,000	605,000	630,000	630,000	630,000
2004 Revenue Bonds - Interest Payment*	July 15	430,342	424,334	413,189	399,372	399,372	399,372
2004 Revenue Bonds - Interest Payment*	January 15	430,342	424,335	413,189	399,373	399,373	399,373
2005 Refunding Series - Principal Payment	June 1		100,000	110,000	275,000	275,000	275,000
2005 Refunding Series - Interest Payment	December 1	56,363	54,336	54,612	52,687	52,687	52,687
2005 Refunding Series - Interest Payment	June 1	56,363	54,336	54,613	52,688	52,688	52,688
Water Fund							
New Debt					49,003	49,003	49,003
2009 Full Faith & Credit - Principal Payment	November 15			120,000	16,811	16,811	16,811
2009 Full Faith & Credit - Interest Payment	November 15				16,523	16,523	16,523
2009 Full Faith & Credit - Principal Payment	May 15				17,226	17,226	17,226
2009 Full Faith & Credit - Interest Payment	May 15				16,107	16,107	16,107
Wastewater Fund							
New Debt					26,002	26,002	26,002
2009 Full Faith & Credit - Principal Payment	November 15			100,000	7,204	7,204	7,204
2009 Full Faith & Credit - Interest Payment	November 15				7,081	7,081	7,081
2009 Full Faith & Credit - Principal Payment	May 15				7,384	7,384	7,384
2009 Full Faith & Credit - Interest Payment	May 15				6,904	6,904	6,904
Total General Obligation Debt Service		\$ 1,413,159	\$ 1,668,351	\$ 2,028,628	\$ 2,373,365	\$ 2,373,365	\$ 2,373,365

Note: All new debt is pending approval of the City Council and is specific to projects and financing.

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

Interfund Loans

All interfund operating loans, which are not paid back by the end of the fiscal year, are budgeted in the following fiscal year. There is an interfund loan in the adopted FY 10-11 budget from the Capital Improvement to the Equipment Fund.

INTERFUND LOANS

Description	2008 Actual	2009 Actual	2010 Approved	2011 Proposed	2011 Approved	2011 Adopted
Other Financing Uses						
901						
Airport			80,000			
Capital Improvement Fund				208,000	208,000	208,000
Equipment Fund		625,000				
Total City	\$ -	\$ 625,000	\$ 80,000	\$ 208,000	\$ 208,000	\$ 208,000

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	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
Other Financing Uses						
902 General Fund	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Street Fund			215,000	74,000	74,000	74,000
Capital Improvements Fund:						
S.D.C. - Parks	302,573	11,427	11,427	11,488	11,488	11,488
CIP/Open Space		301,448	266,619	620,515	620,515	620,515
Cemetery Trust Fund	33,180	14,798	20,000	20,000	20,000	20,000
Total City	336,253	328,173	513,546	726,503	726,503	726,503
Parks and Recreation Funds:						
Parks Division	110,000					
Total Parks	110,000	-	-	-	-	-
	\$ 446,253	\$ 328,173	\$ 513,546	\$ 726,503	\$ 726,503	\$ 726,503

non-departmental activities

Operating Contingencies

In general, operating contingencies meet policy requirements. Total contingencies have increased \$306,041 from the FY 2010 Amended budget. During 2007, 2008 and 2009, 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	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
905 General Fund			\$ 400,000	\$ 583,000	\$ 506,541	\$ 506,541
Street Fund			68,000	93,000	93,000	93,000
Airport Fund			5,000	5,000	5,000	5,000
Capital Improvements Fund			50,000	50,000	50,000	50,000
Water Fund			139,000	150,000	150,000	150,000
Wastewater Fund			150,000	151,000	151,000	151,000
Electric Fund			212,000	378,000	378,000	378,000
Telecommunications Fund			100,000	50,000	50,000	50,000
Central Services Fund			136,000	175,500	175,500	175,500
Insurance Services Fund			150,000	150,000	150,000	150,000
Equipment Fund			47,000	54,000	54,000	54,000
Total City	-	-	1,457,000	1,839,500	1,763,041	1,763,041
Parks and Recreation Fund			50,000	50,000	50,000	50,000
Total Parks	-	-	50,000	50,000	50,000	50,000
Total	\$ -	\$ -	\$ 1,507,000	\$ 1,889,500	\$ 1,813,041	\$ 1,813,041

Unappropriated Ending Fund Balance

Budgeted Unappropriated Ending Fund Balance has increased \$2,352,293 or 15% from the 2010 Adopted Budget. The City will continue to trend toward lower unappropriated fund balances while maintaining the fund balance policy requirements.

UNAPPROPRIATED ENDING FUND BALANCE

Description	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Approved	2011 Adopted
909 General Fund	\$ 2,296,666	\$ 2,185,456	\$ 1,168,308	\$ 1,334,490	\$ 1,334,490	\$ 1,334,490
Forfeiture funds			164,200	150,000	150,000	150,000
Tax proceeds						
Community Block Grant Fund	44,705	69,618		-	-	-
Reserve Fund			215,000	151,500	151,500	151,500
Street Fund:						
S.D.C. - Storm Drain	(633,826)	(829,079)	(793,756)	(73,539)	(73,539)	(73,539)
S.D.C. - Transportation	2,080,817	1,033,864	1,341,842	1,591,807	1,591,807	1,591,807
Bond Proceeds						
General Operations/Other	723,479	2,197,473	899,277	720,400	711,730	681,730
Airport Fund	86,891	99,978	9,024	10,804	10,804	10,804
Capital Improvements Fund:						
S.D.C. Parks	596,806	555,447	615,645	345,830	345,830	345,830
Open Space	550,017	626,422	618,914	195,530	195,530	195,530
General Operations/Other	(142,907)	252,035	902,502	965,546	963,316	952,316
Debt Service Fund	1,246,509	1,072,785	1,149,113	790,646	790,646	790,646
Water Fund:						
S.D.C. - Reimbursements	436,843	749,736	(219,111)	405,455	405,455	405,455
S.D.C. - Improvements	1,978,487	1,570,214	1,461,637	1,093,964	1,093,964	1,093,964
Bond Proceeds						
General Operations/Other	(549,912)	3,818	(404,712)	1,816,261	1,802,581	1,802,581
Wastewater Fund:						
S.D.C. - Reimbursements	1,368,388	1,353,580	1,287,368	1,311,358	1,311,358	1,311,358
S.D.C. - Improvements	471,909	485,204	(83,091)	(631,591)	(631,591)	(631,591)
Bond Proceeds						
General Operations/Other	1,924,675	1,871,987	1,816,492	1,701,211	1,693,191	1,649,191
Electric Fund	1,469,744	1,642,543	649,494	1,405,436	1,387,036	1,387,036
Telecommunications Fund	869,719	929,945	325,135	211,732	281,732	281,732
Central Services Fund	368,086	161,165	12,531	114,493	70,593	70,593
Insurance Services Fund	1,138,699	696,071	543,266	395,256	394,466	394,466
Equipment Fund	1,329,672	844,149	1,322,161	1,062,052	1,058,202	1,088,202
Cemetery Trust Fund	771,948	788,753	812,948	826,753	826,753	826,753
Total City	18,427,415	18,361,164	13,814,187	15,895,394	15,865,854	15,810,854
Parks & Recreation Fund	1,201,443	1,379,752	1,450,910	1,453,315	1,409,225	1,409,225
Ashland Youth Activities Fund	160,591	27,356	10,591	-	-	-
Parks Capital Improvement Fund	263,343	166,991	287,239	195,991	195,991	195,991
Total Parks and Recreation Funds	1,625,377	1,574,099	1,748,740	1,649,306	1,605,216	1,605,216
	\$ 20,052,792	\$ 19,935,263	\$ 15,562,927	\$ 17,544,700	\$ 17,471,070	\$ 17,416,070
Reserved or Restricted	\$ 10,051,302	\$ 8,172,615	\$ 7,113,975	\$ 6,552,969	\$ 6,552,179	\$ 6,552,179
Operating	10,001,490	11,762,648	8,448,952	10,991,731	10,918,891	10,863,891
	\$ 20,052,792	\$ 19,935,263	\$ 15,562,927	\$ 17,544,700	\$ 17,471,070	\$ 17,416,070



Capital Improvement Program

Overview 2-3
Long Term Summary 2-8

Funded Projects Transportation

Miscellaneous Concrete Safety Repairs..... 2-13
Railroad Crossing Improvements; Hersey & Laurel..... 2-14
Pavement Plus; Schofield Street Local Improvement District 2-15
Pavement Plus; Liberty Street Local Improvement District 2-16
Allison Street Overlay..... 2-17
Sidewalk Construction; Laurel Street, Hersey to Randy 2-18
Will Dodge Way Overlay/Reconstruction 2-19
Transportation System Plan (TSP)..... 2-20
Slurry Seal Streets per PMS..... 2-21
Pavement Plus; Plaza Avenue (CMAQ) Improvement Project 2-22
Railroad crossing Improvements; Oak Street 2-23
N Mountain Ave-Hersey to I-5 Overlay 2-24
Miscellaneous New Sidewalk Improvements 2-25
Jefferson Street Extension Project (Brammo OECDD) 2-26

Funded Projects Airport

Airport Improvements (AIP) FAA Grant..... 2-27

Funded Projects Water Supply

Water Curtailment/TID Pump Station Improvements 2-28
FERC Part 12 Hosler Dam Seismic Structural Safety Analysis 2-29
Hosler Dam Spillway Gates Upgrade (Plan & Schedule)..... 2-30
Right Water For Right Use Program..... 2-31
Reeder Reservoir Improvements And Silt Removal East And West Forks..... 2-32

Funded Projects Storm Drains

Iowa Street-Sherman Street to Gresham Street Storm Drain Line Replacement..... 2-33

Funded Projects Wastewater Facilities & Collection System

Comprehensive Wastewater Master Plan Update 2-34

Funded Projects Wastewater Collections

Wastewater Collections Line Replacement Miscellaneous In-House 2-35
Wastewater Collections Ashland Creek Mainline Replacement 2-36
Wastewater Treatment Plant Membrane Sections Replacement Planning 2-37

Funded Projects Wastewater Treatment Plant

Wastewater Treatment Plant Membrane Sections Replacement Planning 2-38

capital improvements plan

Funded Projects Electric Utility Upgrade

Install New Service & Infrastructure 2-39
Electric Utility Line Installation; In House Various Locations 2-40
Scada System 2-41
Upgrade Feeder Line-Morton Street 2-42
Ashland Substation Upgrade..... 2-43
FERC Part 12-Hosler Dam Safety Inspection..... 2-44

Funded Projects AFN/Telecommunications

Relocate Fiber With Development..... 2-45
Network Refresh 2-46
Fiber to The Premises (FTTP)..... 2-47
Optical Time Domain Reflectometer “ODTR” 2-48
Distribution & Cable Equipment Installation 2-49
Underground Telecommunication Lines in Various Locations 2-50
WIMAX Deployments 2-51

Funded Projects Technology

Major Software Purchases..... 2-52
Server Planned Replacement..... 2-53
Printer Planned Replacement 2-54

Funded Projects Administration

Service Center Roof Replacement 2-55
City Facility Upgrades & Maintenance..... 2-56
Equipment/Shop-Diesel Retrofit..... 2-57
Service Center Security Upgrades 2-58

Funded Projects Parks and Recreation

Tennis Court Lighting Improvements 2-59
Enders Shelter 2-60
Lithia Park Restrooms..... 2-61
Lithia Park Plan/Evaluation 2-62
Sherwood Park Restroom..... 2-63
Lower Clay Street Purchase 2-64
Open Space Acquisition..... 2-65
Overlay Parking Lots 2-66
Oak Knoll Irrigation and Improvements 2-67
Ashland Creek Park Development 2-68

Unfunded Projects

Unfunded Transportation and Local Improvement District Project 2-69
Unfunded Storm Drain Projects 2-73
Unfunded Water Projects 2-76
Unfunded AFN-Finance-Facilities..... 2-78

Overview

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

Current Year Highlights (FY 2010)

The Public Works section of the FY11 CIP Program resulted in the completion of the Hersey Street Pedestrian/Safety Improvements project; Street Overlays on N. Laurel Street from N. Main to Railroad Tracks; Iowa Street from Wightman to S. Mountain; W. Nevada Street from Vansant to Michelle; Water Plant Process Control Improvements; and the Stormwater Line Replacement on Iowa Street from Sherman to Gresham Street.

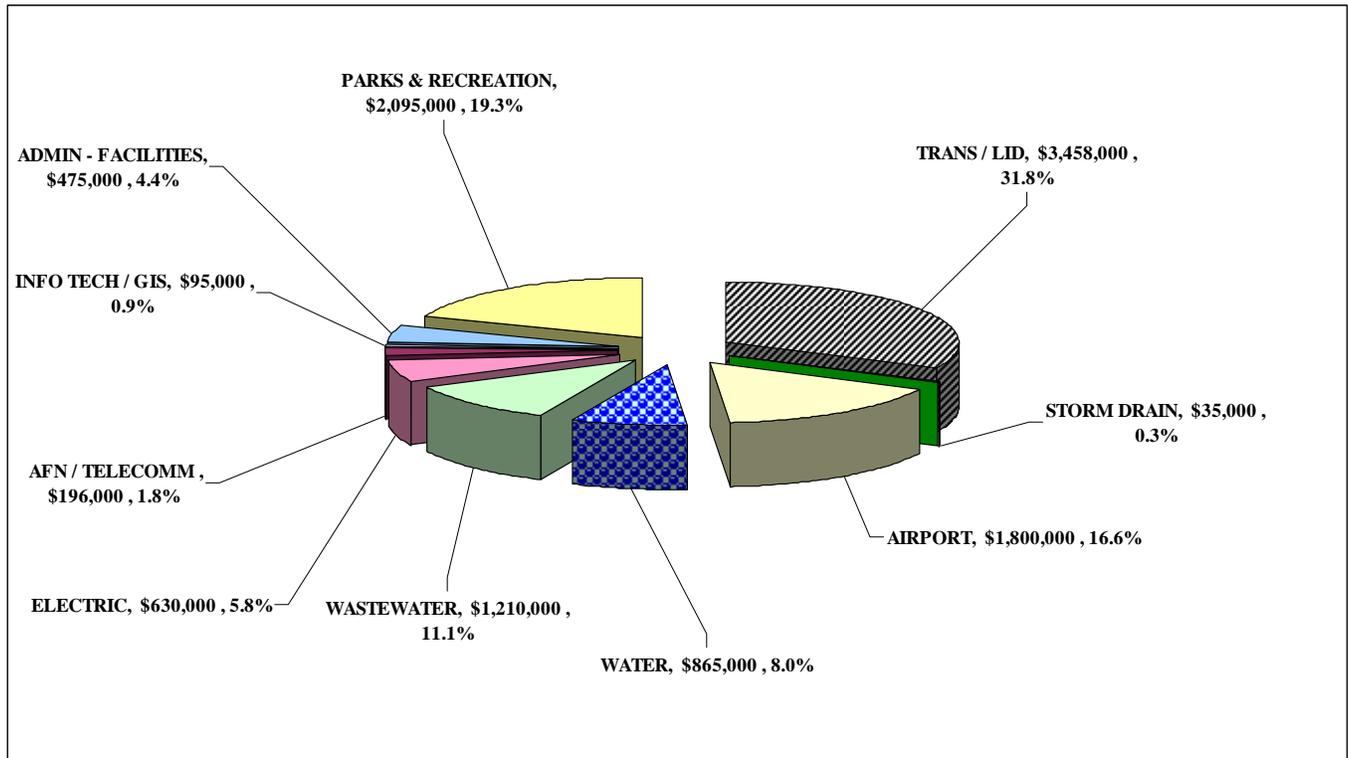
Significant Budget Changes

- The 2011 CIP reflects the current economic situation facing the City. Due to funding shortfalls and economic uncertainty, an "unfunded" CIP category was created in FY2010 and any project without certain funding is listed in this section. These unfunded projects total in excess of \$48.9 Million. The FY2011 CIP is proposed at \$10,859,000.
- The existing Water, Sewer, Transportation, and Stormwater master plans are due to be updated. To that end, the proposed 2011 CIP includes updates for each of these master plans. Contracts have been awarded for the Transportation System Plan, the Water Master Plan, and the second phase of the Stormwater Master Plan. The Wastewater Master Plan should also have a contract award by June 2010. The master plan revisions are anticipated to take a couple of years from the time a contract has been awarded to a consultant.

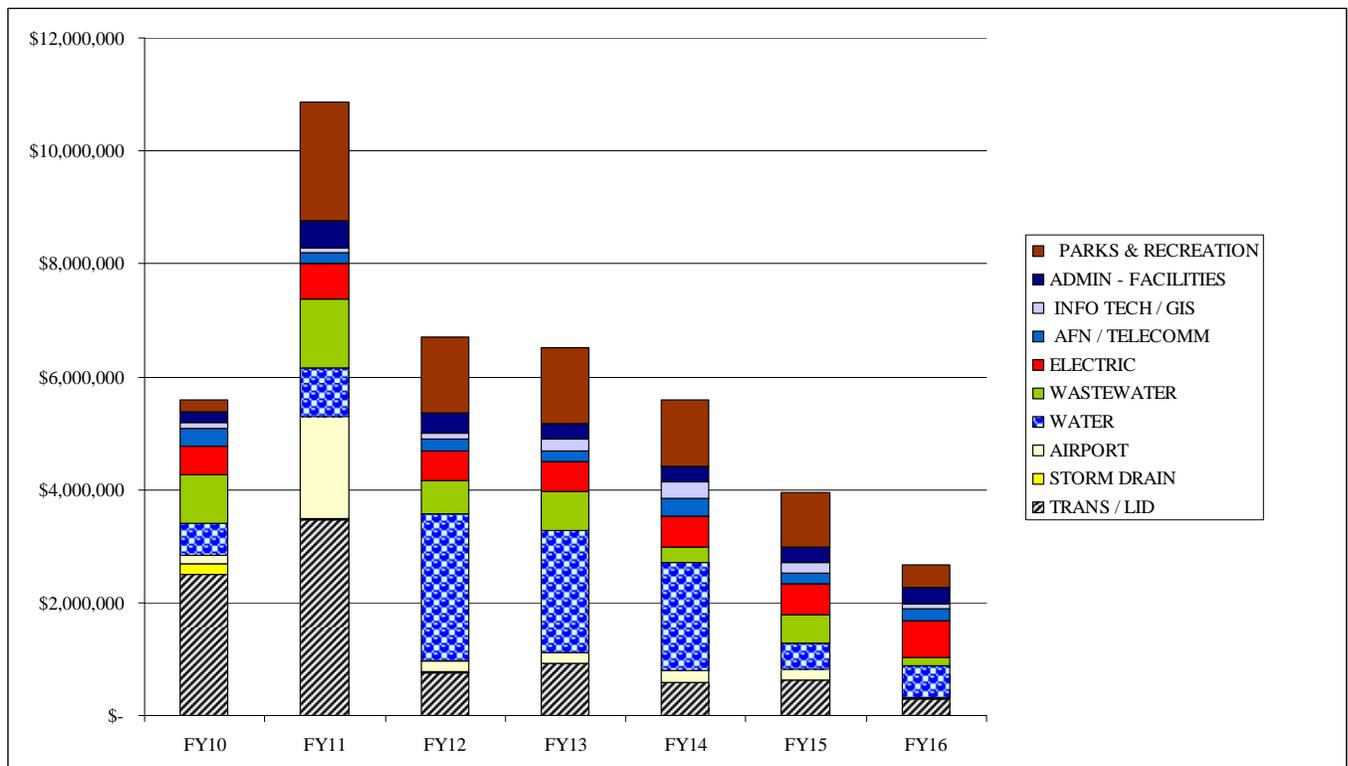
FY 2011 Program Summary

Transportation / LID	\$3,458,000
Airport	\$1,800,000
Storm Drain	\$35,000
Water	\$865,000
Wastewater	\$1,210,000
Electric	\$630,000
AFN / Telecomm	\$196,000
Information Technology	\$95,000
Administration - Facilities	\$475,000
Parks & Recreation	\$2,095,000
	\$10,859,000

FY 11 Breakdown



FY10-FY16 CIP Summary by Department



FY10 CIP PROGRAM LIST AND PROJECT SUMMARY

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

Transportation

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

Street Fund Revenue sources include:

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

The FY11 CIP transportation program includes the Jefferson Street Extension Project, Laurel Street Safe Route to School sidewalk and Railroad Crossing Improvement project. Maintenance projects include overlaying portions of Allison Street from Gresham to Sherman, North Mountain Street from Hersey to I-5, and Will Dodge Way. Other projects within the FY11 transportation CIP include development of the Plaza Avenue CMAQ project, update of the City's transportation system plan and miscellaneous sidewalk and concrete infrastructure repair projects.

capital improvements plan

Storm Drain / Water Quality

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

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

The only project identified in the FY11 Stormwater program is Iowa Street from Sherman to Gresham.

Airport

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

The Airport Layout / Master Plan was updated in October of 2005 and describes the direction of Airport growth for years 2005-2024. The FY11 CIP program includes federal grant funds administered through FAA to be used for an overlay for runway 12/30. The preliminary engineering for that project was funded in the FY10 budget.

Water Fund

The Water Fund is further divided into four divisions; supply, treatment and distribution, and the improvement and reimbursement SDC portions. The Water program has had several master planning projects to ensure that all federal and state drinking water standards are fully met, the distribution system is fully functional, and that planning is completed to ensure long term water viability for the community as it continues to grow.

The supply division focuses on the raw water sources that are then treated to drinking water standards then distributed to our community. There are three sources of water that are managed in the Supply division; water from the Mount Ashland watershed that is held in Reeder Reservoir prior to treatment, water from the Talent Irrigation District that is primarily used untreated as irrigation water, but in drought years it is pumped to the treatment plant and treated for potable water consumption, and finally water rights in Lost Creek Lake have been purchased from the US Army Corps of Engineers for future consumption through the Medford Water District's treatment system and transported through the Talent-Ashland-Phoenix (TAP) water transmission line straight into the City's distribution system. Adequate water supply is a must for all communities. To that end, staff will continue to develop the "Right Water for the Right Use" concept through the Water Master Plan update and will incorporate conservation and irrigation practices to increase the availability of potable water well into the future.

The FY11 Water Supply CIP includes the Right Water Right Use Water Master Plan update, a FERC Part 12 Hosler Dam Safety Analysis, Water Curtailment/TID Pump Station Improvements, Reeder Reservoir Silt removal, and additional TID water rights.

The Treatment Plant is a separate division that accounts for all of the costs associated with receiving raw water and treating it to meet the state and federal standards. The distribution division includes all of the costs associated for piping and pumping to get treated potable water to each customer. There are no FY11 Water Distribution projects recommended this year.

Wastewater

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

The Wastewater Treatment Plant Facilities Plan was originally completed and adopted in 1998. As a part of the required permit renewal, the Facilities Plan will be updated. The FY11 program includes the anticipated costs for the Master Plan update as well as a replacement of 12 sections of the membrane filtration system. The membrane replacement is to be funded with an interfund loan and repaid with fees. The Master Plan will be funded through SDC fees entirely.

Electric

The majority of the Electric funds CIP program is in annual anticipated new installations. The remaining capital items are focused on improving the existing systems with under grounding utilities lines, additional applications to the Supervisory Control and Data Acquisitions (SCADA) System, and the start of upgrading that City's portion of the Ashland Substation on Nevada St. A portion of the Morton Street Feeder from Mountain Ave Substation will have a conductor upgrade for future additional loads.

In conjunction with Public Works Department, the Hostler Dam will get a 3-year safety inspection.

AFN/Telecommunications

The Ashland Fiber Network system has over 27 miles of fiber optic cable, more than 110 miles of coax cable, and transmitting signals through 40 optical nodes to provide services to over 4,200 customers. The CIP includes elements that were presented in the Business Plan to Council in 2009.

The majority of the projects in the FY11 program are anticipated annual requirements to maintain and improve the network, provide fiber to the premise in response to business customer requests, and convert some of the overhead connections to underground. Continued deployment of wireless internet service, Wi Max is forecasted to be completed in FY 11.

Technology

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

Administration – City Facilities

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

Parks and Recreation

The City funds approximately \$400,000 annually from the food and beverage funds for Parks acquisition and development. In addition, the Parks CIP shows new park development for the Vogel Property which is now known as the Ashland Creek Park, planning for Lithia Park, tennis court resurfacing and lighting improvements, and several other projects. In addition, the CIP anticipates the improvements at the Rotary Centennial Ice Rink and irrigation projects at the Oak Knoll Golf Course.

capital improvements plan

Capital Improvements Plan 2010-2016 Construction Years

Project Description	Approved 2009-10	Est. Spend 2009-10	2010-11						2011-12		2012-13		2013-14		2014-15		2015-16		Unfunded	FY11-16 TOTAL Cost
	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals										
Transportation																				
Misc New Sidewalk Improvements (based on prioritized list in TSP)	\$ 350,000	\$ 25,000	\$ 216,000																	\$ 216,000
Jefferson Street Extension Project (Brammo - OE/CDD)	\$ 800,000		\$ 775,000																	\$ 775,000
Pavement plus; Plaza Avenue (CMAQ)	\$ 80,000		\$ 80,000																	\$ 80,000
Sidewalk Construction - Laurel Street - Hersey to Randy			\$ 280,000																	\$ 280,000
Railroad Crossing Improvements; Hersey & Laurel			\$ 450,000																	\$ 450,000
Railroad Crossing Improvements; Oak			\$ 35,000																	\$ 35,000
Railroad Crossing Improvements; Walker					\$ 350,000															\$ 350,000
Miscellaneous Concrete Safety Repairs	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000												\$ 500,000
Misc New Sidewalk Improvements (based on prioritized list in TSP)	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000												\$ 400,000
Slurry Seal Streets Per PMS			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000												\$ 500,000
Nevada Street Extension & Bridge Const, Bear Creek to Mountain Ave																		\$ 2,400,000		\$ 2,400,000
Downtown Plan Phase II - ODOT STIP																		\$ 1,500,000		\$ 1,500,000
N. Main Street & Wimer Street Intersection Safety Improvements																		\$ 1,485,000		\$ 1,485,000
North Ashland Bikeway Ph II; Central Ashland Bikeway																		\$ 1,800,000		\$ 1,800,000
Bike path Improvement on N Main section																		\$ 650,000		\$ 650,000
Signal Installation at Tolman Creek Road & Siskiyou Boulevard																		\$ 350,000		\$ 350,000
Signal Installation at Oak Street & Hersey Street																		\$ 300,000		\$ 300,000
Beaver Slide Pedestrian Improvements																		\$ 70,000		\$ 70,000
Park and Ride Creation																		\$ 30,000		\$ 30,000
Subtotal Transportation	\$ 1,410,000	\$ 205,000	\$ 2,116,000	\$ 280,000	\$ 630,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ -	\$ 8,585,000	\$ 12,171,000									
Street Improvements/Overlays per Pavement Management System (Goal of \$350,000/yr)																				
Will Dodge Way Overlay/Reconstruction			\$ 75,000																	\$ 75,000
Overlay - Allison Street - Gresham to Sherman	\$ 400,000	\$ 50,000	\$ 350,000																	\$ 350,000
Overlay - N Mountain Avenue - Hersey to I-5			\$ 275,000																	\$ 275,000
Overlay - Wightman Street - Quincy to Siskiyou				\$ 225,000																\$ 225,000
Overlay - Taylor Street - Holly to Ashland				\$ 125,000																\$ 125,000
Overlay - S. Mountain Avenue - Siskiyou to Prospect					\$ 300,000															\$ 300,000
Overlay - Park Street - Siskiyou to End						\$ 250,000														\$ 250,000
Overlay - Winburn Way - Granite to Nutley						\$ 60,000														\$ 60,000
Overlay - Oak Street - Railroad Tracks to Oaklawn							\$ 350,000													\$ 350,000
Overlay - Ashland Street - Morton to Taylor								\$ 110,000												\$ 110,000
Overlay - Morton Street - Iowa to Pennsylvania								\$ 75,000												\$ 75,000
Overlay - Holly Street - Morton to Idaho								\$ 95,000												\$ 95,000
Overlay - Liberty Street - Siskiyou to Iowa								\$ 20,000												\$ 20,000
Overlay - Nutley Street - Scenic to Winburn									\$ 100,000											\$ 100,000
Overlay - Helman Street - N. Main to Ohio									\$ 200,000											\$ 200,000
Crown Grind/Overlay - Iowa Street - Liberty to Idaho										\$ 650,000										\$ 650,000
Overlay/Partial Rebuild - Harrison Street- Siskiyou to Euclid										\$ 600,000										\$ 600,000
Overlay/Partial Rebuild - N Mountain Avenue - E.Main to Hersey										\$ 500,000										\$ 500,000
Overlay/Partial Rebuild - Hargadine Street - Gresham to 1st										\$ 250,000										\$ 250,000
Repave/Rebuild - B Street - Oak to 5th										\$ 800,000										\$ 800,000
Repave/Rebuild - Granite Street - Nutley to Pioneer										\$ 700,000										\$ 700,000
Repave/Rebuild - E. Main - N Mountain to RR tracks										\$ 600,000										\$ 600,000
Repave/Rebuild - Normal Ave - Ashland St to Siskiyou Blvd										\$ 200,000										\$ 200,000
Subtotal Street Improvements/Overlays	\$ 400,000	\$ 50,000	\$ 700,000	\$ 350,000	\$ 300,000	\$ 310,000	\$ 350,000	\$ 300,000	\$ 4,600,000	\$ 6,910,000										
Local Improvement Districts																				
Note: Costs shown are total project costs, City portion varies																				
Pavement plus; Liberty Street Local Improvement District	\$ 230,000		\$ 275,000																	\$ 275,000
Pavement plus; Sheridan Street & Schofield Street Local Improvement District			\$ 367,000																	\$ 367,000
Pavement plus; Fielder Street Local Improvement District (Indiana to End)				\$ 130,000																\$ 130,000
Pavement plus; Waterline Road Local Improvement District										\$ 400,000										\$ 400,000
Pavement plus; Clay Street Local Improvement District										\$ 1,000,000										\$ 1,000,000
Miscellaneous Local Improvement Districts										\$ 200,000										\$ 200,000
Subtotal Local Improvement Districts	\$ 230,000	\$ -	\$ 642,000	\$ 130,000	\$ -	\$ 1,600,000	\$ 2,372,000													
TRANSPORTATION / LID	\$ 2,040,000	\$ 255,000	\$ 3,458,000	\$ 760,000	\$ 930,000	\$ 590,000	\$ 630,000	\$ 300,000	\$ 14,785,000	\$ 21,453,000										
Airport																				
Entitlement Grants (FAA/ODA)	\$ 150,000	\$ 195,000		\$ 150,000																\$ 150,000
Federal Aid to Municipalities (FAM)				\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000											\$ 125,000
Airport Improvements (AIP) FAA Grant - Runway Overlay			\$ 1,800,000																	\$ 1,800,000
Entitlement Grant - Airport Improvements - Security Upgrades, Perimeter Fencing					\$ 157,500															\$ 157,500
Entitlement Grant - Airport Improvements - Construct Taxiway						\$ 190,000				\$ 650,000										\$ 840,000
Entitlement Grant - Airport Improvement - Riparian Restoration								\$ 157,500												\$ 157,500
AIRPORT	\$ 150,000	\$ 195,000	\$ 1,800,000	\$ 175,000	\$ 182,500	\$ 215,000	\$ 182,500	\$ 25,000	\$ 650,000	\$ 3,230,000										

capital improvements plan

Capital Improvements Plan
2010-2016 Construction Years

Project Description	Approved 2009-10	Est. Spend 2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Unfunded	FY11-16 TOTAL Cost
WATER										
Water Supply	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals
Water Supply Study (Right Water for the Right Use Program)	\$ 440,000	\$ 50,000	\$ 370,000							\$ 370,000
FERC Part 12 Hosler Dam Safety Analysis			\$ 125,000			\$ 60,000				\$ 185,000
Water Curtailment / TID Pump Station Improvements			\$ 220,000							\$ 220,000
Hosler Dam Spillgate Upgrades			\$ 50,000							\$ 50,000
Reeder Res / Improvements & Silt Removal E/W Forks			\$ 100,000	\$ 100,000	\$ 65,000	\$ 25,000	\$ 55,000	\$ 100,000		\$ 445,000
Ashland Creek West Fork Bridge Construction				\$ 120,000						\$ 120,000
Additional Lost Creek Water Rights					\$ 500,000					\$ 500,000
Talent, Ashland, Phoenix Pipeline & PS; Talent to Ashland									\$ 11,080,000	\$ 11,080,000
Additional Water Rights (TID/BOR system, etc)	\$ 60,000	\$ 60,000							\$ 1,200,000	\$ 1,200,000
Subtotal Supply	\$ 500,000	\$ 110,000	\$ 865,000	\$ 220,000	\$ 565,000	\$ 85,000	\$ 55,000	\$ 100,000	\$ 12,280,000	\$ 14,170,000
Water Plant										
Water Plant	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals
Hosler Dam Security & Telemetry		\$ 20,000								\$ -
Plant Process Improvements (chem feed, soda ash, instrumentation, flocculator)	\$ 75,000	\$ 275,000								\$ -
Water Treatment Plant - Construct New Filters 7 & 8 Ozone / UV analysis and installation									\$ 1,200,000	\$ 1,200,000
Subtotal Plant	\$ 75,000	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000	\$ 1,750,000
Water Distribution										
Water Distribution	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals
New "Crowson II" Reservoir (Proj 12)				\$ 2,400,000	\$ 1,500,000					\$ 3,900,000
Waterline Replacement; Ditch RD; Strawberry PS to Grandview Dr					\$ 75,000	\$ 75,000	\$ 75,000			\$ 225,000
Lithia Water Line Repairs / Replacements					\$ 35,000		\$ 35,000			\$ 70,000
Waterline Upsizing - Hospital Zone: Maple Street, Chestnut Street & Catalina Drive						\$ 940,000				\$ 940,000
Waterline Replacement; Siskiyou Boulevard - Terra to Mistletoe						\$ 800,000				\$ 800,000
Park Estates PS Improvements (Proj 7/8)							\$ 300,000			\$ 300,000
S. Mountain & Ivy Lane - Loop Rd Connector (Proj 6)								\$ 320,000		\$ 320,000
Loop Road Reservoir (Proj 12)								\$ 130,000		\$ 130,000
Waterline Upsizing - AHS Iowa Street; S. Mt to Wightman (Proj 2B)									\$ 640,000	\$ 640,000
Waterline Replacement; Granite Street - Nutley to Strawberry to Pioneer									\$ 300,000	\$ 300,000
Waterline Replacement; B Street - Oak to 5th									\$ 250,000	\$ 250,000
Waterline Replacement; Terrace Street - Iowa to TID Ditch									\$ 350,000	\$ 350,000
Waterline Replacement; Euclid Avenue, Holly St & Morton (Proj 3,4,5)									\$ 400,000	\$ 400,000
Subtotal Distribution	\$ -	\$ -	\$ -	\$ 2,400,000	\$ 1,610,000	\$ 1,815,000	\$ 410,000	\$ 450,000	\$ 1,940,000	\$ 8,625,000
WATER	\$ 575,000	\$ 405,000	\$ 865,000	\$ 2,620,000	\$ 2,175,000	\$ 1,900,000	\$ 465,000	\$ 550,000	\$ 17,170,000	\$ 25,745,000
WASTEWATER										
Wastewater Treatment Plant	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals
Wastewater Treatment Plant Membrane Sections Replacement Planning	\$ 500,000		\$ 535,000	\$ 535,000	\$ 535,000					\$ 1,605,000
Wastewater Treatment Plant Process Improvements Treatment Plant Capacity Evaluation					\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 250,000	\$ 400,000
Treatment Plant - Thermal Improvements (DEQ - TMDL)									\$ 2,000,000	\$ 2,000,000
Subtotal Plant	\$ 500,000	\$ -	\$ 535,000	\$ 535,000	\$ 635,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 2,250,000	\$ 4,255,000
Wastewater Collection System										
Wastewater Collection System	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals
Master Plan Update	\$ 350,000		\$ 350,000							\$ 350,000
Wastewater Line Replacement; Miscellaneous In-House			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		\$ 300,000
Wastewater Line Replacement; Ashland Creek Main Line			\$ 275,000							\$ 275,000
Abandon Nevada St PS and realign line						\$ 125,000				\$ 125,000
Grandview Pump Station Replacement							\$ 350,000			\$ 350,000
Wastewater Line Replacement; Oak Street - Lithia Way to B Street									\$ 125,000	\$ 125,000
Wastewater Line Realignment; N. Mountain Ave - Hersey to Bear Creek Trunk									\$ 225,000	\$ 225,000
Bear Creek Interceptor Trunk Line Upsizing Wightman to Tolman Creek Road									\$ 450,000	\$ 450,000
Wastewater Line Realignment - Hersey Street; Patterson to Water St									\$ 225,000	\$ 225,000
Collection System upgrades/improvements (per master plan)										\$ -
Subtotal Collection System	\$ 350,000	\$ -	\$ 675,000	\$ 50,000	\$ 50,000	\$ 175,000	\$ 400,000	\$ 50,000	\$ 1,025,000	\$ 2,425,000
WASTEWATER	\$ 850,000	\$ -	\$ 1,210,000	\$ 585,000	\$ 685,000	\$ 275,000	\$ 500,000	\$ 150,000	\$ 3,275,000	\$ 6,680,000

capital improvements plan

Capital Improvements Plan 2010-2016 Construction Years

Project Description	Approved	Est. Spend	FY11-16							Unfunded	TOTAL Cost Project Totals
	2009-10 FY10	2009-10 FY10 Est	2010-11 FY11	2011-12 FY12	2012-13 FY13	2013-14 FY14	2014-15 FY15	2015-16 FY16			
Storm Drain	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals	
Storm Water Master Plan Update	\$ 75,000	\$ 75,000								\$ -	
Water Quality Improvements - Basins/Riparian Areas	\$ 77,000	\$ 77,000							\$ 50,000	\$ 50,000	
Iowa Street - Sherman to Gresham Storm Drain Line Installation	\$ 35,000	\$ 35,000	\$ 35,000	\$ 22,000						\$ 57,000	
Storm Drain Relocation - Intersection of Woodland & Indiana									\$ 50,000	\$ 50,000	
Hersey Wetlands 18" high flow bypass									\$ 186,000	\$ 186,000	
Mountain Creek Water Quality Improvements - B St Yard outfall									\$ 35,000	\$ 35,000	
2nd Street Storm Drain south of E. Main									\$ 50,000	\$ 50,000	
Open Drainage Improvements; O&M Plan; Cemetery Ck, Clay Ck, RR Park									\$ 945,000	\$ 945,000	
Beach / Mountain Creek; N. Mountain Ave from C to RR Tracks									\$ 215,000	\$ 215,000	
Beach / Mountain Creek; Idaho from Iowa to Holly									\$ 175,000	\$ 175,000	
Beach / Mountain Creek; Hersey/Starflower									\$ 50,000	\$ 50,000	
Beach / Mountain Creek; C Street / Alleys									\$ 160,000	\$ 160,000	
Beach / Mountain Creek; Energy / Velocity Disipator									\$ 150,000	\$ 150,000	
Liberty Street - Iowa to Pracht Street Storm Drain Line Installation									\$ 85,000	\$ 85,000	
Hersey Street Bridge Bottom replacement									\$ 375,000	\$ 375,000	
Storm Drain Line Replacement / Upsize, etc per SWMP									\$ 200,000	\$ 200,000	
Clay Creek Culvert @ E Main (JaCo)									\$ 150,000	\$ 150,000	
Cemetery Creek Culvert @ E Main Street (JaCo)									\$ 150,000	\$ 150,000	
Lithia Way Culvert (ODOT)									\$ 550,000	\$ 550,000	
STORM DRAIN	\$ 187,000	\$ 187,000	\$ 35,000	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 3,576,000	\$ 3,633,000	

Capital Improvements Plan 2010-2016 Construction Years

Project Description	Approved	Est. Spend	FY11-16							Unfunded	TOTAL Cost Project Totals
	2009-10 FY10	2009-10 FY10 Est	2010-11 FY11	2011-12 FY12	2012-13 FY13	2013-14 FY14	2014-15 FY15	2015-16 FY16			
ELECTRIC	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals	
Install New Services & New Infrastructure	\$ 225,000	\$ 225,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000		\$ 1,925,000	
Electric Utility Line Installation; In-house Various Locations	\$ 85,000	\$ 85,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000		\$ 675,000	
SCADA System	\$ 35,000	\$ 35,000	\$ 20,000							\$ 20,000	
FERC Part 12 Hosler Dam Safety Analysis			\$ 125,000			\$ 60,000				\$ 185,000	
Ashland Substation Upgrade			\$ 50,000	\$ 50,000						\$ 100,000	
Upgrade Feeder Line- Morton Street			\$ 35,000	\$ 30,000	\$ 30,000					\$ 95,000	
Underground Oak Street Lines				\$ 30,000	\$ 30,000					\$ 60,000	
Oak Knoll Substation Upgrade					\$ 50,000	\$ 50,000				\$ 100,000	
Crowson Road/1-5 Freeway Crossing Upgrade							\$ 100,000			\$ 100,000	
E. Main Street/1-5 Freeway Crossing Upgrade								\$ 200,000		\$ 200,000	
ELECTRIC	\$ 345,000	\$ 345,000	\$ 630,000	\$ 535,000	\$ 535,000	\$ 560,000	\$ 550,000	\$ 650,000	\$ -	\$ 3,460,000	
AEN / TELECOMMUNICATIONS	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals	
Community Website Portal										\$ -	
Distribution and Cable Equipment Installation	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000		\$ 720,000	
Network Refresh	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000		\$ 90,000	
Fiber to the Premise (FTTP)	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		\$ 60,000	
Underground Telecommunication Lines Installation - Various Locations	\$ 25,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 25,000	\$ 25,000		\$ 90,000	
WiMax Deployment	\$ 150,000	\$ 130,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		\$ 60,000	
Relocate Fiber with Development			\$ 20,000	\$ 5,000	\$ 20,000	\$ 5,000	\$ 20,000	\$ 5,000		\$ 75,000	
Optical Time Domain Reflectometer (OTDR)			\$ 11,000							\$ 11,000	
Routers				\$ 15,000		\$ 15,000		\$ 15,000		\$ 45,000	
Server Replacement				\$ 15,000		\$ 15,000		\$ 15,000		\$ 45,000	
Cable Modem Termination System (CMTS)						\$ 100,000				\$ 100,000	
Underground Machine									\$ 23,000	\$ 23,000	
AEN / TELECOMM	\$ 320,000	\$ 300,000	\$ 196,000	\$ 200,000	\$ 185,000	\$ 300,000	\$ 200,000	\$ 215,000	\$ 23,000	\$ 1,319,000	
INFORMATION TECHNOLOGY	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals	
Desktop and Laptop Planned Replacement (25% Annually)	\$ 80,000	\$ 80,000		\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 400,000	
Server Planned Replacement	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000		\$ 90,000	
Printer Planned Replacement			\$ 20,000				\$ 20,000			\$ 60,000	
Major Software Purchases			\$ 60,000		\$ 60,000		\$ 60,000			\$ 180,000	
Phone System Replacement						\$ 200,000				\$ 200,000	
	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 175,000	\$ 295,000	\$ 175,000	\$ 95,000	\$ -	\$ 930,000	
GIS	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals	
GIS Spatial Database Engine					\$ 32,000					\$ 32,000	
	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ 32,000	
FINANCE	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals	
Financial Software Upgrades									\$ 27,000	\$ 27,000	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000	
INFORMATION TECHNOLOGY / GIS	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 207,000	\$ 295,000	\$ 175,000	\$ 95,000	\$ 27,000	\$ 989,000	

capital improvements plan

Capital Improvements Plan
2010-2016 Construction Years

Project Description	Approved	Est. Spend							FY11-16	
	2009-10 FY10	2009-10 FY10 Est	2010-11 FY11	2011-12 FY12	2012-13 FY13	2013-14 FY14	2014-15 FY15	2015-16 FY16	Unfunded	TOTAL Cost Project Totals
ADMINISTRATION - City Facilities										
City Facility Upgrades & Maintenance	\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ 130,000		\$ 760,000
Equipment / Shop - Diesel Retrofit	\$ 100,000		\$ 100,000							\$ 100,000
Service Center Roof Replacement			\$ 180,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		\$ 930,000
City Hall Administrative Services Facility Upgrade				\$ 100,000						\$ 100,000
Service Center Security Upgrades			\$ 70,000							\$ 70,000
Fire Department Public Safety training Facility									\$ 600,000	\$ 600,000
Fire Station No. 2 Reconstruction									\$ 3,400,000	\$ 3,400,000
Police Department Building Improvements									\$ 700,000	\$ 700,000
Council Chamber's improvements									\$ 300,000	\$ 300,000
Archive Building Construction									\$ 1,500,000	\$ 1,500,000
Long Term Facilities Replacement									\$ 1,750,000	\$ 1,750,000
City Facilities Upgrades - based on a Facilities Plan									\$ 1,200,000	\$ 1,200,000
ADMINISTRATION - FACILITIES	\$ 200,000	\$ 100,000	\$ 475,000	\$ 375,000	\$ 275,000	\$ 275,000	\$ 280,000	\$ 280,000	\$ 9,450,000	\$ 11,410,000
PARKS & RECREATION	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	Project Totals
Lower Clay Street Purchase			\$ 1,300,000							\$ 1,300,000
Ashland Creek Park Development			\$ 100,000	\$ 400,000	\$ 250,000					\$ 750,000
Oak Knoll Irrigation Replacement / Improvements			\$ 50,000	\$ 350,000	\$ 350,000					\$ 750,000
Lithia Park Plan / Evaluation			\$ 25,000	\$ 75,000						\$ 100,000
Overlay Parking Lots			\$ 10,000	\$ 40,000						\$ 50,000
Lithia Park Restrooms			\$ 75,000							\$ 75,000
Tennis Courts Lighting Improvements			\$ 75,000							\$ 75,000
Sherwood Park Restrooms			\$ 35,000							\$ 35,000
Eiders Shelter			\$ 25,000							\$ 25,000
Upper Clay Street Development				\$ 30,000		\$ 100,000	\$ 120,000			\$ 250,000
Bluebird Park Stairs				\$ 25,000						\$ 25,000
Nature Center Remodel				\$ 20,000	\$ 80,000					\$ 100,000
Ice Rink Cover Replacements and Improvements				\$ 20,000	\$ 180,000					\$ 200,000
Calle Guanajuato Improvements				\$ 100,000						\$ 100,000
Tennis Court Surface Replacement				\$ 100,000						\$ 100,000
Lower Clay Street Development				\$ 50,000	\$ 500,000	\$ 450,000				\$ 1,000,000
Open Space Acquisition / Park Development	\$ 200,000		\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000			\$ 2,400,000
PARKS & RECREATION	\$ 200,000	\$ 50,000	\$ 2,095,000	\$ 1,340,000	\$ 1,350,000	\$ 1,180,000	\$ 970,000	\$ 400,000	\$ -	\$ 7,335,000
TOTAL CIP OVER TIME	\$ 5,587,100	\$ 2,952,100	\$ 10,859,000	\$ 6,707,000	\$ 6,524,500	\$ 5,590,000	\$ 3,952,500	\$ 2,665,000	\$ 48,956,000	\$ 85,254,000
	FY10	FY10 Est	FY11	FY12	FY13	FY14	FY15	FY16	Unfunded	FY11-16 TOTAL



TITLE: MISCELLANEOUS CONCRETE SAFETY REPAIRS

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 500,000	Fees and Rates	<p>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.</p> <p>Projects are identified annually with \$100,000 set aside each year. Residents and community members are encouraged to correct their own safety hazards along their homes or businesses, but to also inform the City if there are significant sidewalk or curb repairs needed.</p> <p>These projects repair dangerous sidewalks, curbs and ramps, which improves pedestrian safety in our community.</p>	
Project Cost by Budget Year:			
2011	\$ 100,000		
2012	100,000		
2013	100,000		
2014	100,000		
2015	100,000		
2016	100,000		
<hr/>			
Total	\$ 500,000		



capital improvement plan

TITLE: RAILROAD CROSSING IMPROVEMENTS; HERSEY & LAUREL

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 450,000 Fees and Rates

Project Cost by Budget Year:

2011	\$ 450,000
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total	\$ 450,000

Project Description:

This project will replace the crossing surfaces and widen crossings to include bike and pedestrian crossings, and channelize traffic flow patterns at this crossing, as identified in the 1998 Transportation System Plan update. Automatic crossing gates will 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.



TITLE: PAVEMENT PLUS; SCHOFIELD STREET LOCAL IMPROVEMENT DISTRICT

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 66,060	SDC Street Fees	
98,000	LID	<p>The Schofield Street Local Improvement District was established to fund the improvement of Schofield and Monte Vista Streets in the northwest area of Ashland. This project would include the grading and paving of the existing gravel streets, and would provide for the construction of concrete curbs and gutters, sidewalks, storm drains and other related appurtenances. Fully improving gravel roads is important for maintaining air quality. This project was delayed by a prior action but is scheduled to resume in FY 2010-11.</p>
<u>202,940</u>	<u>Fees and Rates</u>	
\$ 367,000		
Project Cost by Budget Year:		
2011	\$ 367,000	
2012	100,500	
2013		
2014		
2015		
<u>2016</u>		
Total	\$ 467,500	



capital improvement plan

TITLE: PAVEMENT PLUS; LIBERTY STREET LOCAL IMPROVEMENT DISTRICT

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 49,500	SDC Street Fees
115,500	LID
110,000	Fees and Rates
<u>\$ 275,000</u>	

Project Cost by Budget Year:

2011	\$ 275,000
2012	100,500
2013	
2014	
2015	
2016	
<u>Total</u>	<u>\$ 375,500</u>

Project Description:

The formation of this LID has been previously attempted several times and was approved by Council in November 2007. The assessment district is composed of lots that have actual frontage on Liberty Street as well as those lots which take sole access from the section of street to be improved. There are sixteen lots with street frontage and four lots that have sole access from the street including a parcel owned by the City of Ashland as parks open space and has trail access along the irrigation ditch and a maintenance easement through tax lot 100 to Liberty Street.

The improved portion of Liberty Street consists of curb and gutter and paving with a width of 34 feet. The section of street south of Ashland Street has no sidewalks and ends approximately 500 feet from the actual southerly end of the right of way. The proposed improvement project would continue the street at a lesser width to the end of the right of way. Sidewalks could be installed on one side of the street for slightly over half of the total length. The southerly 270 feet of right of way is severely constrained with multiple mature trees, steep cut and fill slopes and drainage issues and as such will be reduced to an 18 foot width without sidewalks.



TITLE: ALLISON STREET OVERLAY

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 329,000	STP Grant	
<u>21,000</u>	Fees and Rates	
\$ 350,000		
Project Cost by Budget Year:		<p>The Surface Transportation Program (STP), which is administered through the Local Metropolitan Planning Organization (MPO), provides funds for reconstruction of existing public streets. The Allison Street overlay reconstruction project is an approved project on the MPO funding list. Under this program, Allison Street from Gresham Street to Sherman Street will be overlaid at a funded cost of \$350,000. This project has also been selected through the City's Pavement Management System.</p>
2011	\$ 350,000	
2012		
2013		
2014		
2015		
<u>2016</u>		
Total	\$ 350,000	



capital improvement plan

TITLE: SIDEWALK CONSTRUCTION; LAUREL STREET, HERSEY TO RANDY

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources: \$ 280,000 Grants	Project Description: The Laurel Street sidewalk construction project is a designated safe route to school (SRTS) project which will install concrete sidewalks along the east side of Laurel Street from Hersey Street to Randy. As identified in the 1998 Transportation System Plan, the project will also include crosswalk and handicapped access improvements. Funding to be provided through the STP fund exchange program which is allocated through the Rogue Valley Metropolitan Planning Organization (RVMPO).
Project Cost by Budget Year: 2011 \$ 280,000 2012 2013 2014 2015 2016 <hr/> Total \$ 280,000	



TITLE:WILL DODGE WAY OVERLAY / RECONSTRUCTION

PROJECT TYPE:TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:	
\$ 75,000	Fees & Rates
Project Cost by Budget Year:	
2011	\$ 75,000
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total	\$ 75,000

Project Description:

Will Dodge Way is one of the busiest alleys in the Ashland Central Business District. It functions as an important pedestrian way, as well as convenient delivery access for many Main Street businesses. While it is not on the TSP or Pavement Management Plan list, the alley has become an active area for vandalism and other illegal acts. In an effort to make the area safer and more attractive, the City and adjacent business owners have pledged to improve the area by installing additional lighting, improving rear entrance areas, and improving deteriorated infrastructure. The pavement surface has numerous utility cuts and shows areas of structural failure.

This project will reconstruct areas of the alley surface and overlay the entire alley surface between Pioneer and First Streets.



capital improvement plan

TITLE: TRANSPORTATION SYSTEM PLAN (TSP)

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

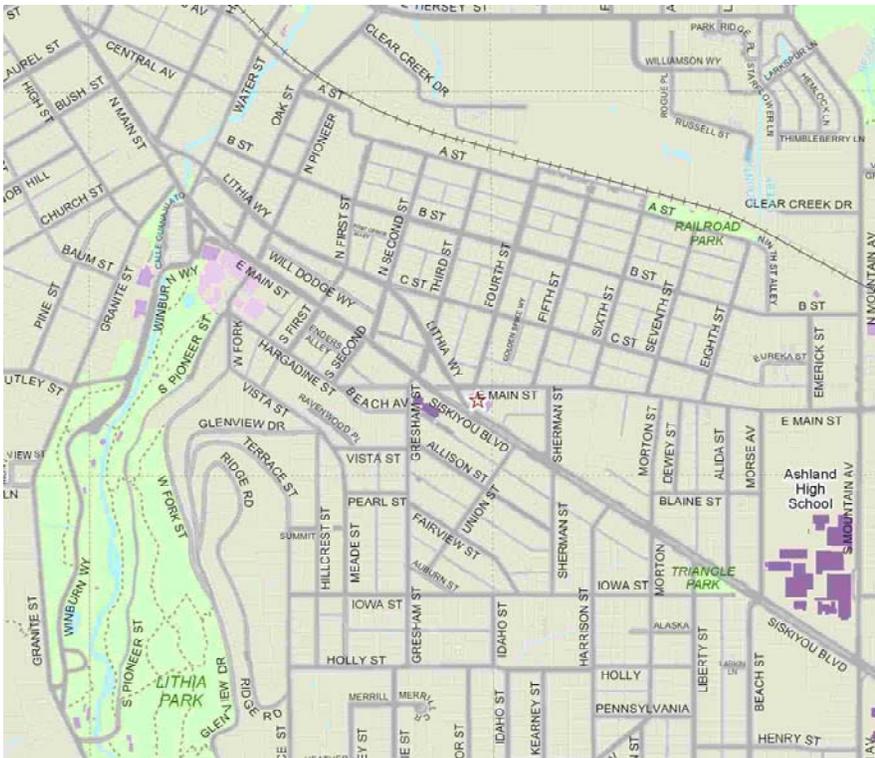
\$ 216,000 SDC Street Fees

Project Cost by Budget Year:

2011	\$ 216,000
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total	\$ 216,000

Project Description:

The City of Ashland is currently preparing for a full update of the City's Transportation System Plan (TSP). The purpose of the City's TSP is to define the existing system, and outline and prioritize specific improvements that will help the City move towards a more rounded multimodal system. This update will revise all of the current chapters of the TSP and will provide up-to-date maps and future improvements. Additional information will also be reviewed and included, such as "Safe Routes to School", to contribute to the



TITLE: SLURRY SEAL STREETS PER PMS

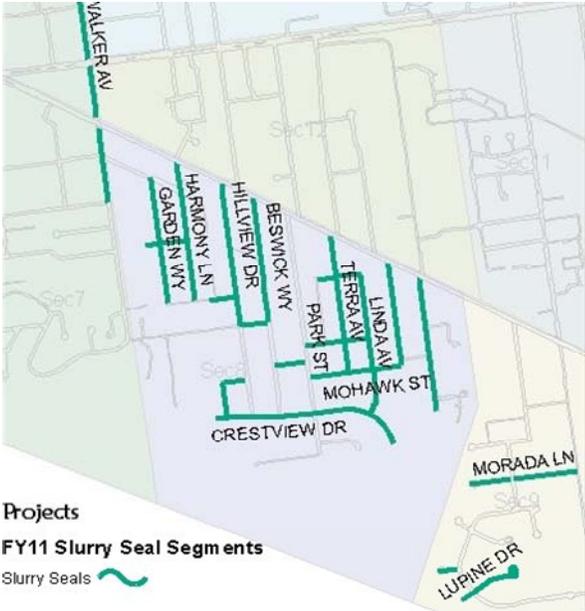
PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:	
\$ 500,000	Fees and Rates
Project Cost by Budget Year:	
2011	\$ 100,000
2012	100,000
2013	100,000
2014	100,000
2015	100,000
2016	
<hr/>	
Total	\$ 500,000

Project Description:

A slurry seal is a treatment applied to the surface of existing asphalt streets to fill cracks and seal areas of old pavements, to restore a uniform surface texture and to seal the surface to prevent moisture and air intrusion into the pavement. It is used by the City to prolong the life of existing paved street surfaces and is less costly than an asphalt overlay or full rebuild would be. 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. By identifying the streets in need and acting quickly to seal them adds years of life to the pavement surface. Each year several streets are treated under the slurry seal program.



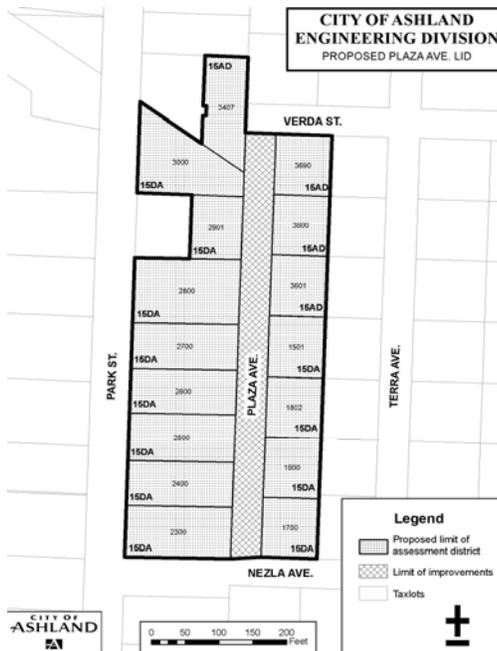
capital improvement plan

TITLE: PAVEMENT PLUS; PLAZA AVENUE (CMAQ IMPROVEMENT PROJECT)

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$	80,000	Fees and Rates	<p>After numerous attempts to form a local improvement district to improve Plaza Avenue, an application for funding under the Congestion Mitigation and Air Quality (CMAQ) grant program was made to ODOT. The application was approved, and funding for the project was secured in 2008 in the amount of \$797,700. Fully improving gravel roads is important for air quality. Under the CMAQ program, the City is required to pay a 10.27% match or \$81,923.79. Under this program the project is administered through ODOT as are all payments and disbursements. The City does not receive any grant funds for this project. The City's total obligation is the 10.27% match, plus any portion of the work over and above the grant amount.</p>
Project Cost by Budget Year:			
2011	\$	80,000	
2012			
2013			
2014			
2015			
2016			
<hr/>			
Total	\$	80,000	



TITLE:RAILROAD CROSSING IMPROVEMENTS; OAK STREET

PROJECT TYPE:TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 5,250	SDC Street Fees	
<u>29,750</u>	LID	<p>This project will replace the crossing surfaces and widen crossings to include bike and pedestrian crossings, and channelize traffic flow patterns at this crossing, as identified in the 1998 Transportation System Plan update. Automatic crossing gates will be installed under this project. ODOT Rail Division has submitted the application for improvement of this crossing and has issued the necessary order for the work. The majority of this work will be funded by ODOT Rail Division. The \$35,000 budget allocation will allow the City to extend sidewalks to the completed crossing.</p>
\$ 35,000	Fees and Rates	
Project Cost by Budget Year:		
2011	\$ 35,000	
2012		
2013		
2014		
2015		
<u>2016</u>		
Total	\$ 35,000	



capital improvement plan

TITLE: N MOUNTAIN AVE - HERSEY TO I-5 OVERLAY

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 275,000 Grant

Project Cost by Budget Year:

2011	\$ 275,000
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total	\$ 275,000

Project Description:

The City's Pavement Management System has indicated that North Mountain Avenue, between Hersey Street and I-5 is in need of an asphalt overlay. All utilities in this area have already been upgraded and the overlay can proceed without preliminary utility work. The work will include some minor reconstruction, surface grinding and overlaying with a 2-inch thick asphalt overlay.

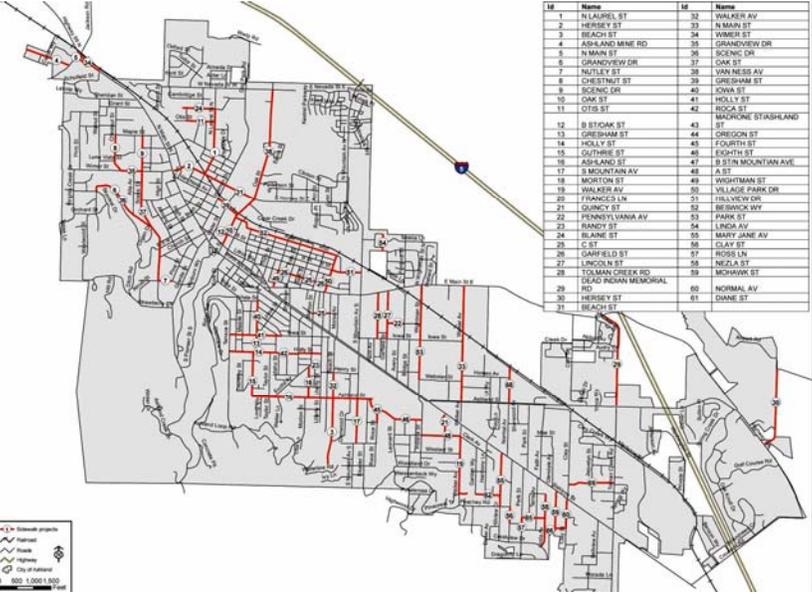


TITLE: MISCELLANEOUS NEW SIDEWALK IMPROVEMENTS
(BASED ON PRIORITIZED LIST IN TSP)

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 100,000	SDC Street Fees	<p>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 has prioritized school sidewalk connections first, then sidewalks that make the connection to transit corridors and businesses or other significant gathering places.</p> <p>As a part of insuring these important connections are completed, \$80,000 a year is budgeted. New sidewalk projects benefit the community as they provide important connectivity improvements that allow Ashland pedestrians to travel our community safely.</p>	
300,000	Fees and Rates		
<u>\$ 400,000</u>			
Project Cost by Budget Year:			
2011	\$ 80,000		
2012	80,000		
2013	80,000		
2014	80,000		
2015	80,000		
2016			
<u>Total</u>	<u>\$ 400,000</u>		



capital improvement plan

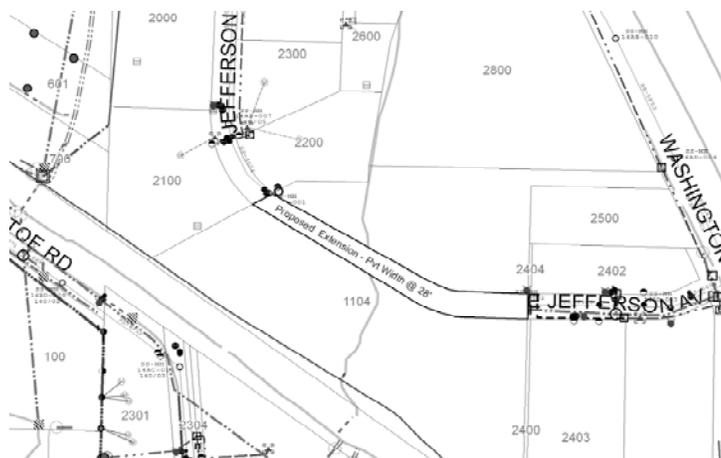
TITLE: JEFFERSON STREET EXTENSION PROJECT (BRAMMO OECDD)

PROJECT TYPE: TRANSPORTATION / PUBLIC SAFETY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 400,000	OECDD Grant	
<u>375,000</u>	Other	
<u>\$ 775,000</u>		
Project Cost by Budget Year:		Jefferson Street was bisected by a parcel of land within Jackson County jurisdiction surrounded by City incorporated land zoned for light industrial businesses. Brammo Motorsports successfully completed the annexation process incorporating this parcel into the City limits. Brammo Motors has submitted an application for the construction of three 4,800 square foot buildings. As a condition of the planning action requirements, the connection of Jefferson Street must be completed by Brammo Motors.
2011	\$ 775,000	
2012		
2013		
2014		
2015		
<u>2016</u>		
Total	\$ 775,000	

To facilitate the completion of Jefferson Street, the City Council approved an application to the Oregon Economic and Community Development Department for financial assistance in funding the road improvements. The developer received a grant for \$400,000 and a loan of \$500,000 as a maximum available amount to complete the infrastructure. Brammo Motorsports has agreed to reimburse the City all costs for the construction of Jefferson Street. Construction will begin as soon as permits, plans and specifications are complete and funds are secured.

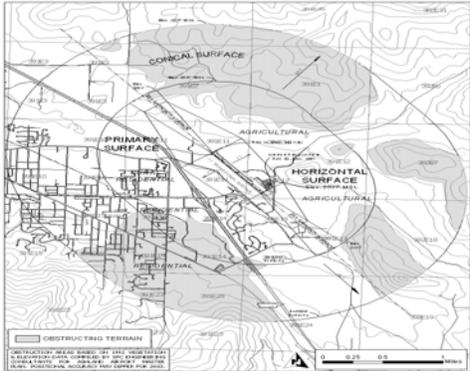


TITLE: AIRPORT IMPROVEMENTS (AIP) FAA GRANT

PROJECT TYPE: AIRPORT IMPROVEMENT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 90,000	"Soft Match"	
	FAA Entitlement Grant	<p>All major aviation related improvements at Ashland Municipal Airport have been funded through FAA grants, either through AIP or non-primary entitlement grants. Additional grants have been provided from the Oregon Department of Aviation (ODA) in the form of FAM grants. The AIP grants provide 95% of funds for all large projects. The Airport generally schedules an AIP project at 5-year intervals. The next AIP project is scheduled for FY 10-11 and includes a full structural overlay of runway 12/30 and a replacement of the existing VASI system (Visual Approach Slope Indicator). The engineering design will be funded in FY 10 with the actual construction to take place in 2011. If a FAM grant (Federal Aid to Municipalities) is offered in either 2010 or 2011, it will be applied toward the City's required 5% match (there is no match requirement with FAM grants). Additional match funds can be provided through staff labor and expenses in the form of a "soft match" and/or from unused non-primary entitlement funds.</p>
1,710,000	FAA/AIP Grant	
<u>1,800,000</u>		
Project Cost by Budget Year:		
2011	\$ 1,800,000	
2012		
2013		
2014		
2015		
2016		
<u>Total</u>	<u>\$ 1,800,000</u>	



capital improvement plan

TITLE: WATER CURTAILMENT/TID PUMP STATION IMPROVEMENTS

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 220,000 Fees and Rates

Project Cost by Budget Year:

2011	\$ 220,000
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total	\$ 220,000

Project Description:

In 2009 the City of Ashland had to supplement our drinking water with TID water by pumping it from this location on Terrace Street to the water treatment plant. This station was installed in 1977 after a drought year and has been used a number of times since then. Recently there has been a number of safety issues arise that were not in effect the last time the station was used. This project will upgrade the stations outdated pumps and upgrade the electrical system by moving it from underground and relocating it on the surface near the entry hatch.



TITLE:FERC PART 12 HOSLER DAM SEISMIC STRUCTURAL SAFETY ANALYSIS

PROJECT TYPE:WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<p>Funding Sources:</p> <p style="padding-left: 40px;">\$ 185,000 SDC Water Fees</p> <p>Project Cost by Budget Year:</p> <table style="margin-left: 40px;"> <tr><td>2011</td><td>\$</td><td>185,000</td></tr> <tr><td>2012</td><td></td><td></td></tr> <tr><td>2013</td><td></td><td></td></tr> <tr><td>2014</td><td></td><td></td></tr> <tr><td>2015</td><td></td><td></td></tr> <tr><td>2016</td><td></td><td></td></tr> <tr><td colspan="3"><hr/></td></tr> <tr><td>Total</td><td>\$</td><td>185,000</td></tr> </table>	2011	\$	185,000	2012			2013			2014			2015			2016			<hr/>			Total	\$	185,000	<p>Project Description:</p> <p>Holser Dam is a concrete arch dam constructed in 1928 in the Ashland Watershed canyon. It impounds water from both ththe East and West Forks of Ashland Creek, which have small concrete diversion dam structures on each fork.</p>
2011	\$	185,000																							
2012																									
2013																									
2014																									
2015																									
2016																									
<hr/>																									
Total	\$	185,000																							

This dam was originally known as Reeder Gulch Dam. It is owned and operated by the City of Ashland Department of Public Works. In 2003 and again in 2009, Acres International performed the safety inspection as the FERC-approved, independent structural consultant. These inspections are required every five years in accordance with the Federal Energy Regulatory Commission (FERC) Part 12 Safety Inspection Guidelines. (Part 12, Title 18 Code of Federal Regulations). The Part 12 Inspection includes a review of the structural soundness including a review of seismic, stress security precautions and protocols. The 2003 report identified a need for a geological evaluation which was subsequently concluded in advance of the 2009 inspection. The geological evaluation concluded that there is a need to re-analyze post-earthquake base shear structural stability, which then effectively became a mandatory recommendation in the 2009 Part 12 Inspection Report.



capital improvement plan

TITLE: HOSLER DAM SPILLWAY GATES UPGRADE (PLAN & SCHEDULE)

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 50,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	50,000
2012		
2013		
2014		
2015		
2016		
<hr/>		
Total	\$	50,000

Project Description:

In 2009, Federal Energy Regulatory Commission (FERC) staff performed a routine annual safety inspection of Hosler Dam. Concerns were raised regarding corrosion of the operational hardware, support beams, and spillway gates. The FERC subsequently requested a plan and schedule for cleaning and painting them to prevent further corrosion. This project, scheduled for the 3rd or 4th quarter of 2010, will meet the federally mandated requirement to paint the items listed above.



TITLE: RIGHT WATER FOR RIGHT USE PROGRAM

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<p>Funding Sources:</p> <table style="margin-left: 40px;"> <tr> <td style="text-align: right;">\$ 251,460</td> <td>SDC Water Fees</td> </tr> <tr> <td style="text-align: right;">118,540</td> <td>Grant</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">\$ 370,000</td> <td></td> </tr> </table> <p>Project Cost by Budget Year:</p> <table style="margin-left: 40px;"> <tr> <td style="text-align: right;">2011</td> <td style="text-align: right;">\$ 370,000</td> </tr> <tr> <td style="text-align: right;">2013</td> <td></td> </tr> <tr> <td style="text-align: right;">2014</td> <td></td> </tr> <tr> <td style="text-align: right;">2015</td> <td></td> </tr> <tr> <td style="text-align: right;">2016</td> <td></td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">Total</td> <td style="text-align: right; border-top: 1px solid black;">\$ 370,000</td> </tr> </table>	\$ 251,460	SDC Water Fees	118,540	Grant	\$ 370,000		2011	\$ 370,000	2013		2014		2015		2016		Total	\$ 370,000	<p>Project Description:</p> <p>Staff's analysis of the best water source for each type of water use is strongly and deeply rooted in preserving this precious natural resource, and in enhancing livability and the environmental stewardship in Ashland. This project continues to formally explore Ashland's <i>Right Water for the Right Use</i>.</p>
\$ 251,460	SDC Water Fees																		
118,540	Grant																		
\$ 370,000																			
2011	\$ 370,000																		
2013																			
2014																			
2015																			
2016																			
Total	\$ 370,000																		

In 1998, the Water Advisory Group looked at a variety of options to meet future water demand estimates. At that time, the TAP option was selected to meet the immediate future needs for the City of Ashland and provide an emergency water source should the need arise. However, even with TAP as an ultimate resource, there is a need to explore the right water source for the right use. Community water use increases from roughly 2.0 mgd in the winter, to a peak daily use of over 7.5 mgd in the summer - a 375% increase!

The new Water Master Plan will analyze all potential water supply options including lawn irrigation with a secondary TID irrigation system (which the City has a water right for 769 acre feet), and using the City's 2.2 million gallons per day of Level IV effluent. The study will also look at conservation and alternative landscaping opportunities. This project funds a "Right Water for Right Use" study that will evaluate all potential water supply options.



capital improvement plan

TITLE: REEDER RESERVOIR IMPROVEMENTS AND SILT REMOVAL EAST AND WEST FORKS

PROJECT TYPE: WATER SUPPLY

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:

\$ 445,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	100,000
2012		100,000
2013		65,000
2014		25,000
2015		55,000
2016		100,000
<hr/>		
Total	\$	445,000

Project Description:

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



**TITLE: IOWA STREET - SHERMAN STREET TO GRESHAM STREET STORM DRAIN
LINE REPLACEMENT**

PROJECT TYPE: STORM DRAINS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:
\$ 17,100	SDC Storm Fees	<p>This project was included in the 2000 Storm Water Master Plan as part of alternative #5 for the Beach and Mountain Creek basins. This segment will be constructed by City Crews. This project consists of approximately 650 LF of 12" and 300 LF of 24" Storm Drainage Pipe, Manholes, Inlets, and resurfacing.</p>
39,900	Fees and Rates	
<u>\$ 57,000</u>		
Project Cost by Budget Year:		
2011	\$ 35,000	
2012	22,000	
2013		
2014		
2015		
2016		
<hr/>		
Total	\$ 57,000	



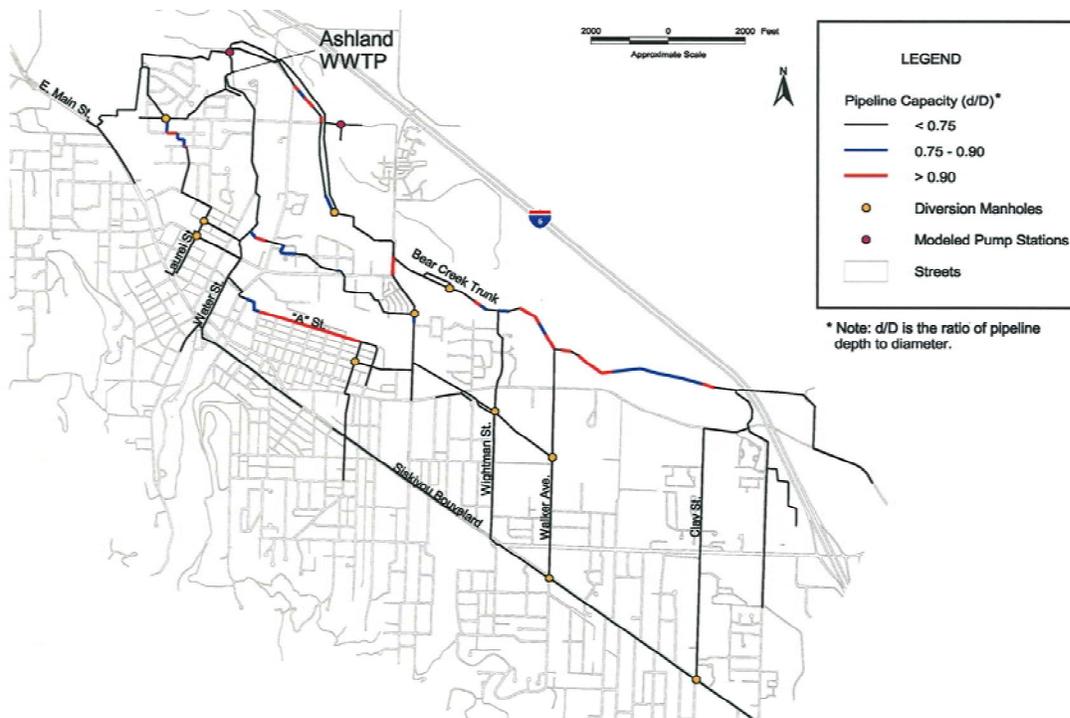
capital improvement plan

TITLE: COMPREHENSIVE WASTEWATER MASTER PLAN UPDATE

PROJECT TYPE: WASTEWATER FACILITIES & COLLECTION SYSTEM

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

Funding Sources:		Project Description:	
\$ 350,000	SDC Wastewater fees	The City's current sanitary sewer facilities and collection system master plans were prepared in 2005 by Carollo Engineers of Portland, Oregon. The Scope of Services of the new master plan will review and update facilities and collection system data, changes to the system, assumptions for the future needs including expansion into the UGB; as well as cover financial needs, staffing requirements, and a life cycle replacement program in the new master plan.	
Project Cost by Budget Year:			
2011	\$ 350,000		
2012			
2013			
2014			
2015			
2016			
<hr/>			
Total	\$ 350,000		

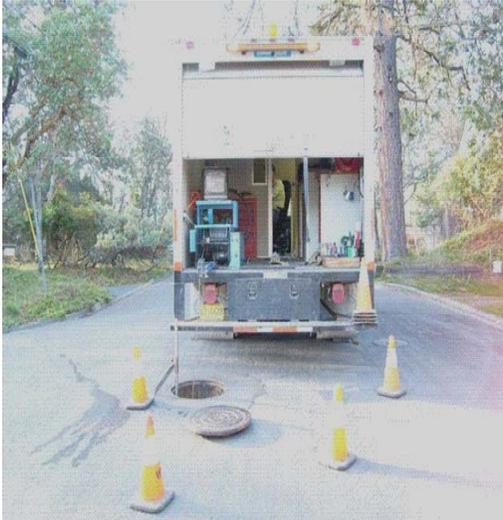


**TITLE: WASTEWATER COLLECTIONS LINE REPLACEMENT
MISCELLANEOUS IN-HOUSE**

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections

Funding Sources:		Project Description:
\$ 45,000	SDC Wastewater Fees	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.
255,000	Fees and Rates	
<u>\$ 300,000</u>		
Project Cost by Budget 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.
2011	\$ 50,000	
2012	50,000	
2013	50,000	
2014	50,000	
2015	50,000	
2016	<u>50,000</u>	
Total	\$ 300,000	



capital improvement plan

TITLE: WASTEWATER COLLECTIONS ASHLAND CREEK MAINLINE REPLACEMENT

PROJECT TYPE: WASTEWATER COLLECTIONS

RESPONSIBLE DEPARTMENT: Public Works Department / Wastewater Collections

Funding Sources:

\$ 13,750	SDC Wastewater fees
261,250	Fees and Rates
<u>\$ 275,000</u>	

Project Cost by Budget Year:

2011	\$ 275,000
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total	\$ 275,000

Project Description:

This 1,700 foot, 21 inch clay sanitary sewer line was installed in 1905 and located along Ashland Creek. The original location was selected to take advantage of the existing terrain and ease of gravity flow. Due to numerous constraints, it is not feasible to relocate the line, so the existing line will be refurbished in its current location. The line runs through numerous easements and is very hard to inspect and maintain due to its location. This project will re-line the existing interior pipe wall. This will not only substantially increase the pipe strength and its integrity; it will also give it much better flow characteristics. In addition, staff will be upgrading existing easements to create improved access for inspections and maintenance.



**TITLE: WASTEWATER TREATMENT PLANT MEMBRANE SECTIONS
REPLACEMENT PLANNING**

PROJECT TYPE: WASTEWATER TREATMENT PLANT

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

<p>Funding Sources:</p> <table style="margin-left: 40px;"> <tr> <td style="text-align: right;">\$ 262,500</td> <td>SDC</td> </tr> <tr> <td style="text-align: right;"><u>1,342,500</u></td> <td>Fees and Rates</td> </tr> <tr> <td style="text-align: right;"><u>\$1,605,000</u></td> <td></td> </tr> </table> <p>Project Cost by Budget Year:</p> <table style="margin-left: 40px;"> <tr> <td style="text-align: right;">2011</td> <td style="text-align: right;">\$ 535,000</td> </tr> <tr> <td style="text-align: right;">2012</td> <td style="text-align: right;">535,000</td> </tr> <tr> <td style="text-align: right;">2013</td> <td style="text-align: right;">535,000</td> </tr> <tr> <td style="text-align: right;">2014</td> <td></td> </tr> <tr> <td style="text-align: right;">2015</td> <td></td> </tr> <tr> <td style="text-align: right;">2016</td> <td></td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">\$ 1,605,000</td> </tr> </table>	\$ 262,500	SDC	<u>1,342,500</u>	Fees and Rates	<u>\$1,605,000</u>		2011	\$ 535,000	2012	535,000	2013	535,000	2014		2015		2016		<hr/>		Total	\$ 1,605,000	<p>Project Description:</p> <p>The City's Wastewater Treatment plant Tertiary Membrane Facility was completed in 2003. The membranes are made by Zenon Zeeweed and have a life expectancy of at least 7-10 years.</p> <p>While staff is generally pleased with the wear of the existing membranes, they are eight years old and starting to show failures in a portion of them. Budget constraints prevented the City from establishing a reserve fund to replace the membranes so funds for this project are borrowed from the Equipment Fund over the next three years. The Wastewater Fund will budget \$200,000 per year to pay back the Equipment Fund for this project.</p> <p>With 36 cassettes to replace, this project will take three years to complete. Depending on the new membrane life expectancy; the next replacement cycle will begin in the FY 2019-20 budget.</p> <p>The new Wastewater Master Plan update will include an evaluation of new membrane technology with a goal of identifying a membrane that reduces the replacement costs.</p>
\$ 262,500	SDC																						
<u>1,342,500</u>	Fees and Rates																						
<u>\$1,605,000</u>																							
2011	\$ 535,000																						
2012	535,000																						
2013	535,000																						
2014																							
2015																							
2016																							
<hr/>																							
Total	\$ 1,605,000																						



capital improvement plan

TITLE:INSTALL NEW SERVICES & NEW INFRASTRUCTURE

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources: \$ 1,925,000 Fees and Rates	Project Description: This project line represents all of the annual expenses related to the installation of new services and transformers needed for new developments throughout the City. Much of these costs are returned as direct revenues, others as fees. This system includes costs to install underground conductors and devices to replace overhead lines.
Project Cost by Budget Year: 2011 \$ 300,000 2012 325,000 2013 325,000 2014 325,000 2015 325,000 2016 325,000 <hr/> Total \$ 1,925,000	



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

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:	
\$ 675,000	Fees and Rates
Project Cost by Budget Year:	
2011	\$ 100,000
2012	100,000
2013	100,000
2014	125,000
2015	125,000
2016	125,000
<hr/>	
Total	\$ 675,000

Project Description:

This annual item includes all capitalized line replacement, service upgrades and other electric utility connections and loops. The work is primarily completed by in-house electric crews.



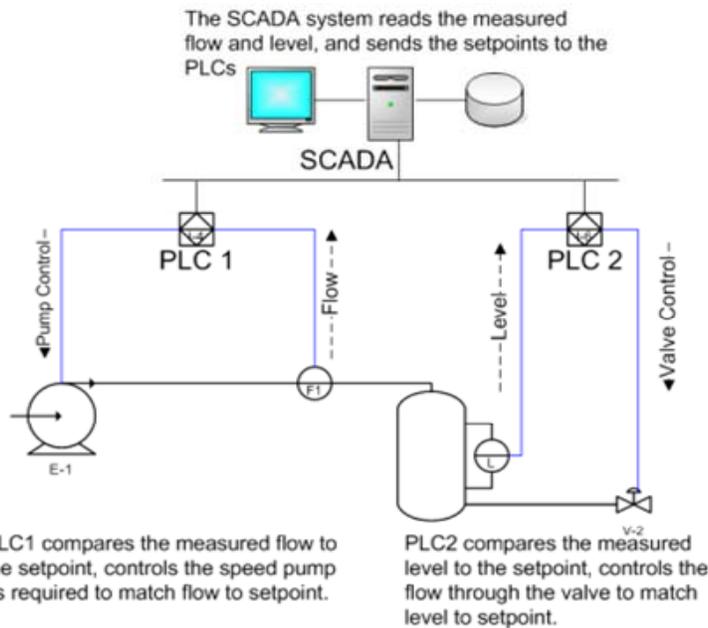
capital improvement plan

TITLE: SCADA SYSTEM

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:		Project Description:	
\$	20,000	Fees and Rates	<p>SCADA, Supervisory Control and Data Acquisition, refers to a system that collects real time data from various sensors at remote locations and then sends this data to a central computer which then manages and controls the data. This budget item provides funds to improve remote sensing capabilities.</p>
Project Cost by Budget Year:			
2011	\$	20,000	
2012			
2013			
2014			
2015			
2016			
<hr/>			
Total	\$	20,000	

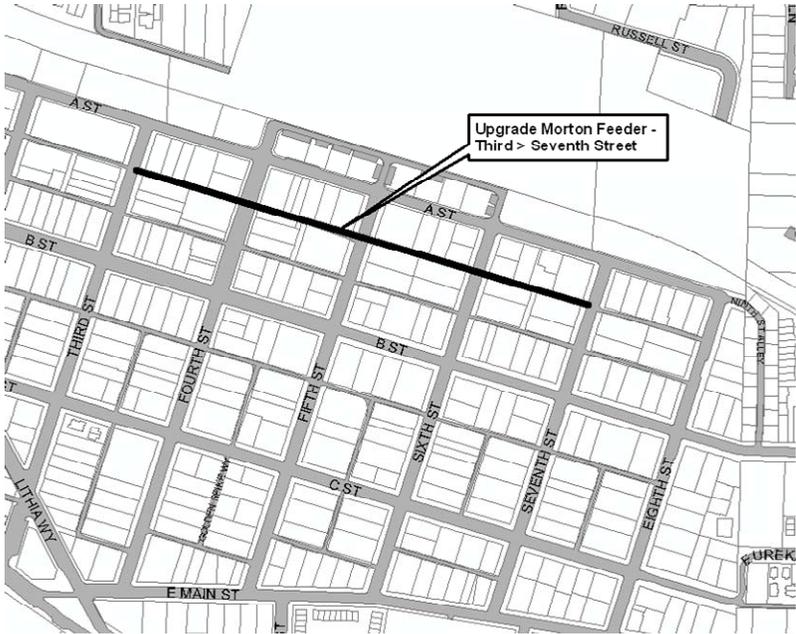


TITLE: UPGRADE FEEDER LINE - MORTON STREET

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:		Project Description:	
\$	95,000	Fees and Rates	This project will upgrade Line Capacity to meet current and future needs. This project is part of a 10-year system study.
Project Cost by Budget Year:			
	2011	\$ 35,000	
	2012	30,000	
	2013	30,000	
	2014		
	2015		
	2016		
<hr/>			
Total	\$	95,000	



capital improvement plan

TITLE: ASHLAND SUBSTATION UPGRADE

PROJECT TYPE: ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources:

\$ 100,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	50,000
2012		50,000
2013		
2014		
2015		
2016		

Total	\$	100,000
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Project Description:

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

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



TITLE:FERC PART 12 HOSLER DAM SAFETY INSPECTION

PROJECT TYPE:ELECTRIC UTILITY UPGRADE

RESPONSIBLE DEPARTMENT: City of Ashland Electric Utilities

Funding Sources: \$ 185,000 Fees and Rates	Project Description: The Inspection of the Reeder Reservoir Dam is required by FERC every 3 years. This project's cost is split 50/50 between the Water Fund and the Electric Fund.
Project Cost by Budget Year: 2011 \$ 125,000 2012 2013 2014 60,000 2015 2016 <hr/> Total \$ 185,000	



capital improvement plan

TITLE: RELOCATE FIBER WITH DEVELOPMENT

PROJECT TYPE: AFN / TELECOMMUNICATIONS

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources:

\$ 75,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	20,000
2012		5,000
2013		20,000
2014		5,000
2015		20,000
2016		5,000
<hr/>		
Total	\$	75,000

Project Description:

This project incorporates the relocation of Ashland Fiber Network facilities, either overhead aerial lines or underground utility lines in response to new development. As a common practice, where applicable, relocation is done simultaneously with the Electric Department to accommodate new development.

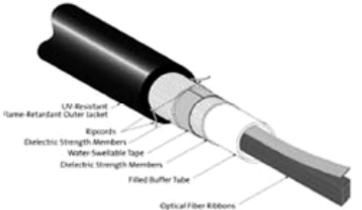
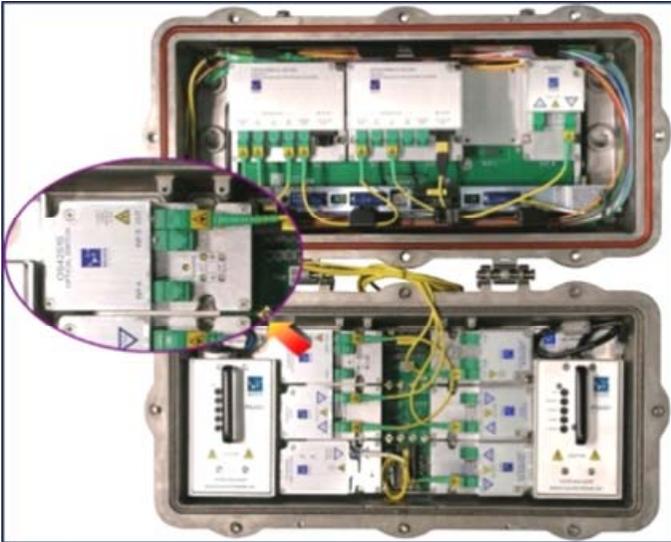


TITLE: NETWORK REFRESH

PROJECT TYPE: AFN / TELECOMMUNICATIONS

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources:		Project Description:	
\$	90,000	Fees and Rates	To attain IT Department division goals, operational updates and scheduled maintenance is an established expenditure in the annual budget. The network refresh reflects the costs to maintain a reliable and efficient infrastructure for the hybrid fiber coaxial network. The budget includes costs for power supplies, optical nodes, mini-bridgers and other equipment as needed. This is an ongoing annual capital expense.
Project Cost by Budget Year:			
	2011	\$ 15,000	
	2012	15,000	
	2013	15,000	
	2014	15,000	
	2015	15,000	
	2016	15,000	
	Total	\$ 90,000	



capital improvement plan

TITLE: FIBER TO THE PREMISES (FTTP)

PROJECT TYPE: AFN / TELECOMMUNICATIONS

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources:

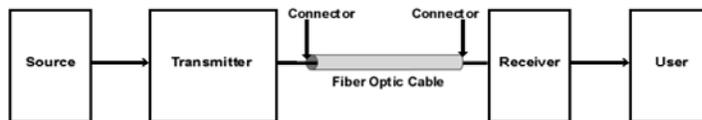
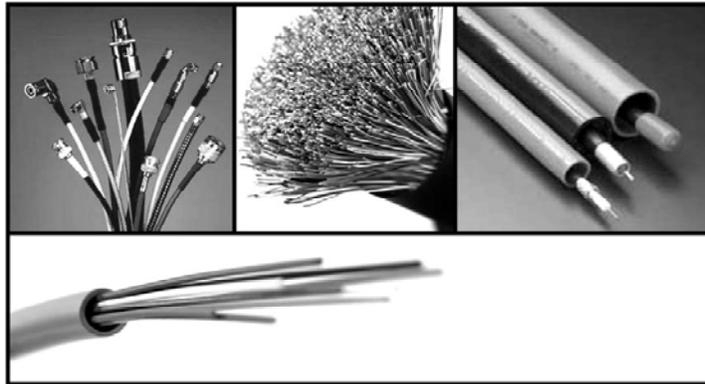
\$ 60,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	10,000
2012		10,000
2013		10,000
2014		10,000
2015		10,000
2016		10,000
<hr/>		
Total	\$	60,000

Project Description:

In response to customer demand for increased bandwidth to their businesses and homes, AFN continues to install Fiber To The Premises (FTTP) facilities to further grow its customer base. FTTP costs associated with the installation of the fiber to new customers are represented in this budget item. The expectation of a growing customer base remains fairly steady through the next two budget years. This project is an ongoing annual capital expense.



TITLE: OPTICAL TIME DOMAIN REFLECTOMETER "OTDR"

PROJECT TYPE: AFN / TELECOMMUNICATIONS

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources:		Project Description:	
	\$ 11,000	Fees and Rates	<p>The Optical Time Domain Reflectometer or "OTDR" is used to locate fiber optic fault, such as breaks, and to measure optical return loss. An OTDR injects a series of optical pulses into the fiber under test. It also extracts, from the same end of the fiber, light that is scattered and reflected back from points in the fiber where the index of refraction changes.</p>
Project Cost by Budget Year:			
2011	\$ 11,000		
2012			
2013			
2014			
2015			
2016			
Total	\$ 11,000		



capital improvement plan

TITLE: DISTRIBUTION & CABLE EQUIPMENT INSTALLATION

PROJECT TYPE: AFN / TELECOMMUNICATIONS

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources:

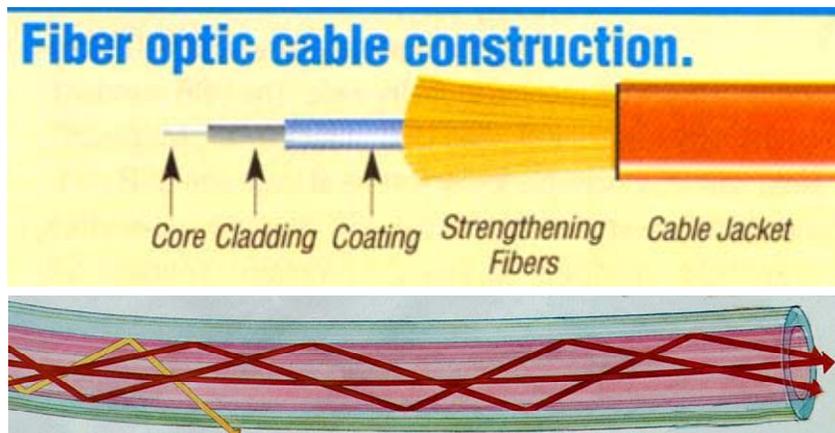
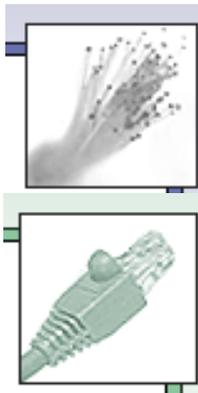
\$ 720,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	120,000
2012		120,000
2013		120,000
2014		120,000
2015		120,000
2016		120,000
<hr/>		
Total	\$	720,000

Project Description:

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.



TITLE: UNDERGROUND TELECOMMUNICATION LINES IN VARIOUS LOCATIONS

PROJECT TYPE: AFN / TELECOMMUNICATIONS

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

<p>Funding Sources:</p> <p style="padding-left: 40px;">\$ 90,000 Fees and Rates</p> <p>Project Cost by Budget Year:</p> <table><tr><td style="padding-left: 40px;">2011</td><td style="padding-left: 20px;">\$</td><td style="padding-left: 20px;">10,000</td></tr><tr><td style="padding-left: 40px;">2012</td><td></td><td style="padding-left: 20px;">10,000</td></tr><tr><td style="padding-left: 40px;">2013</td><td></td><td style="padding-left: 20px;">10,000</td></tr><tr><td style="padding-left: 40px;">2014</td><td></td><td style="padding-left: 20px;">10,000</td></tr><tr><td style="padding-left: 40px;">2015</td><td></td><td style="padding-left: 20px;">25,000</td></tr><tr><td style="padding-left: 40px;">2016</td><td></td><td style="padding-left: 20px;">25,000</td></tr><tr><td colspan="3"><hr/></td></tr><tr><td style="padding-left: 40px;">Total</td><td style="padding-left: 20px;">\$</td><td style="padding-left: 20px;">90,000</td></tr></table>	2011	\$	10,000	2012		10,000	2013		10,000	2014		10,000	2015		25,000	2016		25,000	<hr/>			Total	\$	90,000	<p>Project Description:</p> <p>This project incorporates the conversion of Ashland Fiber Network from overhead aerial lines into underground utility easements. Relocating utility lines to underground protective conduits frees visual clutter and extends the life cycle of the lines. The electric department has adopted the practice of installing new services and undergrounding existing aerial services as common practice where applicable, and whenever possible, AFN simultaneously relocates their facilities underground in concert with the electric department.</p>
2011	\$	10,000																							
2012		10,000																							
2013		10,000																							
2014		10,000																							
2015		25,000																							
2016		25,000																							
<hr/>																									
Total	\$	90,000																							



capital improvement plan

TITLE: WIMAX DEPLOYMENTS

PROJECT TYPE: AFN / TELECOMMUNICATIONS

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources:

\$ 60,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	10,000
2012		10,000
2013		10,000
2014		10,000
2015		10,000
2016		10,000
<hr/>		
Total	\$	60,000

Project Description:

WiMax is the new wireless broadband technology standard that does not require line-of-sight between end-to-end users to transport data. Unlike WiFi technology, WiMax can deliver wireless data over longer distances using point-to-multipoint architecture. The purchase and deployment of a new WiMax solution will vastly improve the speed, reliability, and further extend the reach of the AFN anywhere wireless service network. The build out for the WiMax system is anticipated to be a two year phased project with the majority of activity and expense occurring in 2010. The application of new technology continues to enhance service to the AFN customers keeping the AFN division profitable.



TITLE: MAJOR SOFTWARE PURCHASES

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources: \$ 180,000 Fees and Rates	Project Description: Purchase new and/or upgrade existing software such as Operating System "OS" software to enable the deployment of further security encryption. Purchase software to increase user efficiency.
Project Cost by Budget Year: 2011 \$ 60,000 2012 2013 60,000 2014 2015 60,000 2016 <hr/> Total \$ 180,000	



capital improvements plan

TITLE: SERVER PLANNED REPLACEMENT

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources:

\$ 90,000 Fees and Rates

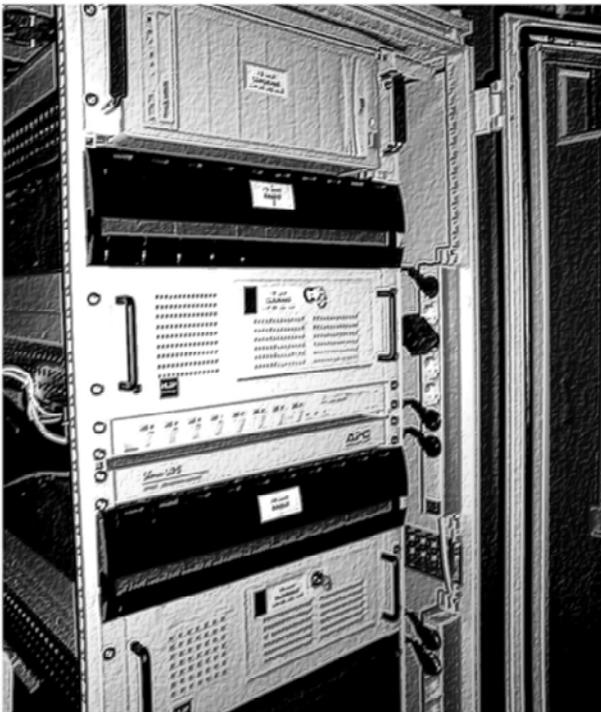
Project Cost by Budget Year:

2011	\$	15,000
2012		15,000
2013		15,000
2014		15,000
2015		15,000
2016		15,000
<hr/>		
Total	\$	90,000

Project Description:

As part of an adopted maintenance and upgrade schedule, City equipment is required to be replaced to accommodate software upgrades, built in obsolescence and equipment failure.

All City work is accessed through and saved to the City servers. It is of vital importance that this equipment is kept in proper running order. Server capability must constantly adjust to handle the increased memory needs brought on by larger and more complex software deployment.



TITLE: PRINTER PLANNED REPLACEMENT

PROJECT TYPE: TECHNOLOGY

RESPONSIBLE DEPARTMENT: City of Ashland Information Technology

Funding Sources: \$ 60,000 Fees and Rates	Project Description: As part of an adopted maintenance and upgrade schedule, City equipment is required to be replaced to accommodate software upgrades, built in obsolescence and equipment failure. Replacement of the City used printers ensures that environmentally friendly and multi-functional machines are available to staff.
Project Cost by Budget Year: 2011 \$ 20,000 2012 2013 20,000 2014 2015 20,000 2016 <hr/> Total \$ 60,000	



capital improvement plan

TITLE: SERVICE CENTER ROOF REPLACEMENT

PROJECT TYPE: ADMINISTRATION

RESPONSIBLE DEPARTMENT: Public Works Department

Funding Sources:		Project Description:	
\$ 930,000	Fees and Rates	The Service Center first opened in 1986. Its original roof is beginning to fail and needs to be replaced. The style of roofing used in 1986 has exposed hardware, which allowed moisture to come in direct contact with the bare metal. This metal has begun to fail and needs to be replaced. The roofs on both the Service Center warehouse and the shop building will be replaced with new, hidden hardware style metal roofing.	
Project Cost by Budget Year:			
2011	\$ 180,000		
2012	150,000		
2013	150,000		
2014	150,000		
2015	150,000		
2016	150,000		
<hr/>			
Total	\$ 930,000		

In addition to the Service Center Roof, the Facility Maintenance Division is responsible for the maintenance of 60 City owned buildings. In order to ensure timely roof replacement schedules, this CIP provides annual funds of \$150,000 to replace two or three roofs per year. Typical roofing has a 25 year life expectancy.



TITLE: CITY FACILITY UPGRADES & MAINTENANCE

PROJECT TYPE: ADMINISTRATION

RESPONSIBLE DEPARTMENT: Public Works Department

Funding Sources:		Project Description:	
	\$ 760,000	Fees and Rates	<p>The City owns and maintains over 50 occupied and unoccupied facilities; staff is in the process of evaluating the condition and maintenance requirements of each facility.</p> <p>These annual capitalized maintenance and repair requirements include such items as roof repairs, window replacement, HVAC upkeep, electrical upgrades, carpet replacement, painting and office moves to accommodate staffing changes.</p>
Project Cost by Budget Year:			
	2011	\$ 125,000	
	2012	125,000	
	2013	125,000	
	2014	125,000	
	2015	130,000	
	2016	130,000	
	<u>Total</u>	<u>\$ 760,000</u>	



capital improvement plan

TITLE: EQUIPMENT / SHOP - DIESEL RETROFIT

PROJECT TYPE: ADMINISTRATION

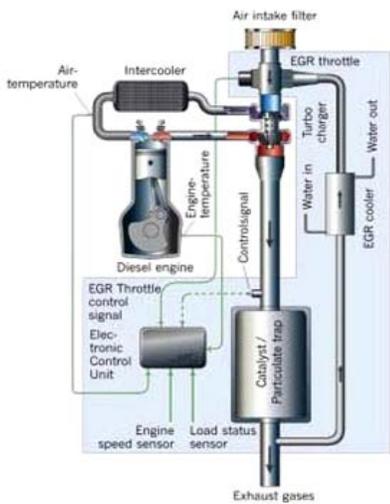
RESPONSIBLE DEPARTMENT: Public Works Department

Funding Sources:	
\$ 91,000	Grants
9,000	Fees and Rates
<u>\$ 100,000</u>	
Project Cost by Budget Year:	
2011	\$ 100,000
2012	
2013	
2014	
2015	
2016	
<u>Total</u>	<u>\$ 100,000</u>

Project Description:

The purpose of a diesel retrofit program is to reduce the harmful emissions produced by a diesel powered fleet. Until recently, emissions control devices were not required on diesel powered vehicles. The retrofit program will add emissions control technology to vehicles not previously equipped with these devices. Several control devices can be used to reduce emissions, some of these devices include, diesel particulate filters, NOx catalysts, diesel oxidation catalysts and exhaust gas recirculation systems.

These devices can reduce some harmful emissions by as much as 90% by converting harmful emissions such as carbon monoxide and hydrocarbons (CO and HC), to non harmful carbon dioxide and water (CO2 and H2O). Our retrofit program will reduce the emissions from 15 of our most used, non-emissions controlled diesel vehicles, including dump trucks, back hoes, and pickups. These programs are verified and proven effective by both the U.S. Environmental Protection Agency (EPA) and the California Air Resources Board (CARB).



TITLE: SERVICE CENTER SECURITY UPGRADES

PROJECT TYPE: ADMINISTRATION

RESPONSIBLE DEPARTMENT: Public Works Department

Funding Sources:	
\$ 70,000	Fees and Rates
Project Cost by Budget Year:	
2011	\$ 70,000
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total	\$ 70,000

Project Description:

The Service Center facility located at 90 North Mountain Avenue houses the divisions of Water, Streets, Purchasing, AFN, IT, Electric, Facilities Maintenance and Fleet Maintenance. Due to recent events, security has been an increasing concern. In addition, the lack of access controls allows the public, vendors, etc. into the buildings, creating a security risk and interrupting the work of staff assigned to the building. As part of this project, card locks will be installed, similar to the recent security system installed at City Hall. Automatic gates will also be updated and installed along with a reorganization of office space. By reorganizing offices, customer calls will be handled more efficiently.



capital improvement plan

TITLE: TENNIS COURT LIGHTING IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources: \$ 75,000 Fees and Rates	Project Description: The tennis courts in Hunter Park and Lithia Park are lit with inefficient quartz lights. They will be replaced with modern, efficient lights that will reduce energy consumption and annual maintenance costs.
Project Cost by Budget Year:	
2011 \$ 75,000	
2012	
2013	
2014	
2015	
2016	
<hr/>	
Total \$ 75,000	



TITLE: ENDERS SHELTER

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

<p>Funding Sources:</p> <p style="padding-left: 40px;">\$ 25,000 Food & Beverage Tax</p> <p>Project Cost by Budget Year:</p> <table style="margin-left: 40px;"> <tr><td>2011</td><td>\$</td><td>25,000</td></tr> <tr><td>2012</td><td></td><td></td></tr> <tr><td>2013</td><td></td><td></td></tr> <tr><td>2014</td><td></td><td></td></tr> <tr><td>2015</td><td></td><td></td></tr> <tr><td>2016</td><td></td><td></td></tr> <tr><td colspan="3"><hr/></td></tr> <tr><td>Total</td><td>\$</td><td>25,000</td></tr> </table>	2011	\$	25,000	2012			2013			2014			2015			2016			<hr/>			Total	\$	25,000	<p>Project Description:</p> <p>The Enders Shelter is located in the lower portion of Lithia Park near the bandshell. It is in disrepair due to issues associated with the plumbing, foundation, and roof structure. This historical shelter will also be considered for relocation if identified during the Lithia Park evaluation as being too close to the creek.</p>
2011	\$	25,000																							
2012																									
2013																									
2014																									
2015																									
2016																									
<hr/>																									
Total	\$	25,000																							



capital improvement plan

TITLE: LITHIA PARK RESTROOMS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

<p>Funding Sources:</p> <p> \$ 75,000 Fees and Rates</p> <p>Project Cost by Budget Year:</p> <table><tr><td>2011</td><td>\$</td><td>75,000</td></tr><tr><td>2012</td><td></td><td></td></tr><tr><td>2013</td><td></td><td></td></tr><tr><td>2014</td><td></td><td></td></tr><tr><td>2015</td><td></td><td></td></tr><tr><td>2016</td><td></td><td></td></tr><tr><td colspan="3"><hr/></td></tr><tr><td>Total</td><td>\$</td><td>75,000</td></tr></table>	2011	\$	75,000	2012			2013			2014			2015			2016			<hr/>			Total	\$	75,000	<p>Project Description:</p> <p>Replace two old and non-ADA-compliant restrooms in Lithia Park. One is located near the tennis courts and the other is in the upper portion of the park adjacent to Granite Street. The restrooms will be replaced with smaller units consisting of a single unisex stall. Maintenance needs will be reduced as a result of these replacements.</p>
2011	\$	75,000																							
2012																									
2013																									
2014																									
2015																									
2016																									
<hr/>																									
Total	\$	75,000																							



TITLE: LITHIA PARK PLAN / EVALUATION

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

<p>Funding Sources:</p> <p>\$ 100,000 Food & Beverage Tax</p> <p>Project Cost by Budget Year:</p> <table><tr><td>2011</td><td>\$</td><td>25,000</td></tr><tr><td>2012</td><td></td><td>75,000</td></tr><tr><td>2013</td><td></td><td></td></tr><tr><td>2014</td><td></td><td></td></tr><tr><td>2015</td><td></td><td></td></tr><tr><td>2016</td><td></td><td></td></tr><tr><td colspan="3"><hr/></td></tr><tr><td>Total</td><td>\$</td><td>100,000</td></tr></table>	2011	\$	25,000	2012		75,000	2013			2014			2015			2016			<hr/>			Total	\$	100,000	<p>Project Description:</p> <p>In response to the new water resource protection ordinance, the commission desires to evaluate the overall health of Ashland Creek as it pertains to park lands, particularly within Lithia Park but not restricted to only Lithia Park. Upon evaluation, a new master plan will be formulated that will designate areas for improvement, replacement, or relocation of amenities.</p>
2011	\$	25,000																							
2012		75,000																							
2013																									
2014																									
2015																									
2016																									
<hr/>																									
Total	\$	100,000																							



capital improvement plan

TITLE: SHERWOOD PARK RESTROOM

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:

\$ 35,000 Food & Beverage Tax

Project Cost by Budget Year:

2011	\$	35,000
2012		
2013		
2014		
2015		
2016		

Total \$ 35,000

Project Description:

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



TITLE: LOWER CLAY STREET PURCHASE

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources: \$ 1,300,000 Food & Beverage Tax	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.
Project Cost by Budget Year: 2011 \$ 1,300,000 2012 2013 2014 2015 2016 <hr/>	
Total \$ 1,300,000	



capital improvement plan

TITLE: OPEN SPACE ACQUISITION

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources: \$ 2,400,000 Food & Beverage Tax	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 21 years since its adoption, over 380 acres of land have been purchased. This portion of the Parks budget is devoted to land acquisitions for new park space.
Project Cost by Budget Year: 2011 \$ 400,000 2012 400,000 2013 400,000 2014 400,000 2015 400,000 2016 400,000 <hr/> Total \$ 2,400,000	

A continued commitment to provide open space within a quarter-mile of every Ashland resident is funded by this line item. Parks' SDC portions will help fund the design, permitting, and construction of several parks over the next few years.

Specific property acquisition is dependent on market factors. The Open Space Plan and corresponding maps provide further detail on the types and locations of land identified as vital for Ashland's future.



TITLE: OVERLAY PARKING LOTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources: \$ 50,000 Food & Beverage Tax	Project Description: Most parking lots in parks have not been resurfaced. This project will allow for resurfacing of the parking lots at Hunter Park, Upper Lithia Park, and the Clay Street parks.
Project Cost by Budget Year: 2011 \$ 10,000 2012 40,000 2013 2014 2015 2016 <hr/>	
Total \$ 50,000	



capital improvement plan

TITLE: OAK KNOLL IRRIGATION AND IMPROVEMENTS

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

Funding Sources:

\$ 750,000 Fees and Rates

Project Cost by Budget Year:

2011	\$	50,000
2012		350,000
2013		350,000
2014		
2015		
2016		

Total \$ 750,000

Project Description:

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



TITLE: ASHLAND CREEK PARK DEVELOPMENT

PROJECT TYPE: PARKS AND RECREATION

RESPONSIBLE DEPARTMENT: Parks and Recreation Department

<p>Funding Sources:</p> <table><tr><td>\$ 600,000</td><td>Food & Beverage Tax</td></tr><tr><td><u>150,000</u></td><td></td></tr><tr><td>\$ 750,000</td><td></td></tr></table> <p>Project Cost by Budget Year:</p> <table><tr><td>2011</td><td>\$ 100,000</td></tr><tr><td>2012</td><td>400,000</td></tr><tr><td>2013</td><td>250,000</td></tr><tr><td>2014</td><td></td></tr><tr><td>2015</td><td></td></tr><tr><td><u>2016</u></td><td></td></tr><tr><td>Total</td><td>\$ 750,000</td></tr></table>	\$ 600,000	Food & Beverage Tax	<u>150,000</u>		\$ 750,000		2011	\$ 100,000	2012	400,000	2013	250,000	2014		2015		<u>2016</u>		Total	\$ 750,000	<p>Project Description:</p> <p>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.</p>
\$ 600,000	Food & Beverage Tax																				
<u>150,000</u>																					
\$ 750,000																					
2011	\$ 100,000																				
2012	400,000																				
2013	250,000																				
2014																					
2015																					
<u>2016</u>																					
Total	\$ 750,000																				



capital improvement plan

TITLE: UNFUNDED TRANSPORTATION / PUBLIC SAFETY PROJECTS	
RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division	
PROJECT	COST
<p>BEAVER SLIDE PEDESTRIAN IMPROVEMENTS This project will improve the sidewalk along the east side to allow a safer pedestrian access way.</p>	\$70,000
<p>RECONSTRUCT HARRISON STREET BETWEEN SISKIYOU AND EUCLID AVE. This project will reconstruct portions of the street section and repave the entire section of Harrison Street between Siskiyou and Iowa / Euclid Avenue intersection and include ancillary storm drain improvements.</p>	\$600,000
<p>REBUILD/PAVE NORTH MOUNTAIN; EAST MAIN TO HERSEY 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>	\$500,000
<p>REPAVE / REBUILD B STREET – OAK TO 5TH STREET PER PMS STP / MP 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>	\$800,000
<p>REPAVE / REBUILD GRANITE STREET – NUTLEY TO PIONEER STREET 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>	\$700,000
<p>PARK AND RIDE CREATION The City of Ashland, in cooperation with RVTD, ODOT and Jackson County intends to develop approximately eighty parking spaces for a “park and ride” lot located on Hwy 99 north of Valley View Road. The “park and ride” location will be adjacent to a local bus stop enabling easy access into downtown and to major employers. City portion of the match is estimated at approximately \$30,000.</p>	\$30,000
<p>DOWNTOWN PLAN – PHASE II This project would provide consultant services to prepare an in-depth and comprehensive analysis of the Ashland Central Business District. Funds are also earmarked for implementation of the plan.</p>	\$1,500,000
<p>N. MAIN STREET & WIMER STREET INTERSECTION SAFETY IMPROVEMENTS This project would reconstruct the intersection of N. Main/Wimer/Hersey Streets by aligning the legs of Hersey and Wimer to make a standard 4-way cross intersection. The improvement may also include the installation of a traffic signal. Additional right of way will be required for this project.</p>	\$1,485,000

<p>NORTH ASHLAND BIKEWAY PHASE II; CENTRAL ASHLAND BIKEWAY This project would extend the existing Central Ashland Bikeway to the northwest City limits. The North Ashland bikeway will extend from Laurel Street to the Jackson Road area and will be located along the railroad right of way. An easement for this portion of bikeway was acquired in 1998. A small section of this bikeway was built as part of the Billings Ranch Subdivision.</p>	<p>\$1,800,000</p>
<p>BIKE PATH IMPROVEMENT ON NORTH MAIN SECTION This project would create bike lanes along North Main Street by a re-allocation of traffic lanes and lane widths. The project would extend from the north city limits to Laurel Street.</p>	<p>\$650,000</p>
<p>SIGNAL INSTALLATION AT TOLMAN CREEK RD AND SISKIYOU BLVD This intersection safety project would be the completion of a multi-phase project which has increased pedestrian safety at the Tolman Creek Rd / Siskiyou Blvd Intersection. This final phase would include pedestrian improvements on the south side of Siskiyou Blvd as well as the installation of a traffic signal.</p>	<p>\$350,000</p>
<p>SIGNAL INSTALLATION AT OAK STREET AND HERSEY STREET This project is planned as the traffic on both Oak Street and Hersey Street increases at a rapid rate. The current Transportation System Plan projects that traffic warrants will be met for a fully signalized intersection in 2009.</p>	<p>\$300,000</p>
<p>OVERLAY NUTLEY STREET - SCENIC TO WINBURN The Pavement Management System (PMS) evaluates and rates the condition of all streets within the City of Ashland. Staff has prioritized Nutley Street between Scenic Drive and Winburn Way based on its need for improvements. This section of Nutley Street will require a 2-inch asphalt overlay with some minor full depth repairs.</p>	<p>\$100,000</p>
<p>OVERLAY- HELMAN STREET - N. MAIN TO OHIO The Pavement Management System (PMS) evaluates and rates the condition of all streets within the City of Ashland. Staff has prioritized Helman Street between N. Main Street and Ohio Street based on its need for improvements. This section of Helman Street will require a 2-inch asphalt overlay with some minor full depth repairs.</p>	<p>\$200,000</p>
<p>REPAVE/REBUILD IOWA STREET - LIBERTY TO IDAHO The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized Iowa Street based on its need for significant improvements. Iowa Street will need major maintenance including crack sealing and an overlay, along with some curb, gutter and storm drain improvements.</p>	<p>\$650,000</p>

capital improvement plan

<p>REPAVE/REBUILD EAST MAIN STREET – N MOUNTAIN TO RR TRACKS The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized E. Main Street based on its need for significant improvements. E. Main Street will need major maintenance including crack sealing and an overlay, along with some curb, gutter and storm drain improvements.</p>	<p>\$600,000</p>
<p>REPAVE/REBUILD HARGADINE STREET The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized Hargadine Street based on its need for significant improvements. Hargadine Street will need complete pavement reconstruction and related curb, gutter and storm drain improvements.</p>	<p>\$250,000</p>
<p>REPAVE/REBUILD NORMAL AVE – ASHLAND STREET TO SISKIYOU BLVD The Pavement Management System (PMS) evaluated and rated the condition of all streets within Ashland. Staff has prioritized Normal Avenue based on its need for significant improvements. Normal Avenue will need major maintenance including crack sealing and an overlay, along with some curb, gutter and storm drain improvements.</p>	<p>\$200,000</p>
<p>WATERLINE ROAD – LOCAL IMPROVEMENT DISTRICT Roadway improvements for the currently unimproved portion would include regrading, asphalt paving, retaining walls, curb and gutters, sidewalks, driveway improvements, and related storm drain system improvement.</p>	<p>\$400,000</p>
<p>CLAY STREET LOCAL IMPROVEMENT DISTRICT Clay Street north of Siskiyou Boulevard is currently under the jurisdiction of Jackson County. Improvement of this section of street to full City standards would require a transfer of jurisdiction to the City. This project would include the construction of curb and gutters, asphalt paving, sidewalks, parking bays storm drainage facilities and traffic calming features. A formation of a Local Improvement District would be required to help fund the construction.</p>	<p>\$1,000,000</p>

<p>MISCELLANEOUS LOCAL IMPROVEMENT DISTRICTS These projects would move towards meeting a City Council goal, in that they will reduce the amount of granite and soil, in the City’s storm drain system and will also help reduce dust and air pollution. Although not yet specifically defined, these projects could include regrading, asphalt paving, curb and gutters, sidewalk, driveway improvements, and related storm drain system improvements. Possible street improvements include Larkin Lane, Meade Street, Beach Street, Ohio Street, Walnut Street, Glenview Drive and Granite Street.</p>	<p>\$200,000</p>
<p>NEVADA STREET EXTENSION & BRIDGE CONSTRUCTION The extension of East Nevada Street provides needed capacity improvement in North Ashland. The initial .03 miles has already been constructed as a part of the Meadow Brook Subdivision by the developer, which links the existing terminus of East Nevada Street with North Mountain Avenue, providing an additional route for local, multi-modal, east-west travel. The new street, which will require construction of a bridge over Bear Creek, will contain bicycle lanes and sidewalks.</p>	<p>\$2,400,000</p>

capital improvement plan

TITLE: UNFUNDED STORM DRAIN PROJECTS	
RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division	
PROJECT	COST
<p>WOODLAND & INDIANA STORM DRAIN RELOCATION The existing storm drain in the Indiana Street and Woodland Drive area is located on private property and includes two manholes which are difficult to access. This project would re-route approximately 300 feet of the storm drain onto the Woodland Drive and Indiana Street rights of ways, with the pipeline and manholes being located within the improved portions of the streets.</p>	\$50,000
<p>HERSEY WETLANDS 18” HIGH FLOW BYPASS Early on in the Storm Drainage Master Planning update process, the Hersey Street Wetlands were identified as a potential source of excess runoff and groundwater. This project would intercept existing high flows at Hersey Street and direct them westerly through a new pipe system to Ashland Creek.</p>	\$186,000
<p>MOUNTAIN CK WATER QUALITY IMPROVEMENTS – B ST YARD OUTFALL In order to meet current standards for maintenance yard storm drainage that is receiving greater attention from DEQ as a result of new NPDES Phase II permitting, a pollution control facility and line are being constructed downstream of the Yard. Monitoring of flows leaving the site will initially be included as required by DEQ.</p>	\$35,000
<p>2ND STREET STORM DRAIN NORTH OF EAST MAIN STREET In order to eliminate standing water in the crosswalk at 2nd Street and East Main that was aggravated by ODOT repaving of E Main Street a few years ago, a small scale drainage modification was made that created a maintenance issue and potential trip hazard. Two alternative solutions are now being compared. If an existing currently inaccessible storm drain line in East Main Street can be verified to have adequate capacity; the existing “bubbler” basin can be tied into that line. If not, a new line will need to be installed in 2nd Street from East Main to Lithia Way.</p>	\$50,000
<p>OPEN DRAINAGE IMPROVEMENTS; O AND M PLAN; CEMETERY CK, CLAY CK, RAILROAD PARK These projects consist of several urban creek riparian restoration projects that were proposed in the 2000 Storm Drainage Master Plan but not included in the proposed CIP project list at the time. Since then, their importance has risen because NPDES Phase II permitting imperatives highlight the potential for erosion that flooding would bring unless improvements are made to their drainage capacity. Prioritization of the location listed is currently underway as part of the Storm Water Master Plan update.</p>	\$945,000

<p>BEACH/MOUNTAIN CREEK; N MOUNTAIN AV FROM C STREET TO RR TRACKS This project was initiated in the 2000 Storm Water Master Plan as alternative #5 for the Beach and Mountain Creek basins. The total cost was estimated to be \$3.96 million, but over the last several years, the project has been split into smaller segments in order to consolidate with projects in other utility funds (e.g. the Blaine Alley Sewer Replacement, the C & Eureka CMAQ Paving Project). This approach has yielded significant cost savings, and is continued in the following projects.</p>	<p>\$215,000</p>
<p>BEACH/MOUNTAIN CREEK;C STREET/ALLEYS This project was initiated in the 2000 Storm Water Master Plan as alternative #5 for the Beach and Mountain Creek basins. This segment was to be constructed in conjunction with several private development projects previously proposed in 2008 thru 2010. This project consists of 1700 LF of Storm Drainage Pipes, Manholes, and associated resurfacing.</p>	<p>\$160,000</p>
<p>BEACH/MOUNTAIN CREEK; ENERGY/VELOCITY DISIPATOR This project was also initiated in the 2000 Storm Water Master Plan as alternative #5 for the Beach and Mountain Creek basins.</p>	<p>\$150,000</p>
<p>BEACH / MOUNTAIN CREEK; IDAHO FROM IOWA TO HOLLY This project was not in the 2000 Storm Water Master Plan, but it became clear during recent storms that it was needed to relieve pressure on the backyard open drainage way that extends between Idaho, Harrison, Iowa, and Holly. This project consists of 1000 LF of 24” Storm Drainage Pipe, Manholes, Inlets, and associated resurfacing.</p>	<p>\$175,000</p>
<p>BEACH / MOUNTAIN CREEK; HERSEY / STARFLOWER This project was not in the 2000 Storm Water Master Plan, but became important after a high flow bypass was constructed by the developer of the Falcon Heights Subdivision to bypass high flows around the Ashland Creek Estates Ponds and Wetlands on Larkspur. The existing line in Hersey Street was not capable of carrying greater flows and needs to be upsized. This project consists of 200 LF of Storm Drainage Pipe and associated resurfacing.</p>	<p>\$50,000</p>
<p>LIBERTY STREET – IOWA TO PRACT ST. STORM DRAIN INSTALLATION This project was identified as part of the 2008 Stormwater Master Plan update as a recommendation from maintenance personnel to mitigate potential damage to the street structure in an older part of the City that has seen overflows in recent years.</p>	<p>\$85,000</p>
<p>HERSEY STREET BRIDGE BOTTOM REPLACEMENT This project on Ashland Creek was identified as part of the 2008 Stormwater Master Plan update as necessary to prevent damage to the existing bridge foundation and avoid erosion due to undercutting.</p>	<p>\$375,000</p>

capital improvement plan

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

TITLE: UNFUNDED WATER PROJECTS

RESPONSIBLE DEPARTMENT: Public Works Department / Engineering Division

PROJECT	COST
<p>TALENT, ASHLAND, PHOENIX, PIPELINE & PS; TALENT TO ASHLAND Based on the Council’s December 1998 decision, the City participated with the cities of Talent and Phoenix and with the Medford Water Commission for the design and construction of the 24-inch TAP water pipeline construction to the City of Talent. This project will be re-evaluated in context with the new Water "Right Water for Right Use" Master Planning effort.</p>	\$11,080,000
<p>ADDITIONAL WATER RIGHTS (TID / BOR SYSTEM, ETC) Additional water rights are necessary as a backup water supply source during low water years when Reeder Reservoir is depleted. The BOR and TID system has provided additional water resources to supplement existing water to meet peak periods of summer use. Staff continues negotiations with the Bureau of Reclamation for additional Talent Irrigation water.</p>	\$1,200,000
<p>CONSTRUCT NEW FILTERS 7 & 8 AT THE TREATMENT PLANT The 2006 Water Plant Process Improvement hydraulic modeling report showed that the plant will have a significant problem treating the design flow capacity of the plant (10 MGD) because of lack of pressure (head). The greatest head losses were found to be the filter media, associated control valves, and venturi flow meter. The meter has been replaced and the next most cost effective step toward increasing capacity is to install new filters in the two remaining empty filter bays.</p>	\$1,200,000
<p>OZONE/UV ANALYSIS AND INSTALLATION 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>	\$1,750,000
<p>WATERLINE UPSIZING - AHS IOWA STREET; S. MT. TO WIGHTMAN 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>	\$640,000
<p>GRANITE STREET WATERLINE REPLACEMENT – NUTLEY ROAD TO STRAWBERRY LANE & STRAWBERRY LANE TO PIONEER STREET This project would replace the aging 10 to 12 inch steel water line in Granite Street. A new 12 inch ductile iron water line will be constructed from Nutley Street southerly to Pioneer Street. This project was originally planned to be completed in conjunction with the street repaving project but awaits funding.</p>	\$300,000

capital improvement plan

<p>WATERLINE REPLACEMENT – B STREET; OAK TO 5TH STREET This 1800 foot section is an old steel line that is pitted and in need of replacement to insure the integrity of the system. There have been several repairs over time.</p>	<p>\$250,000</p>
<p>WATERLINE REPLACEMENT - TERRACE STREET; IOWA TO TID DITCH This project is also intended to replace a primary steel main nearing the end of its life cycle. The line serves a significant proportion of the City’s largest service zone.</p>	<p>\$350,000</p>
<p>WATERLINE REPLACEMENT – EUCLID AVENUE, HOLLY ST & MORTON Upgrade 800 LF of existing 4-inch diameter main to 8-inch diameter main along Euclid Ave. from Pracht St. to Pennsylvania St.</p>	<p>\$400,000</p>

TITLE: UNFUNDED AFN-FINANCE-FACILITIES	
RESPONSIBLE DEPARTMENT: Finance	
PROJECT	COST
<p>UNFUNDED AFN-FINANCE Upgrades to existing Eden software package, including additional license fees, advanced budgeting module, online time sheet entry and training.</p>	\$27,000
<p>UNDERGROUND MACHINE Currently, the installation of new “curb-to-home” AFN services for premises which are exclusively serviced with underground utilities that didn’t have prior AFN service requires crews to manually dig a trench for the conduit and fiber. The purchase of an underground machine with a vibrating plow and boring capacity will allow crews to install underground facilities with little to no disruption to the above surface such as private landscaping or sidewalks and street surfaces. Labor and expenses are greatly reduced and this less invasive procedure offers a more friendly installation process and lessens restoration efforts.</p>	\$23,000
<p>FIRE STATION NO. 2 RECONSTRUCTION The current 50 year old 2800 sq. ft. structure(station 2) needs to be replaced, this project began in 1983, but has lacked funding. The new facility would be 10,500 sq. ft. and capable of housing future staff and apparatus requirements to maintain service delivery.</p>	\$3,400,000
<p>FIRE DEPARTMENT PUBLIC SAFETY TRAINING FACILITY The Public Safety Training facility will be a 3 or 4 story modular type structure. It can be used by fire and law for manipulative and tactical training. It will allow for multi-disciplinary evolutions and training exercises. It will allow for live fire training as well as classroom type activities.</p>	\$600,000
<p>POLICE DEPARTMENT BUILDING IMPROVEMENTS Remodel and expand the existing Police building. The remodel is to improve security and customer service as well as adding space for training and evidence storage.</p>	\$700,000
<p>COUNCIL CHAMBERS IMPROVEMENTS Often during public meetings, the occupancy of the chambers exceeds the limit of the fire code. Additional area for the public is needed. Planned upgrades to the Council Chambers are included in the facilities master plan that was adopted in 2009.</p>	\$300,000
<p>ARCHIVE BUILDING CONSTRUCTION This project is included in the facilities master plan that was adopted in 2009.</p>	\$1,500,000
<p>LONG TERM FACILITIES REPLACEMENT Specific long term facilities replacement needs are identified in the facilities master plan.</p>	\$1,750,000
<p>CITY FACILITIES UPGRADES-BASED ON A FACILITIES PLAN The specific upgrades are based on the master plan that was adopted in 2009.</p>	\$1,200,000



Appendix

History of Combined Property Tax Rates A-2
History of Property Tax Levies..... A-3
History of Property Tax Rates..... A-4
Future Debt Requirements A-5
Economic and Cultural Development Grant History A-6
Social Service Grant History..... A-7
Financial Management Policies A-8
Accounting Methods A-14
Salary Schedule..... A-16
History of Positions and Summary of Union Affiliation A-20
Chart of Accounts Descriptions A-22
Glossary..... A-26
Acronyms A-30
Index..... A-32

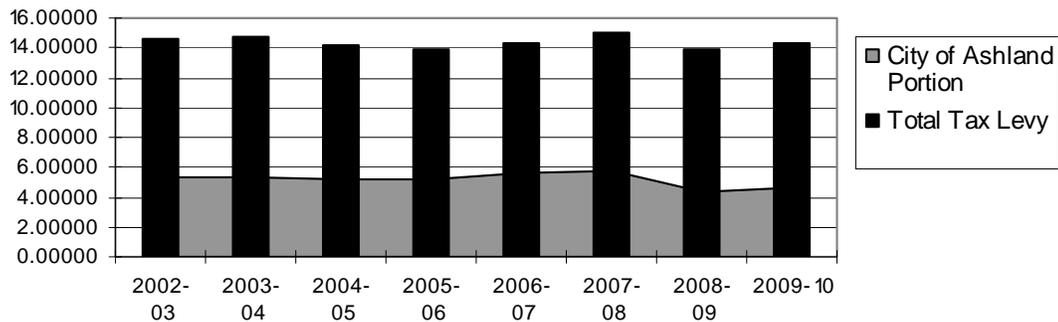
history of combined property tax rates

HISTORY OF COMBINED PROPERTY TAX RATES

	2002-03 Tax Rate	2003-04 Tax Rate	2004-05 Tax Rate	2005-06 Tax Rate	2006-07 Tax Rate	2007-08 Tax Rate	2008-09 Tax Rate	2009-10 Tax Rate
City of Ashland	5.38390	5.33990	5.25330	5.25530	5.56330	5.72500	4.41790	4.58710
County	2.70170	2.79100	2.39900	2.20280	2.17780	2.18120	2.26670	2.36740
Vector	0.04160	0.04170	0.04170	0.04170	0.04170	0.04160	0.04150	0.04290
RVTD	0.16980	0.17090	0.17110	0.17120	0.17100	0.17070	0.17090	0.17720
Schools-ESD-Rogue	4.99720	4.99920	5.00000	5.00040	5.00050	4.99760	4.99710	5.02530
School Debt	1.36650	1.32980	1.28240	1.27750	1.36950	1.89890	1.99970	2.11760
Total Tax Rate	14.66070	14.67250	14.14750	13.94890	14.32380	15.01500	13.89380	14.31750

Assessed Valuation	1,423,894,752	1,511,835,569	1,593,607,600	1,677,271,999	1,761,135,599	1,853,307,500	1,950,322,442	1,991,746,917
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Combined Property Tax Rates

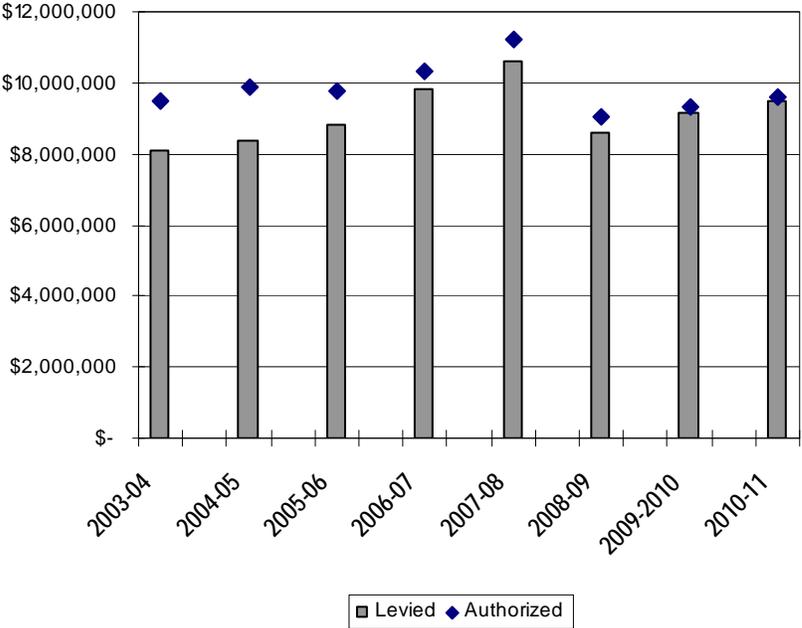


history of property tax levies

History of Property Tax Levies

	2003-04 Tax Levy	2004-05 Tax Levy	2005-06 Tax Levy	2006-07 Tax Levy	2007-08 Tax Levy	2008-09 Tax Levy	2009-2010 Tax Levy	Adopted 2010-11 Tax Levy
General Fund	\$ 2,218,261	\$ 2,352,000	\$ 2,720,000	\$ 3,006,000	\$ 3,107,000	\$ 3,533,000	\$ 3,861,761	\$ 4,000,726
General Fund - Technology Fee	-	-	-	-	324,000	341,000	350,000	360,000
Debt Service Fund	-	-	-	308,000	-	-	-	-
Parks Continuing Levy	3,192,132	3,344,000	3,510,000	3,686,000	3,879,000	4,082,000	4,188,739	4,303,634
Ashland Youth Activity	2,094,699	2,205,000	2,315,000	2,430,000	2,558,000	-	-	-
Ashland Library Levy	-	-	-	-	370,660	254,000	376,393	394,999
1982 Water Bond Levy	84,046	83,000	-	-	-	-	-	-
1992 Water Bond Levy	101,455	-	-	-	-	-	-	-
1997 Flood Restoration Bonds	105,058	105,000	230,980	83,452	85,030	-	-	-
2000 Fire Station/ Flood Restoration Bonds	309,770	310,000	27,700	166,385	168,782	177,400	167,506	-
2005 GO Bonds - Refinanced	-	-	-	117,425	117,234	228,600	232,379	410,805
	\$ 8,105,421	\$ 8,399,000	\$ 8,803,680	\$ 9,797,262	\$ 10,609,706	\$ 8,616,000	\$ 9,176,779	\$ 9,470,164
Authorized	9,496,000	9,883,000	9,783,800	10,347,262	11,243,706	9,020,000	9,335,278	9,620,804

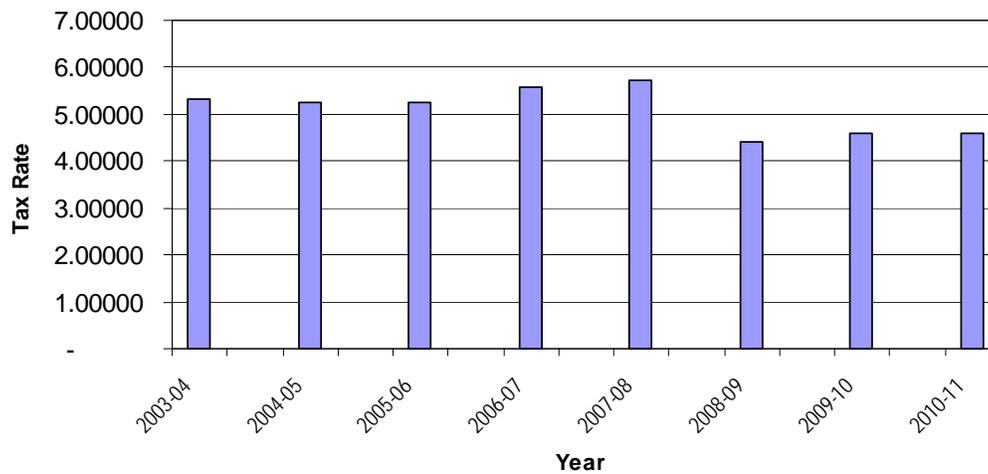
The graph to the right that while the City levies Ad-Valorum Taxes sufficient to meet it's economic requirements, during the period reflected in this chart and at no time previously has the authorized constitutional limit been reached.



history of property tax rates

HISTORY OF PROPERTY TAX RATES

	2003-04 Tax Rate	2004-05 Tax Rate	2005-06 Tax Rate	2006-07 Tax Rate	2007-08 Tax Rate	2008-09 Tax Rate	2009-10 Tax Rate	Adopted 2010-11 Tax Rate
General Fund	1.47194	1.47190	1.62190	1.70690	1.67690	1.81190	1.92950	1.94550
General Fund- Technology Fee	-	-	-	-	0.17500	0.17500	0.17500	0.17500
Debt Service Fund	-	-	-	0.17500	-	-	-	-
Parks	2.09247	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280	2.09280
Ashland Youth Activities Levy	1.38000	1.38000	1.38000	1.38000	1.38000	-	-	-
Ashland Library Levy	-	-	-	-	0.20000	0.13000	0.19000	0.19210
1982 Water Bond Levy	0.05491	0.05190	-	-	-	-	-	-
1992 Water Bond Levy	0.06615	-	-	-	-	-	-	-
1997 Flood Restoration Bonds	0.06946	0.06570	0.14340	0.04740	0.04590	-	-	-
2000 Flood and Fire Station Bonds	0.20508	0.19400	0.01720	0.09450	0.09110	0.09100	0.08370	-
2005 GO Bonds - Refinanced	-	-	-	0.06670	0.06330	0.11720	0.11610	0.19980
	5.34001	5.25630	5.25530	5.56330	5.72500	4.41790	4.58710	4.60520
Assessed Valuation	1,511,835,569	1,593,607,600	1,677,271,999	1,761,135,599	1,853,307,500	1,950,322,442	1,991,746,917	2,056,407,188



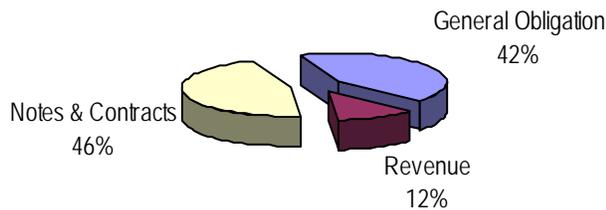
future debt requirements

	Tax Supported		Revenue Supported		Joint Revenue & Tax Supported	
	*General Obligation		Revenue		Notes and Contracts Payable	
	Principal	Interest	Principal	Interest	Principal	Interest
2010-11	905,000	904,119	600,338	164,726	1,455,447	724,048
2011-12	950,000	863,416	617,774	143,540	1,435,679	664,850
2012-13	885,000	818,506	450,333	125,466	1,471,451	606,666
2013-14	930,000	774,326	463,020	110,867	1,349,932	546,319
2014-15	980,000	725,973	480,842	95,558	1,369,036	490,979
2015-16	1,030,000	672,507	238,805	83,605	1,411,124	435,691
2016-17	1,090,000	614,340	246,916	75,003	1,461,438	378,537
2017-18	1,155,000	551,425	255,184	65,918	1,513,577	319,319
2018-19	1,220,000	484,713	268,615	56,263	1,567,605	257,966
2019-20	1,285,000	414,308	277,218	45,997	1,584,816	194,947
2020-21	1,090,000	338,738	286,002	35,188	1,640,571	131,332
2021-22	1,160,000	270,990	294,975	23,793	1,692,387	65,514
2022-23	1,230,000	199,027	287,433	11,804	54,418	16,077
2023-24	1,305,000	122,698	91,815	3,423	57,455	13,201
2024-25	1,385,000	41,702	-	-	57,455	10,165
2025-26	-	-	-	-	60,661	6,959
2026-27	-	-	-	-	63,960	3,574
2027-28	-	-	-	-	-	-
Totals	\$ 16,600,000	\$ 7,796,788	\$ 4,859,268	\$ 1,041,149	\$ 18,247,010	\$ 4,866,142

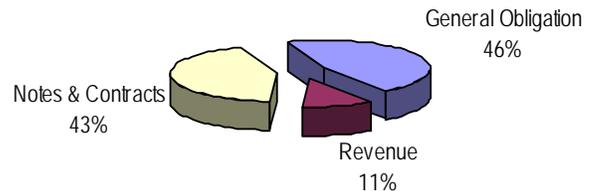
*The AFN Revenue Bonds are also backed by the Full Faith and Credit of the City of Ashland

**Amount shown above does not include future debt on assessments that have not been issued.

**2010-11
Debt Requirements, Principal Only**



**2010-11
All Debt Service Requirements**



economic and cultural grant history

City of Ashland Economic and Cultural Development Grant History

GENERAL FUND #110	FY 00-01 Actual	FY 01-02 Actual	FY 02-03 Actual	FY 03-04 Actual	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted
Economic and Cultural Development Grants	\$ 386,600	\$ 384,000	\$ 387,000	\$ 406,800	\$ 445,600	\$ 458,970	\$ 504,650	\$ 527,519	\$ 508,333	\$ 542,079	\$ 542,079
Supported by Resolution No.	# 1998-23	# 2000-25	# 2000-25	# 2000-25	# 2004-32	# 2004-32	# 2004-32	# 2007-08	# 2007-08	# 2008-35	# 2010-06
Agency and Program Name	Awarded	Adopted									
ArtAttack	\$ -	\$ -	\$ 1,000	\$ 2,500	\$ -	\$ 5,000*	\$ -	\$ -	\$ -	\$ -	\$ -
ArtNow	-	-	-	-	-	1,000	1,205	-	-	-	-
ArtWork Enterprises	-	-	-	-	-	-	-	2,500	2,500	-	-
Arts Council of Southern Oregon	3,600	3,000	3,000	3,500	1,500	3,000	2,381	-	-	-	-
Ashland Artisan Gallery & Art Center	-	-	-	-	-	-	-	-	-	20,000	9,496
Ashland Bed and Breakfast Network	-	-	-	-	-	-	-	-	5,000	7,000	-
Ashland Community Theatre	3,400	4,000	4,000	4,000	-	-	-	-	-	2,500	2,500
Ashland Gallery Association	5,000	2,500	2,000	2,500	5,000	10,500	16,000	16,000	11,000	15,000	15,000
Ashland Historic Railroad Museum	-	-	-	-	-	-	-	-	-	-	2,500
Ashland New Plays Festival	-	-	-	-	-	-	-	-	-	-	2,500
Ballet Rogue	7,800	5,000	-	4,500	4,500	5,000	6,000	6,500	4,500	5,000	4,500
Chautauqua Poets and Writers Board	-	-	-	-	-	-	5,000	4,000	2,500	-	-
Community Works	-	-	8,000	-	7,000	5,000	2,500	2,500	-	-	-
Dancing People Company	-	-	-	-	-	-	-	2,500	2,500	4,000	4,000
Disabled United in Direct Empowerment	-	-	-	-	-	-	-	-	-	-	2,500
The Green Room	-	-	-	-	3,000	-	-	-	-	-	-
Horizon Institute	1,000	2,000	1,600	-	-	-	-	-	-	-	-
The Imagine Project	-	-	-	-	-	-	-	-	-	-	2,750
The Jefferson Center	-	-	-	-	-	-	-	2,500	2,500	-	-
John Muir School Garden Project	-	-	-	-	-	-	-	-	-	-	3,500
Klamath Bird Observatory	-	-	-	-	-	-	-	-	-	-	5,000
Konaway Nika Tillicum	-	-	-	-	-	-	5,000	-	-	-	-
Lithia Arts Guild of Oregon	-	-	-	-	4,000	5,000	9,000	10,500	5,000	6,079	5,000
Lomakatsi	-	-	1,000	-	-	-	-	-	-	-	-
Multi Cultural Association	-	-	-	-	-	-	10,000	-	2,500	-	-
National Center for Conservation Science and Policy	-	-	-	-	-	-	-	-	-	-	5,000
Nuwandart Gallery	-	2,000	-	-	-	-	1,500	2,500	-	-	-
Oregon Bed & Breakfast Guild	1,500	-	-	-	-	-	-	-	-	-	-
Oregon Stage Works	-	-	-	-	-	6,000	5,000	7,500	4,500	5,500	-
Planned Parenthood - Teen Theater Program	-	-	-	1,500	-	-	-	-	-	-	-
Rogue Opera	2,600	3,250	2,500	3,000	6,000	6,500	7,000	10,500	7,000	6,000	5,000
Rogue Valley Community Development Corporation	-	-	-	-	-	-	-	2,500	-	-	-
Rogue Valley Farm to School	-	-	-	-	-	-	-	-	-	-	4,000
Rogue Valley Symphony	4,200	4,000	3,500	4,000	6,000	7,000	8,000	12,500	6,710	5,500	5,500
ScienceWorks	-	-	4,500	7,500	12,000	15,000	16,000	18,500	16,567	25,000	26,556
Siskiyou Singers	-	2,000	1,750	2,000	4,100	5,000	5,000	3,375	2,500	-	2,500
Southern Oregon Concert Band	-	-	-	-	-	-	-	-	2,500	-	-
So. OR Econ. Develop. Coalition - (Emigrant Lake Powwow)	-	3,000	2,000	-	-	-	-	-	-	-	-
SOU, Native American Studies Program	-	-	-	-	2,500	3,000	-	-	2,500	-	-
Southern Oregon Film Society (Ashland Independent Film Festival)	5,000	5,000	3,000	3,000	8,500	14,000	16,000	21,999	19,566	26,000	26,000
Southern Oregon Historical Society	3,600	-	-	-	2,143	7,500	-	-	-	-	-
Southern Oregon Repertory Singers	1,000	-	-	-	-	-	2,500	3,375	2,500	2,500	2,500
SOWAC	7,400	7,000	4,710	5,714	8,500	9,000	8,000	-	-	-	-
St. Clair Productions	-	-	1,000	2,000	4,000	3,500	4,000	5,000	4,000	5,000	5,000
THRIVE	-	-	-	3,714	6,500	6,745	11,000	15,000	15,567	18,000	21,556
Theater Ikcewicasa	-	-	1,000	-	-	-	-	-	-	-	-
Youth Symphony of Oregon	3,400	3,250	2,000	3,000	4,000	5,000	5,000	6,000	3,500	4,000	4,222
Subtotal	49,500	46,000	46,560	52,428	89,243	117,745	146,086	155,749	125,410	157,079	167,080
Ashland Chamber of Commerce	216,400	230,000	232,800	262,140	240,432	245,241	247,645	255,070	262,722	275,000	280,000
Oregon Shakespeare Festival	100,700	107,335	108,640	122,332	110,000	112,200	113,300	116,700	120,201	110,000	110,000
Subtotal	317,100	337,335	341,440	384,472	350,432	357,441	360,945	371,770	382,923	385,000	390,000
Total	\$ 366,600	\$ 383,335	\$ 388,000	\$ 436,900	\$ 439,675	\$ 475,186	\$ 507,031	\$ 527,519	\$ 508,333	\$ 542,079	\$ 557,080

social service grant history

**City of Ashland
Social Service Grant History**

GENERAL FUND #110	FY 99-00	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Social Service Grants	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted
	\$ 89,145	\$ 94,595	\$ 98,574	\$ 101,521	\$ 118,669	\$ 107,622	\$ 112,000	\$ 115,360	\$ 119,000	\$ 124,570	\$ 118,342	\$ 118,342

Supported by Resolution No. 1986-35

Agency and Program Name	Awarded	Awarded	Awarded	Awarded	Awarded	Awarded	Awarded	Awarded	Awarded	Awarded	Awarded	Adopted
ACCESS, Inc.	\$ 2,670	\$ 2,860	\$ 3,760	\$ 3,870	\$ 5,000	\$ 5,100	\$ 5,000	\$ 5,150	\$ 5,500	\$ 5,665	\$ 5,700	\$ 5,700
CASA of Jackson County, Inc.	2,130	2,290	2,290	2,360	3,000	2,550	2,500	2,575	2,500	2,575	2,000	2,000
Center For NonProfit Legal Services, Inc.	4,225	4,520	4,520	4,660	5,000	5,100	5,500	5,665	6,000	6,180	6,039	6,039
Childrens Dental Clinic of JC	1,250	1,350	1,500	1,550	1,750	1,785	3,000	3,090	3,104	3,197	3,285	3,285
Community Health Center	27,130	28,910	28,910	29,780	30,000	30,600	30,200	31,106	32,000	32,960	35,000	35,000
Community Works - Dunn House	17,075	18,190	18,190	18,740	19,000	19,380	15,000	15,450	15,000	15,450	15,270	15,270
Community Works - Help Line	8,203	8,740	8,740	9,000	8,000	8,160	7,000	7,210	7,210	7,426	10,250	10,250
Community Works - Parent Education	1,972	2,100	2,100	2,160	2,000	2,040	1,400	1,442	1,442	1,485	-	-
Community Works - Sexual Assault Victim Services	2,430	2,590	2,590	2,670	2,700	2,754	2,500	2,575	2,575	2,652	2,600	2,600
Community Works - Street Outreach	-	-	-	-	-	-	-	-	5,979	6,158	8,000	8,000
Community Works - The Grove	-	-	1,200	1,240	10,000*	-	-	-	-	-	-	-
Community Works- Personal Safety	1,972	2,100	2,100	2,160	1,300	1,326	-	-	-	-	-	-
Help Now! Advocacy Center	-	-	-	-	-	-	1,000	1,030	1,100	1,133	1,133	1,133
ICCA/CERVS	9,330	9,960	9,960	10,260	25,000	15,300	14,000	14,420	13,600*	14,008*	-	-
Jackson County Juvenile	912	990	-	-	-	-	-	-	-	-	-	-
JC Children's Advocacy Center	2,441	2,620	2,620	2,700	3,500	3,060	2,700	2,781	2,700	2,781	4,000	4,000
Jackson County SART	-	-	-	-	-	-	2,500	2,575	2,350	2,421	2,480	2,480
Mediation Works	4,260	4,560	4,560	4,700	2,900	2,448	2,000	2,060	2,200	2,266	2,100	2,100
Ontrack, Inc	-	-	1,200	1,240	2,000	2,040	2,000	2,060	3,000	3,090	3,000	3,000
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
RV Manor - Senior Volunteer	2,000	2,155	2,155	2,220	2,000	1,530	1,300	1,339	1,500	1,545	2,000	2,000
RV Manor -Foster Grandparent	1,000	1,065	1,065	1,100	1,000	1,020	1,000	1,030	1,200	1,236	1,500	1,500
Salvation Army, Medford Citadel	-	-	-	-	-	-	1,900	1,957	-	-	-	-
SDS RVCOG Food & Friends	-	-	-	-	1,500	1,530	-	-	-	-	-	-
SOASTC	-	-	-	-	-	-	1,000	1,030	1,350	1,391	1,200	1,200
So. Ore Child Study and Treatment Center	-	-	-	-	-	-	2,500	2,575	2,900	2,987	2,815	2,815
Southern Oregon Drug Awareness	-	-	865	890	-	-	1,000	1,030	1,030	1,061	1,500	1,500
Trinity Respite Center	-	-	-	-	-	-	1,000	1,030	1,700	1,751	-	-
WinterSpring Center for Living with Grief and Loss	-	-	-	-	-	-	-	-	1,000	1,030	1,350	1,350
Women's Transition Committee	-	-	-	-	2,000*	-	-	-	-	-	-	-
Subtotal	89,000	95,000	98,325	101,300	118,400	107,508	110,000	113,300	105,400	108,562	118,342	118,342
Travelers' Aid Fund - based on donations	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,060	-	2,000	2,000	2,000
Total	\$ 91,000	\$ 97,000	\$ 100,325	\$ 103,300	\$ 120,400	\$ 109,508	\$ 112,000	\$ 115,360	\$ 105,400	\$ 110,562	\$ 120,342	\$ 120,342
Variance In Amount : Positive or (Negative)	\$ 1,855	\$ 2,405	\$ 1,751	\$ 1,779	\$ 1,731	\$ 1,886	\$ -	\$ -	\$ (13,600)	\$ (14,008)	\$ 2,000	\$ 2,000

* No longer in business, not funded

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 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 General fund balance is restricted for specific uses.

⇒ 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 revenues.

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 revenues.

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 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.

⇒ 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 revenues.

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 16 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 revenues.

Capital Projects Funds

Capital improvement funds are established to account for financial resources that are used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds, Internal Service Funds, Special Assessment Funds, and Trust Funds). Capital projects funds use the modified accrual method of accounting.

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 revenues.

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 revenues.

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 revenues.

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, 2010

Note: The following amounts will be adjusted in the adopted budget pending a decision by the City Council on April 20, 2010 on implementation of the Class and Compensation Study.

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Elected and Appointed:</u>		
Mayor	500	500
Council	350	350
City Recorder/Treasurer	74,984	74,984
Municipal Judge	25,844	25,844
<u>Management and Confidential:</u>		
City Administrator	116,837	137,979
City Attorney	97,936	110,167
Administrative Services / Finance Director	90,591	101,824
Electric Director	90,591	101,824
Fire Chief	90,591	101,824
Police Chief	90,591	101,824
Public Works Director	90,591	101,824
Community Development Director	90,591	101,824
Information Technology Director	90,591	101,824
Electric Operations Superintendent	80,350	90,529
Deputy Police Chief	79,905	90,023
Police Lieutenant	79,905	90,023
Fire Division Chief	74,709	83,979
Human Resources Director	74,709	83,979
Planning Manager	72,200	81,634
Public Works Superintendent	72,200	81,634
Telecommunications Engineer	72,200	81,634
Engineering Services Manager	66,638	77,735
Wastewater & Water Reuse Supervisor	66,638	77,735
Water Plant Supervisor	66,638	77,735
Police Sergeant	66,341	74,728
Operations Manager	65,902	77,017
Database Administrator	65,902	77,017
Network Administrator	65,902	77,017
Management Analyst	65,902	77,017
Building Official	63,960	72,052
Senior Planner	63,960	72,052
Assistant City Attorney	63,960	72,052
Project Manager	63,960	72,052
Accounting Division Manager	61,498	69,271
Customer Service Division Manager	61,498	69,271
Fire Inspector	57,767	70,197
Associate Engineer	57,204	64,293
User Support Administrator	57,204	64,293
Permit Center Manager	54,839	63,966
Maintenance Safety Supervisor	53,877	60,585
Municipal Court Supervisor	53,877	60,585
Street Supervisor	53,877	60,585
Water Quality Supervisor (Distribution)	53,877	60,585
Telecomm/Computer Technician	53,877	60,585

salary schedule

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Management and Confidential:</u>		
GIS Analyst	50,607	61,508
Forest Resource Specialist	50,360	61,208
Claims Management	45,764	51,474
Paralegal	45,764	51,474
CERT Coordinator	42,387	47,648
Executive Secretary	41,553	46,711
Human Resources Assistant	41,553	46,711
Administrative Assistant	33,668	40,878
Legal Secretary	33,668	40,877
Administrative Secretary	31,334	38,018
<u>General City Services Staff:</u>		
Engineering Tech III	51,417	62,493
GIS Coordinator	51,347	62,409
Housing Program Specialist	48,984	61,182
Building Inspector	48,933	61,853
Staff Accountant	47,148	59,473
Associate Planner	44,881	55,393
Engineering Assistant	44,881	55,393
Account Representative	44,881	55,393
Engineering Tech II	42,105	53,324
GIS Specialist	42,105	53,324
Account Clerk II	38,818	47,659
Computer Technician	38,754	47,150
Assistant Planner	35,276	44,682
Conservation Analyst	35,226	54,343
Code Compliance Specialist	35,226	42,331
Engineering Tech I	33,859	42,898
Account Clerk I	31,167	39,271
Secretary (IBEW)	29,694	37,571
Clerk II	27,654	34,907
Clerk I	23,914	30,062
<u>Fire and Rescue Personnel:</u>		
Captain-EMT "P"	70,083	75,863
Captain-EMT "B"	65,892	71,672
Engineer-EMT "P"	63,724	67,192
Firefighter-EMT "P"	49,938	61,990

Note: Fire and Rescue Personnel salary is based on 2,754 yearly hours

salary schedule

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Police Personnel:</u>		
Police Officer	45,337	57,596
Community Outreach Officer	42,435	53,588
Evidence & Property Technician	34,394	42,506
Community Services Officer	33,757	41,421
<u>General Labor:</u>		
Chief Mechanic	45,028	57,566
Cemetery Sexton	44,219	54,272
Utility Worker IV	44,219	54,272
Water Treatment Plant Operator III	44,075	54,099
Utility Worker III	41,966	52,105
Treatment Plant Operator WW	41,949	53,100
Water Treatment Plant Operator	41,949	53,100
Mechanic	40,714	52,616
Utility Worker II	36,217	47,281
Meter Reader/Repair	35,321	45,894
Utility Worker I	32,866	42,341
<u>Electric Staff:</u>		
Lead Working Line Installer	86,048	86,048
Meter Relay Technician	83,531	83,531
Electrician	79,553	79,553
Line Installer/Service Person	79,553	79,553
Tree Trimmer	66,985	66,985
Line Truck Driver	62,928	62,928
Connect-Disconnect	57,024	57,024
Head-Technician	56,223	63,214
Electrical Warehouse Worker	54,134	54,134
Meter Reader	54,133	54,133
Lead Telecommunications Technician	53,594	53,594
Telecommunications Technician	23,880	51,042
<u>Regular Part-time Employees:</u>		
Community Services Volunteer Coordinator	24,099	24,099
Band Director	3,806	3,806
Bailiff	3,914	3,914

**Parks and Recreation
Salary Schedule
Effective July 1, 2010**

<u>Classification:</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Senior Management</u>		
Parks and Recreation Director	101,484	101,484
Parks Superintendent	80,511	80,511
Recreation Superintendent	56,046	65,518
<u>Mid Management</u>		
Greens Superintendent	55,478	62,135
Senior Program Director	41,772	46,945
Recreation Coordinator	39,786	46,399
Promotions Coordinator	39,786	46,399
CC/Recreation Facilities Manager	32,846	41,554
Golf Manager	32,846	41,554
Environmental Education Coordinator	32,671	48,974
<u>Clerical</u>		
Executive Secretary	40,790	45,844
Senior Center Specialist	30,751	35,880
Customer Service Specialist	30,751	35,880
Environmental Ed Assistant	22,807	31,820
<u>Maintenance</u>		
Park Technician III	42,689	52,532
Park Technician II	37,669	45,875
Lead Custodian	34,134	42,776
Park/Golf Technician I	32,846	40,572
Custodian	24,007	32,781
Park Worker/Golf Worker	23,374	31,820

salary schedule and history of positions

Department	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2011 Proposed	2011 Adopted
Administration	6.50	9.56	12.65	12.65	12.65	12.65
Information Technology	14.65	15.15	15.50	15.50	16.00	16.00
Administrative Services	22.65	19.90	17.25	17.25	17.25	17.25
City Recorder	2.00	2.00	2.00	2.00	2.00	2.00
Police	40.30	39.30	36.80	34.80	34.80	34.80
Fire and Rescue	35.40	35.00	34.40	32.40	33.90	33.90
Public Works	59.80	59.80	59.70	57.70	56.70	56.70
Community Development	17.80	16.40	12.55	12.55	12.50	12.50
Electric	21.10	21.10	21.50	21.50	20.75	20.75
Subtotal	220.20	218.21	212.35	206.35	206.55	206.55
Parks and Recreation	48.45	50.55	48.55	45.65	43.65	43.65
Total Staffing Requirement	268.65	268.76	260.90	252.00	250.20	250.20

	Non-represented	IBEW Clerical	IBEW Electrical	Laborers	Ashland Police Assoc.	Ashland Firefighters	Temps	Total
Administration Department	10.50	2.00					0.15	12.65
Information Technology	10.00	4.00	2.00					16.00
Administrative Services	5.50	11.75						17.25
City Recorder	2.00							2.00
Police Department	9.30	3.00			21.25		1.25	34.80
Fire and Rescue Department	7.00					25.00	1.90	33.90
Public Works Department	12.00	5.70		38.00			1.00	56.70
Community Development	6.00	6.50						12.50
Electric Department	3.00	3.50	14.00				0.25	20.75
Parks Department	36.95						6.70	43.65
	102.25	36.45	16.00	38.00	21.25	25.00	11.25	250.20
Contract Status	By Resolution	Settled	Settled	Settled	Settled	Settled		
Termination Date	N/A	6/30/2012	6/30/2010	6/30/2011	6/30/2012	6/30/2012		



chart of accounts descriptions

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.

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.

chart of accounts descriptions

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.



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, 2010.

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 seven percent tax assessed on lodging providers gross receipts from rental of guest accommodations.

U Unappropriated Ending Fund Balance: An amount set aside to be used as cash carryover for the next fiscal year's budget.

W Working Capital Carryover: The amount carried over from year to year. It is based on the difference between estimated revenues to be received and the estimated amount expected to be spent.

WWTP: Wastewater Treatment Plant.

Y YAL: Youth Activity Levy.

acronyms

A	ACCESS- Aging Community Coordinated Enterprise and Supportive Services	EMT B- Emergency Medical Technician Basic	
	ADA- Americans with Disabilities Act	EMT I- Emergency Medical Technician Intermediate	
	AFN- Ashland Fiber Network	EMT P- Emergency Medical Technician Paramedic	
	AMR- Automatic Meter Reading System	EOC- Emergency Operations Center	
	APD- Ashland Police Department	EOFY- End of Fiscal Year	
	ASA- Ambulance Service Area	EOY- End of Year	
	AWTA- Ashland Woodland Trails Association	EPA- Environmental Protection Agency	
B	BPA- Bonneville Power Administration	ESD- Educational Service District	
C	CAFR- Comprehensive Annual Financial Report	F	F&B- Food and Beverage
	CAP: Central Area Patrol (Police and Parks Fund)		FAA- Federal Aviation Administration
	CAP: Civil Area Patrol (Airport Fund)		FAM- Federal Aid Money to Municipalities
	CATV- Cable Television		FBO- Fixed Base Operator
	CDBG- Community Development Block Grant		FEMA- Federal Emergency Management Agency
	CERT- Community Emergency Response Team		FFY- Federal Fiscal Year
	CERVS- Community Resource and Vital Services		FTE- Full Time Employee
	CIP- Capital Improvement Plan		FY- Fiscal Year. Example: FY 2005-2006, FY 2005-06, FY 2006
	CMOM- Capacity, Management, Operation, and Maintenance	G	GAAP- Generally Accepted Accounting Principals
	CPI- Consumer Price Index		GASB- Government Accounting Standards Board
	CSO- Community Service Officer		GIS- Geographic Information Systems
	CSV- Community Service Volunteer	H	HIPAA- Health Insurance Portability and Accountability Act
	CUFR- Component Unit Financial Report		HR- Human Resources
	CWSRF- Clean Water State Revolving Fund		HUD- Housing and Urban Development
D	DARE- Drug Awareness Resistance Education	I	IBEW- International Brotherhood of Electrical Workers
	DEQ- Department of Environmental Quality		ICCA- Interfaith Care Community of Ashland
E	EMS- Emergency Medical Services		
	EMT- Emergency Medical Technician		

	IS- Information Services		SDC- System Development Charges
	ISP- Internet Service Provider		SOU- Southern Oregon University
	ISTEA- Intermodal Surface Transportation Efficiency Act		SOWAC- Southern Oregon Women’s Access to Credit
J	JJTC- Jackson/Josephine Transportation Committee		SRO- School Resource Officer
			SUV- Sport Utility Vehicle
L	LCDC- Land Conservation Development Commission	T	TAP- Talent Ashland Phoenix
	LID- Local Improvement District		TID- Talent Irrigation District
	LLC- Limited Liability Company		TOT- Transient Occupancy Tax
M	MS4- Municipal Storm Drain System		TPAC- Transportation Plan Advisory Committee
N	NPDES- National Pollutant Discharge Elimination System		TTPC- Transportation Transit Parking Committee
O	OCI- Overall Condition Index	U	UB- Utility Billing
	ODA- Oregon Department of Agriculture		USFS- United States Forest Service
	ODOT- Oregon Department of Transportation	W	WW- Wastewater
	ORS- Oregon Revised Statute		WWTP- Wastewater Treatment Plant
	OSF- Oregon Shakespeare Festival	Y	YAL- Youth Activities Levy
	OSHA- Occupational Safety and Health Administration		YDO- Youth Diversion Officer
P	PEG- Public Education and Government		
	PERS- Public Employee Retirement System		
	PMS- Pavement Management System		
	PUC- Public Utility Commission		
	PW- Public Works		
R	RVACT- Rogue Valley Area Commission on Transportation		
	RVTD- Rogue Valley Transit District		
	RVTV- Rogue Valley Television		
S	SBA- Small Business Administration		
	SCADA- Supervisory Control and Data Acquisition		

index

A

Accounting Division 3-33
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 1-26
Budget Amendment Process 1-18
Budget Basis 1-26
Budget Committee 1-20
Building Division 3-119

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 3-111
Community Development Mission Statement 3-112
Community Values Statement 1-24
Computer Services Division 3-22
Conservation Division 3-130
Customer Information Services Division 3-34

D

Debt Service Fund 4-38
Debt Service Fund Long-Term Plan 4-40
Debt Service Fund Resources 4-39
Debt Summary 1-34
Debt Summary by Type 1-35
Departments 3-1

E

Economic and Cultural Grant History A-6
Electric Department 3-123
Electric Division 3-126
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 3-148

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 3-154

L

Legal Department 3-12
Long-Term Plan Fund Totals 4-4

M

Municipal Court 3-11

N

Non-Departmental Activities 3-153
Interfund Loans 3-154
Operating Contingencies 3-156
Operating Transfer Out 3-155
Unappropriated Ending Fund Balance 3-157

O

Operating Contingencies 3-156
Operating Transfer Out 3-155

P

Parks and Recreation Department 3-133
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 3-137
Planning Division 3-114
Police Department 3-49
Police Operations Division 3-58
Police Support Division 3-56
Property Tax Summary 1-39
Public Works Department 3-73

R

Recreation Division 3-144
Reserve Fund 4-14
Requirements Summary by Classification 1-30
Requirements Summary by Department 1-32
Resources Summary by Classification 1-31
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 1-28
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 3-157

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 3-150, 4-90
Youth Activities Levy Fund Long-Term Plan 4-92
Youth Activities Levy Resources 4-91



Resources and Long-Term Plan

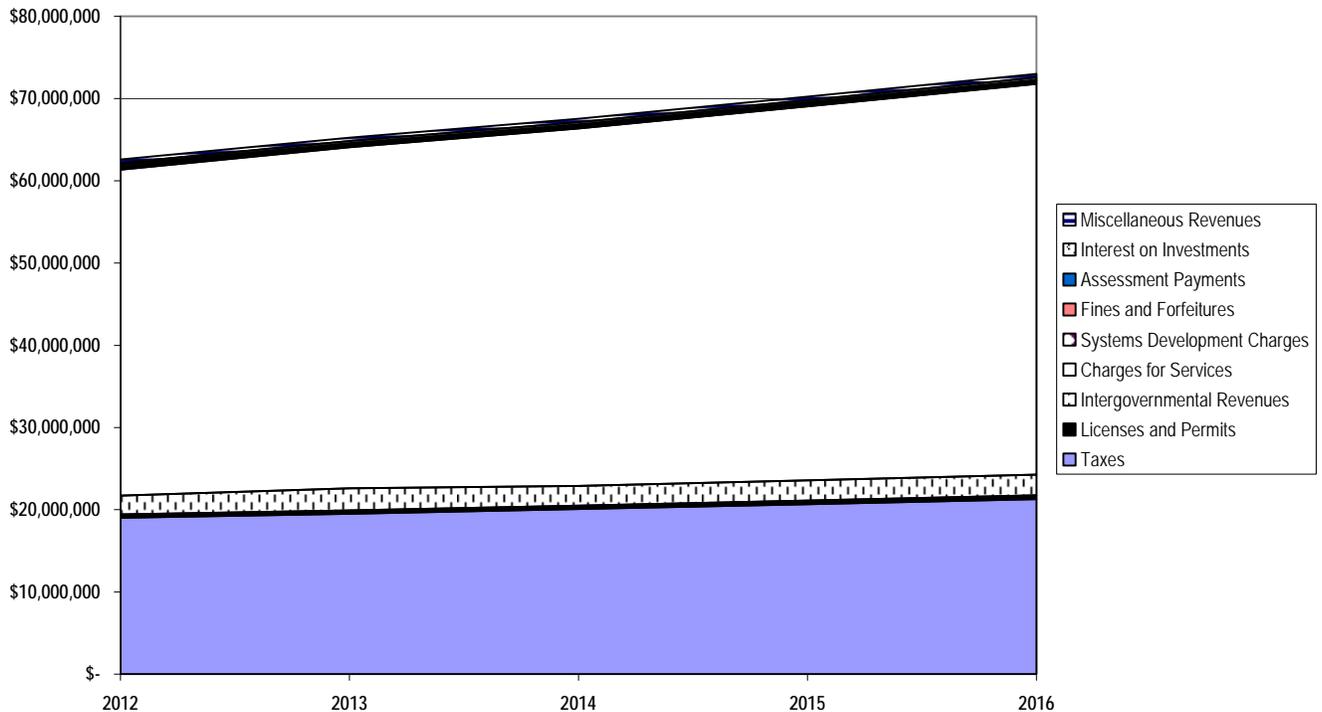
Resources Summary Long-Term Plan 4-2
Long-Term Plan Fund Totals 4-4
General Fund 4-6
Community Development Block Grant 4-10
Reserve Fund..... 4-14
Street Fund 4-18
Airport Fund 4-26
Capital Improvements Fund 4-30
Debt Service Fund 4-38
Water Fund 4-42
Wastewater Fund 4-50
Electric Fund 4-58
Telecommunication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

	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended Budget	2010 Estimate for the Year	2011 Adopted
Revenues:								
Taxes	\$ 16,001,016	\$ 16,814,824	\$ 18,110,493	\$ 19,210,961	\$ 17,285,423	\$ 18,157,555	\$ 18,033,107	\$ 18,463,680
Licenses and Permits	1,489,379	1,106,317	847,665	886,644	768,451	612,500	388,950	388,325
Intergovernmental Revenues	3,378,974	2,282,072	2,794,689	1,967,465	1,735,699	5,680,116	2,429,955	6,573,594
Charges for Services	31,411,906	32,499,061	32,913,167	33,550,184	34,141,945	36,363,575	35,668,075	37,389,796
Systems Development Charges	1,839,775	1,344,063	911,703	683,852	292,250	78,450	186,757	158,576
Fines and Forfeitures	133,170	137,460	169,558	150,346	156,092	142,000	158,200	165,200
Assessment Payments	222,408	360,860	108,864	67,195	25,587	218,110	7,495	133,495
Interest on Investments	553,348	782,272	1,168,861	995,414	241,283	375,300	158,571	175,296
Miscellaneous Revenues	412,503	828,597	1,374,773	1,439,711	1,270,501	465,167	500,680	411,589
Total Revenues	55,442,479	56,155,526	58,399,773	58,951,772	55,917,231	62,092,773	57,531,790	63,859,551
Budgetary Resources:								
Working Capital Carryover	16,692,342	25,694,989	24,665,985	23,352,645	20,052,792	19,351,051	19,935,262	20,734,348
Other Financing Sources:								
Bond & Bank Loan Proceeds	15,500,000	-	-	304,000	1,438,961	965,600	-	4,047,696
Interfund Loan	7,530,000	310,000	339,936	-	625,000	80,000	80,000	208,000
Operating Transfers In	447,693	972,780	1,016,934	446,253	328,173	513,546	469,680	726,503
Total Budgetary Resources	40,170,035	26,977,769	26,022,855	24,102,898	\$ 22,444,926	20,910,197	20,484,942	25,716,547
Total Resources	\$ 95,612,514	\$ 83,133,295	\$ 84,422,628	\$ 83,054,670	\$ 78,362,157	\$ 83,002,970	\$ 78,016,732	\$ 89,576,098

City Wide Revenue Trend
(2005-2009 Actual, 2010 Estimated, 2011 Proposed, 2012-2016 Projected)



resources and long - term plan

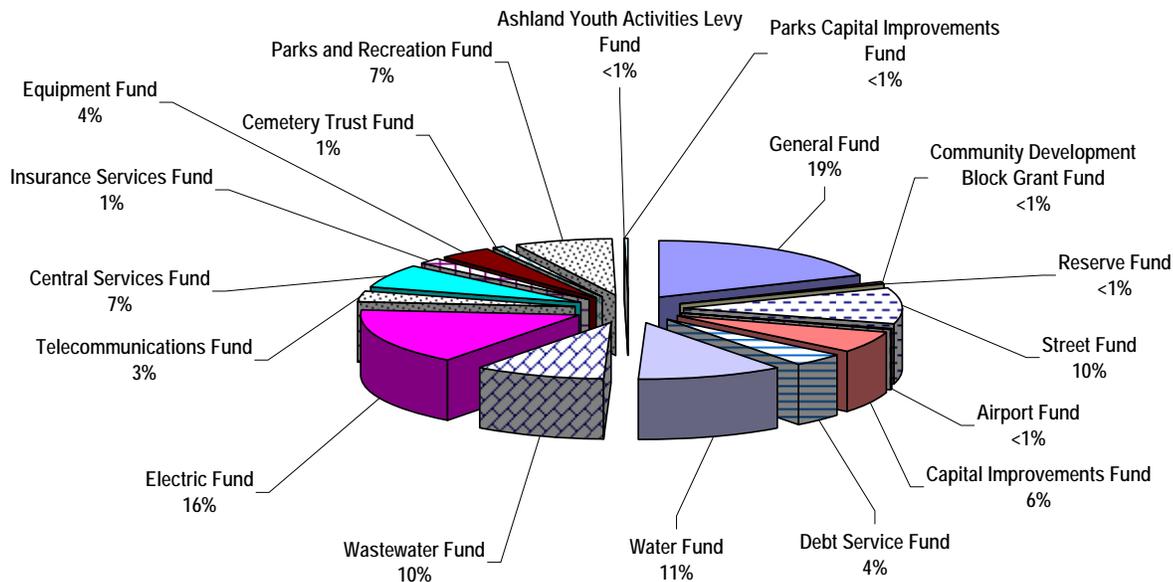
RESOURCE SUMMARY

	2012 Projection	2013 Projection	2014 Projection	2015 Projection	2016 Projection
Revenues:					
Taxes	\$ 19,017,850	\$ 19,503,475	\$ 20,082,550	\$ 20,673,250	\$ 21,285,200
Licenses and Permits	400,000	412,000	424,000	437,000	450,000
Intergovernmental Revenues	2,301,016	2,704,816	2,409,716	2,466,616	2,525,616
Charges for Services	39,620,485	41,462,849	43,440,194	45,475,742	47,507,725
Systems Development Charges	176,900	180,200	183,600	187,300	191,000
Fines and Forfeitures	170,000	175,000	180,000	185,000	191,000
Assessment Payments	232,600	126,000	126,000	126,000	126,000
Interest on Investments	251,200	258,700	262,000	268,900	284,600
Miscellaneous Revenues	417,602	423,302	429,802	436,602	443,402
Total Revenues	62,587,653	65,246,342	67,537,862	70,256,410	73,004,543
Budgetary Resources:					
Working Capital Carryover	19,229,111	16,155,820	16,890,190	14,689,570	14,873,686
Other Financing Sources:					
Bond & Bank Loan Proceeds	1,679,150	3,337,500	892,500	1,963,750	722,500
Interfund Loan	208,000	208,000	-	-	-
Operating Transfers In	142,727	131,920	132,519	103,595	97,700
Total Budgetary Resources	21,258,988	19,833,240	17,915,209	16,756,915	15,693,886
Total Resources	\$ 83,846,641	\$ 85,079,582	\$ 85,453,071	\$ 87,013,325	\$ 88,698,429

long - term plan fund totals

FUND TOTALS	2005	2006	2007	2008	2009	2010	2010	2011
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
General Fund	\$ 13,662,129	\$ 14,746,318	\$ 15,587,023	\$ 16,204,655	16,220,589	\$ 16,347,638	\$ 16,315,854	\$ 16,680,722
Community Development Block Grant Fund	597,623	133,008	592,770	82,897	195,130	493,958	338,322	413,116
Reserve Fund	-	-	-	-	-	215,000	150,500	151,500
Street Fund	4,336,047	4,771,566	5,052,978	5,546,505	5,160,478	7,523,627	5,557,080	9,194,088
Airport Fund	1,412,740	230,330	173,835	344,399	486,794	211,311	200,053	118,091
Capital Improvements Fund	1,098,479	1,720,311	2,598,320	2,151,638	3,241,962	4,417,607	3,242,104	5,586,431
Debt Service Fund	1,270,415	1,244,541	2,146,603	3,063,486	3,121,792	3,539,648	2,934,036	3,498,444
Water Fund	11,706,729	11,029,733	10,830,368	7,563,172	7,109,027	6,640,637	6,969,584	9,574,291
Wastewater Fund	10,254,422	10,376,352	9,850,583	9,344,747	8,414,152	9,540,259	8,481,241	8,747,315
Electric Fund	14,302,968	14,667,411	14,621,322	15,022,002	13,693,271	14,032,485	14,125,117	14,388,479
Telecommunications Fund	18,371,485	4,236,493	2,653,272	2,772,890	2,684,019	2,533,197	2,776,345	2,797,937
Central Services Fund	5,233,981	5,855,967	6,031,821	5,969,533	5,823,695	5,982,029	5,979,713	6,093,063
Insurance Services Fund	1,532,827	1,658,323	1,794,328	1,840,625	1,900,671	1,454,199	1,363,071	1,302,559
Equipment Fund	2,671,155	2,853,811	3,055,741	3,226,288	2,600,592	2,506,290	2,332,250	3,508,076
Cemetery Trust Fund	714,989	744,880	780,918	805,131	803,552	832,950	816,253	846,753
Total by Fund	87,165,989	74,269,044	75,769,882	73,937,968	71,455,724	76,270,835	71,581,523	82,900,865
Parks and Recreation Fund	5,798,287	6,047,964	5,955,884	6,094,504	6,344,687	6,334,305	6,146,362	6,366,886
Ashland Youth Activities Levy Fund	2,198,733	2,377,501	2,346,591	2,625,804	235,729	110,591	57,356	42,356
Parks Capital Imp Fund	449,505	438,786	350,271	396,394	326,017	287,239	231,491	265,991
Total Parks	8,446,525	8,864,251	8,652,746	9,116,702	6,906,433	6,732,135	6,435,209	6,675,233
Grand total	\$ 95,612,514	\$ 83,133,295	\$ 84,422,628	\$ 83,054,670	\$ 78,362,157	\$ 83,002,970	\$ 78,016,732	\$ 89,576,098

2011 Adopted Budget by Fund



long - term plan fund totals

FUND TOTALS					
	2012	2013	2014	2015	2016
	Projection	Projection	Projection	Projection	Projection
General Fund	\$ 17,026,631	\$ 17,144,831	\$ 17,077,431	\$ 16,807,531	\$ 16,320,131
Community Development Block Grant Fund	413,116	413,116	413,116	413,116	413,116
Reserve Fund	151,500	151,500	151,500	151,500	151,500
Street Fund	6,457,398	6,380,798	6,565,198	6,707,998	6,808,498
Airport Fund	126,404	132,967	143,330	155,793	164,656
Capital Improvements Fund	3,265,476	3,656,640	4,099,605	4,776,670	5,344,690
Debt Service Fund	2,963,010	2,814,856	2,858,961	2,877,270	2,913,437
Water Fund	9,625,950	9,857,167	8,997,329	8,432,381	8,746,598
Wastewater Fund	7,824,758	8,171,374	8,256,761	9,111,148	9,322,835
Electric Fund	14,922,236	14,739,471	15,145,578	15,797,956	16,756,706
Telecommunications Fund	2,739,732	3,062,632	3,202,132	3,300,632	3,386,532
Central Services Fund	6,268,193	6,299,393	6,254,693	6,108,193	5,851,893
Insurance Services Fund	1,277,466	1,299,466	1,375,466	1,512,466	1,717,466
Equipment Fund	3,183,202	3,280,202	3,223,202	3,223,202	3,283,202
Cemetery Trust Fund	867,853	888,953	910,053	931,253	952,453
Total by Fund	77,112,925	78,293,366	78,674,355	80,307,109	82,133,713
Parks and Recreation Fund	6,502,225	6,553,225	6,543,225	6,467,225	6,321,225
Ashland Youth Activities Levy Fund	-	-	-	-	-
Parks Capital Imp Fund	231,491	232,991	235,491	238,991	243,491
Total Parks	6,733,716	6,786,216	6,778,716	6,706,216	6,564,716
Grand total	\$ 83,846,641	\$ 85,079,582	\$ 85,453,071	\$ 87,013,325	\$ 88,698,429

General Fund Narrative

Ashland's diverse tax revenues are emphasized in this General Fund budget with five classifications of taxes, none bearing more than 37 percent of total taxes. Taxes represent 81 percent of the proposed revenue, with current property taxes and electrical utility users tax comprising 30 and 18 percent, respectively, of the total. Highlighted below are significant revenue items.

Current Property Taxes. This is the City portion of the City of Ashland's permanent tax rate as defined by Measure 50. The permanent tax rate is shared between the General and the Parks and Recreation fund.

Electric Utility Users Tax. The Electric Utility Users Tax is equal to 25 percent of the electric bill.

Cable TV Franchise. The 5 percent franchise tax on cable TV is split, with 70 percent going to the General Fund and the balance to the Street Fund. Fifty-seven percent of the General Fund tax is dedicated to support the public access TV channel with Southern Oregon University. The City has negotiated a 75-cent per account Public Education and Government (PEG) access fee. This fee is dedicated to the public access channel.

Electric Franchise. The electric franchise fee is equal to 10 percent of electric revenues.

Natural Gas Franchise. The total franchise fee as shown in this budget is 5 percent of the gas utility's gross receipts. The fee is projected to increase with growth.

Telephone Franchise. This line item is expected to stabilize in the following years after an audit of and settlement with Qwest.

Water and Wastewater Franchise. The water and wastewater franchise fee is equal to 8 percent of revenues, 100% is dedicated to the General Fund.

Hotel-Motel Tax. The revenue included in this document is expected to increase slightly due to economic conditions.

Planning and Zoning Fees. The proposed budget includes reviewing planning fees in the future to better balance the costs associated with development with those planning costs that should be paid for by users other than the general property tax payer.

State Liquor Tax, Cigarette Tax, and State Revenue Sharing. Estimates are based on per capita information compiled by the League of Oregon Cities. Total Inter-governmental Revenues have leveled off and are trended to increase proportionately with population growth.

Ambulance Revenues. Ambulance revenues are based on transports and revenue is budgeted at a slight increase of the previous year.

Long-Term Assumptions

- ⇒ Property assessed valuation growth will be 2.5% and new construction will be flat with little or no growth.
- ⇒ Property tax rate will not exceed \$2.1937 City, \$2.0928 Parks. (Total authorized is \$4.2865).
- ⇒ Electric Utility Users Tax and Utility Franchise revenue will increase 5% on average.
- ⇒ Natural gas franchise revenue will increase 5% on average.
- ⇒ Telephone Franchise revenue will remain flat.
- ⇒ Water franchise revenue will increase 4% on average.
- ⇒ Wastewater franchise revenue will increase 4% on average.
- ⇒ Transient occupancy revenue will remain flat.
- ⇒ Intergovernmental revenues will grow at 3% on average.
- ⇒ Court fees will increase slightly.
- ⇒ Ambulance revenues will grow each year per transports but may be limited by federal restrictions.
- ⇒ The City will comply with Federal and State requirements.

general fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 1,755,143	\$ 2,093,388	\$ 2,326,936	\$ 2,582,714	\$ 2,296,666	\$ 1,879,800	\$ 2,185,456	\$ 2,112,664
	Taxes								
	Property Taxes								
	Current	2,180,492	2,554,260	2,800,401	3,617,992	3,822,781	4,162,000	4,191,000	4,368,640
	Prior	85,064	85,901	92,234	146,770	117,342	100,000	110,000	115,000
	Electric Utility User Tax	2,277,178	2,329,930	2,345,323	2,375,368	2,468,371	2,600,000	2,544,000	2,595,000
	Franchises	1,982,756	1,945,477	2,442,920	2,388,315	2,573,355	2,740,100	2,628,205	2,723,000
	License	153,761	187,241	134,345	207,324	207,182	215,750	206,138	216,140
	Hotel/Motel Tax	1,390,212	1,414,219	1,559,062	1,507,603	1,639,281	1,720,000	1,800,200	1,800,200
410	Total Taxes	8,069,463	8,517,028	9,374,285	10,243,372	10,828,312	11,537,850	11,479,543	11,817,980
	Licenses and Permits								
	Planning and Zoning Fees	877,505	609,298	471,730	514,135	475,198	333,000	205,450	225,875
	Building Permits	611,874	497,019	327,959	330,780	250,375	259,500	163,500	142,450
	Fire Permits	-	-	47,976	41,729	42,878	20,000	20,000	20,000
420	Total Licenses and Permits	1,489,379	1,106,317	847,665	886,644	768,451	612,500	388,950	388,325
	Intergovernmental Revenue								
	Federal	62,147	296,325	338,629	33,924	49,640	29,543	29,543	26,043
	State	405,080	514,583	522,967	628,178	587,516	572,245	597,000	616,890
430	Total Intergovernmental Revenue	467,227	810,908	861,596	662,102	637,156	601,788	626,543	642,933
	Charges for Services								
	Police	193,129	147,626	144,487	141,368	93,304	102,100	51,000	51,000
	Court	331,760	324,292	335,409	291,461	332,373	312,000	395,025	401,460
	Fire and Rescue	963,064	918,023	903,108	899,325	863,324	892,000	903,000	973,000
	Cemetery	37,969	26,606	33,497	29,274	27,897	25,000	18,500	19,600
	Planning Division Services	97,577	72,729	40,211	49,581	28,751	35,000	18,000	15,500
	Building Division Services	25,679	14,749	8,830	30,051	33,785	30,000	15,000	10,800
	Rent	1,033	849	262	97	60	-	60	60
440	Total Charges for Services	1,650,211	1,504,874	1,465,804	1,441,157	1,379,494	1,396,100	1,400,585	1,471,420
	Fines								
	Court Fines	133,170	137,460	169,558	150,346	156,092	142,000	158,200	165,200
450	Total Fines	133,170	137,460	169,558	150,346	156,092	142,000	158,200	165,200
	Interest on Investments								
	Interest on Pooled Investments	50,929	75,021	130,971	113,937	30,277	50,000	15,000	15,000
470	Total Interest on Investments	50,929	75,021	130,971	113,937	30,277	50,000	15,000	15,000
	Miscellaneous Revenues								
	Sale of Land	-	-	-	-	-	-	-	-
	Donations	11,430	11,276	9,144	690	3,641	2,250	16,200	16,200
	Miscellaneous Income	22,817	464,595	155,187	90,513	105,702	105,350	40,377	31,000
480	Total Miscellaneous Revenues	34,247	475,871	164,331	91,203	109,343	107,600	56,577	47,200
	Other Financing Sources								
	Interfund Loan	-	-	214,877	-	-	-	-	-
	Operating Transfers In:								
	From Cemetery Trust	12,360	25,451	31,000	33,180	14,798	20,000	5,000	20,000
490	Total Other Financing Sources	12,360	25,451	245,877	33,180	14,798	20,000	5,000	20,000
	Total General Fund	\$ 13,662,129	\$ 14,746,318	\$ 15,587,023	\$ 16,204,655	\$ 16,220,589	\$ 16,347,638	\$ 16,315,854	\$ 16,680,722

general fund long-term plan

GENERAL FUND								
#110	2005	2006	2007	2008	2009	2010	2010	2011
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
Revenues								
Taxes	\$ 8,069,463	\$ 8,517,028	\$ 9,374,285	\$ 10,243,372	\$ 10,828,312	\$ 11,537,850	\$ 11,479,543	\$ 11,817,980
Licenses and Permits	1,489,379	1,106,317	847,665	886,644	768,451	612,500	388,950	388,325
Intergovernmental Revenue	467,227	810,908	861,596	662,102	637,156	601,788	626,543	642,933
Charges for Services	1,650,211	1,504,874	1,465,804	1,441,157	1,379,494	1,396,100	1,400,585	1,471,420
								-
Fines and Forfeitures	133,170	137,460	169,558	150,346	156,092	142,000	158,200	165,200
Interest on Pooled Investments	50,929	75,021	130,971	113,937	30,277	50,000	15,000	15,000
Miscellaneous Revenues	34,247	475,871	164,331	91,203	109,343	107,600	56,577	47,200
Interfund Loan	-	-	214,877	-	-	-	-	-
Operating Transfers In	12,360	25,451	31,000	33,180	14,798	20,000	5,000	20,000
Total Revenues	11,906,986	12,652,930	13,260,087	13,621,941	13,923,923	14,467,838	14,130,398	14,568,058
<i>Actual % of Final Budget</i>	<i>97.48%</i>	<i>96.00%</i>	<i>85.37%</i>	<i>89.94%</i>	<i>86.54%</i>		<i>97.67%</i>	
Expenditures								
Administration	98,208	104,838	116,960	121,114	114,453	201,590	180,500	191,284
Administration - Library	-	-	406	249,438	334,746	355,088	355,131	365,740
Administration - Senior Program	114,634	-	-	-	-	-	-	-
Admin. - Municipal Court - Personal Services	237,464	268,204	277,719	319,888	321,132	314,930	311,850	313,492
Admin. - Municipal Court - Materials & Services	59,635	84,572	101,046	110,459	101,296	104,994	107,375	108,494
								-
Admin. Services - Social Services Grant	107,622	110,090	113,350	105,534	108,741	120,342	120,342	120,342
Admin. Services - Economic and Cultural Grants	445,600	474,186	504,414	527,519	550,610	570,000	570,000	591,240
Admin. Services - Miscellaneous	13,756	37,448	6,870	8,341	6,981	45,000	42,000	45,000
Admin. Services - Band - Personal Services	3,657	3,657	3,658	4,080	3,659	4,261	4,100	4,261
Admin. Services - Band - Materials & Services	42,339	46,392	44,288	48,844	51,998	53,358	53,000	53,358
								-
Police - Personal Services	3,055,478	3,226,179	3,148,708	3,464,170	3,470,124	3,605,991	3,589,472	3,700,008
Police - Materials & Services	1,178,046	1,380,158	1,522,732	1,756,054	1,818,037	1,972,372	1,875,882	1,792,227
Police - Capital Outlay	331	-	-	90,209	57,544	-	-	-
								-
Fire and Rescue - Personal Services	2,995,158	3,154,778	3,426,832	3,567,291	3,553,560	3,657,085	3,620,514	3,706,397
Fire and Rescue - Materials & Services	1,104,978	1,186,752	1,356,028	1,270,454	1,376,895	1,428,620	1,400,000	1,549,750
Fire and Rescue - Capital Outlay	130,483	290,996	394,112	-	2,766	-	-	-
								-
Public Works - Cemetery - Personal Services	128,369	149,344	160,566	142,755	148,024	155,457	160,169	173,721
Public Works - Cemetery - Materials & Services	100,354	118,290	141,595	133,544	129,715	142,848	132,642	138,804
Public Works - Cemetery - Capital Outlay	11,556	9,863	12,229	6,807	7,496	12,000	12,000	-
								-
Community Dev.-Planning - Personal Services	605,492	656,801	741,698	833,951	836,389	728,175	700,285	760,739
Community Dev.-Planning - Materials & Services	272,178	447,671	402,992	359,647	359,854	486,188	357,810	425,288
Community Dev.-Planning - Capital Outlay	-	-	-	6,712	4,104	-	-	-
Community Dev.-Building - Personal Services	392,489	414,729	462,565	475,901	384,866	332,690	296,250	335,755
Community Dev.-Building - Materials & Services	212,204	253,934	280,041	304,777	291,643	323,641	313,368	313,291
								-
Interfund Loan	214,877	-	-	-	-	-	-	-
Operating Transfers Out	43,833	500	500	500	500	500	500	500
Operating Contingency						400,000		506,541
Total Expenditures	11,568,741	12,419,382	13,219,309	13,907,989	14,035,133	15,015,130	14,203,190	15,196,232
<i>Actual % of Final Budget</i>	<i>89.35%</i>	<i>92.29%</i>	<i>83.68%</i>	<i>85.52%</i>	<i>84.32%</i>		<i>94.59%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>86.86%</i>	<i>50.78%</i>	<i>10.75%</i>	<i>30.00%</i>	<i>11.27%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	338,245	233,548	40,778	(286,048)	(111,210)	(547,292)	(72,792)	(628,174)
Working Capital Carryover	1,755,143	2,093,388	2,326,936	2,367,714	2,296,666	1,879,800	2,185,456	2,112,664
Prior period adjustment	-	-	-	215,000	-	-	-	-
Ending Fund Balance	\$ 2,093,388	\$ 2,326,936	\$ 2,367,714	\$ 2,296,666	\$ 2,185,456	\$ 1,332,508	\$ 2,112,664	\$ 1,484,490
Ending Fund Balance Reconciliation	2,093,388	2,326,936	2,367,714	2,296,666	2,185,456	1,332,508	2,112,664	1,484,490
Plus Unused Contingency	-	-	-	-	-	400,000	-	506,541
Minus restricted forfeiture funds	-	-	-	-	-	164,200	150,000	150,000
Minus funds earmarked - affordable housing	-	-	-	-	-	120,383	-	-
Minus other - Tourism	-	-	-	-	-	-	35,000	35,000
Minus funds earmarked - parking district purposes	-	-	-	-	-	146,000	150,000	150,000
Adjusted Ending Fund Balance	2,093,388	2,326,936	2,367,714	2,296,666	2,185,456	1,301,925	1,777,664	1,656,031
Fund Balance Policy Requirement	1,191,000	1,265,000	1,305,000	1,362,000	1,392,000	1,447,000	1,413,000	1,722,000
Excess (deficiency)	902,388	1,061,936	1,062,714	934,666	793,456	(145,075)	364,664	(65,969)

general fund long-term plan

GENERAL FUND						
#110	2012	2013	2014	2015	2016	Long-term
	Projection	Projection	Projection	Projection	Projection	Percent
Revenues						
Taxes	\$ 12,203,000	\$ 12,599,000	\$ 12,977,000	\$ 13,366,000	\$ 13,767,000	103.0%
Licenses and Permits	400,000	412,000	424,000	437,000	450,000	103.0%
Intergovernmental Revenue	662,000	682,000	702,000	723,000	745,000	103.0%
Charges for Services	1,516,000	1,561,000	1,608,000	1,656,000	1,706,000	103.0%
						103.0%
Fines and Forfeitures	170,000	175,000	180,000	185,000	191,000	103.0%
Interest on Pooled Investments	15,000	15,000	15,000	15,000	15,000	103.0%
Miscellaneous Revenues	49,000	50,000	52,000	54,000	56,000	103.0%
Interfund Loan	-	-	-	-	-	103.0%
Operating Transfers In	20,600	21,200	21,800	22,500	23,200	103.0%
Total Revenues	15,035,600	15,515,200	15,979,800	16,458,500	16,953,200	
<i>Actual % of Final Budget</i>						
Expenditures						
Administration	197,000	203,000	209,000	215,000	221,000	103.0%
Administration - Library	377,000	388,000	400,000	412,000	424,000	103.0%
Administration - Senior Program	-	-	-	-	-	103.0%
Admin. - Municipal Court - Personal Services	329,000	345,000	362,000	380,000	399,000	105.0%
Admin. - Municipal Court - Materials & Services	112,000	115,000	118,000	122,000	126,000	103.0%
Admin. Services - Social Services Grant	124,000	128,000	132,000	136,000	140,000	103.0%
Admin. Services - Economic and Cultural Grants	609,000	627,000	646,000	665,000	685,000	103.0%
Admin. Services - Miscellaneous	46,000	47,000	48,000	49,000	50,000	103.0%
Admin. Services - Band - Personal Services	4,500	4,700	4,900	5,100	5,400	105.0%
Admin. Services - Band - Materials & Services	55,000	57,000	59,000	61,000	63,000	103.0%
Police - Personal Services	3,922,000	4,118,000	4,324,000	4,540,000	4,767,000	105.0%
Police - Materials & Services	1,846,000	1,901,000	1,958,000	2,017,000	2,078,000	103.0%
Police - Capital Outlay	-	-	-	-	-	100.0%
Fire and Rescue - Personal Services	3,929,000	4,125,000	4,331,000	4,548,000	4,775,000	105.0%
Fire and Rescue - Materials & Services	1,596,000	1,644,000	1,693,000	1,744,000	1,796,000	103.0%
Fire and Rescue - Capital Outlay	-	-	-	-	-	103.0%
Public Works - Cemetery - Personal Services	184,000	193,000	203,000	213,000	224,000	105.0%
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	806,000	846,000	888,000	932,000	979,000	105.0%
Community Dev.-Planning - Materials & Services	438,000	451,000	465,000	479,000	493,000	103.0%
Community Dev.-Planning - Capital Outlay	-	-	-	-	-	100.0%
Community Dev.-Building - Personal Services	356,000	374,000	393,000	413,000	434,000	105.0%
Community Dev.-Building - Materials & Services	323,000	333,000	343,000	353,000	364,000	103.0%
Interfund Loan	-	-	-	-	-	
Operating Transfers Out	500	500	500	500	500	\$500 to Trust per Charter
Operating Contingency	616,000	642,000	669,000	698,000	727,000	Contingency target is 4% of Operating Expenses.
Total Expenditures	16,013,000	16,689,200	17,397,400	18,138,600	18,911,900	
<i>Actual % of Final Budget</i>						
<i>Actual % of Contingency Transferred/Used</i>						
Revenues Over (Under) Expenditures	(977,400)	(1,174,000)	(1,417,600)	(1,680,100)	(1,958,700)	
Working Capital Carryover	1,991,031	1,629,631	1,097,631	349,031	(633,069)	
Prior period adjustment	-	-	-	-	-	
Ending Fund Balance	\$ 1,013,631	\$ 455,631	\$ (319,969)	\$ (1,331,069)	\$ (2,591,769)	
Ending Fund Balance Reconciliation						
Ending Fund Balance	1,013,631	455,631	(319,969)	(1,331,069)	(2,591,769)	
Plus Unused Contingency	616,000	642,000	669,000	698,000	727,000	
Minus restricted forfeiture funds	-	-	-	-	-	
Minus funds earmarked - affordable housing	-	-	-	-	-	
Minus other - Tourism	-	-	-	-	-	
Minus funds earmarked - parking district purposes	-	-	-	-	-	
Adjusted Ending Fund Balance	1,629,631	1,097,631	349,031	(633,069)	(1,864,769)	
Fund Balance Policy Requirement	1,804,000	1,862,000	1,918,000	1,975,000	2,034,000	Policy is \$1,722,000 for 2011 and
Excess (deficiency)	(174,369)	(764,369)	(1,568,969)	(2,608,069)	(3,898,769)	12% of revenues for 2012 and beyond

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 fourteenth 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 in Community Development Block Grant funds for Program Year 2010 (July 1, 2010-June 30, 2011) by the Department of Housing and Urban Development (HUD). The City has also received \$55,622 in Recovery Act funding through the CDBG program that is being utilized to complete weatherization and energy efficiency upgrades to homes occupied by qualified low income residents. Additionally the City will utilize \$2,370 in prior year carry over funds that were not allocated. . The City Council is expected to make awards of up to \$166,224 to fund eligible activities on April 20th 2010. The remainder of funds is to be applied to administration of the program.

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

Long-Term Assumptions

The Community Development Block Grant is expected to remain constant.

Fund Balance

There is a no fund balance policy.

community development block grant fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 33,018	\$ (8,492)	\$ 4,599	\$ 12,033	\$ 44,705	\$ -	\$ 69,618	\$ -
	Intergovernmental Revenues								
	Federal	349,605	141,500	371,501	65,880	150,425	493,958	268,704	413,116
430	Total Intergovernmental	<u>349,605</u>	<u>141,500</u>	<u>371,501</u>	<u>65,880</u>	<u>150,425</u>	<u>493,958</u>	<u>268,704</u>	<u>413,116</u>
	Other Resources								
	Misc	-	-	216,670	-	-	-	-	-
	Interest on Investments	-	-	-	4,984	-	-	-	-
	Interfund Loan	215,000	-	-	-	-	-	-	-
470	Total Other	<u>215,000</u>	<u>-</u>	<u>216,670</u>	<u>4,984</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Total CDBG Fund	<u>\$ 597,623</u>	<u>\$ 133,008</u>	<u>\$ 592,770</u>	<u>\$ 82,897</u>	<u>\$ 195,130</u>	<u>\$ 493,958</u>	<u>\$ 338,322</u>	<u>\$ 413,116</u>

community development block grant long-term plan

CDBG FUND							2010	2010	
#250	2005	2006	2007	2008	2009	Amended	Estimate for	2011	
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted	
Revenues									
Intergovernmental Revenue	\$ 349,605	\$ 141,500	\$ 371,501	\$ 65,880	\$ 150,425	\$ 493,958	\$ 268,704	\$ 413,116	
Miscellaneous	-	-	216,670	-	-	-	-	-	
Interest on Investments	-	-	-	4,984	-	-	-	-	
Interfund Loan	215,000	-	-	-	-	-	-	-	
Total Revenues	564,605	141,500	588,171	70,864	150,425	493,958	268,704	413,116	
<i>Actual % of Final Budget</i>	<i>76.61%</i>	<i>24.73%</i>	<i>92.44%</i>	<i>33.19%</i>	<i>34.20%</i>		<i>54.40%</i>		
Expenditures									
Personal Services	29,271	33,600	35,485	14,201	20,168	38,000	38,000	41,556	
Materials and Services	576,844	94,809	330,375	23,991	105,344	455,958	300,322	371,560	
Capital Outlay	-	-	-	-	-	-	-	-	
Interfund Loan	-	-	214,877	-	-	-	-	-	
Contingency	-	-	-	-	-	-	-	-	
Total Expenditures	606,115	128,409	580,737	38,192	125,512	493,958	338,322	413,116	
<i>Actual % of Final Budget</i>	<i>82.24%</i>	<i>22.37%</i>	<i>91.27%</i>	<i>16.80%</i>	<i>28.65%</i>		<i>68.49%</i>		
Revenues Over (Under) Expenditures	(41,510)	13,091	7,434	32,672	24,913	-	(69,618)	-	
Working Capital Carryover	33,018	(8,492)	4,599	12,033	44,705	-	69,618	-	
Ending Fund Balance	(\$8,492)	\$4,599	\$12,033	\$44,705	\$69,618	\$ -	\$ -	\$ -	

No Fund Balance Policy

community development block grant long-term plan

CDBG FUND							
#250	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Intergovernmental Revenue	\$413,116	\$413,116	\$413,116	\$413,116	\$413,116	assumed flat	100.0%
Miscellaneous	-	-	-	-	-		
Interest on Investments	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
Total Revenues	413,116	413,116	413,116	413,116	413,116		
<i>Actual % of Final Budget</i>							
Expenditures							
Personal Services	41,556	41,556	41,556	41,556	41,556		100.0%
Materials and Services	371,560	371,560	371,560	371,560	371,560		100.0%
Capital Outlay	-	-	-	-	-		100.0%
Interfund Loan	-	-	-	-	-		
Contingency	-	-	-	-	-	None Required.	
Total Expenditures	413,116	413,116	413,116	413,116	413,116		
<i>Actual % of Final Budget</i>							
Revenues Over (Under) Expenditures	-	-	-	-	-		
Working Capital Carryover	-	-	-	-	-		
Ending Fund Balance	\$ -						

No Fund Balance Policy

Reserve Fund Narrative

This special revenue fund was established during the FY 2009-10 budget process. Special revenue funds are typically used to account for specific revenues that are legally restricted to expenditures for particular purposes.

Resolution 2010-18 identifying sources and uses was adopted by Council on June 15, 2010.

Long Term Assumptions

- ⇒ No use of these funds were approved during the FY 2010-11 budget process.
- ⇒ The use of these funds may be discussed during the FY 2011-12 budget process.

Fund Balance

There is no fund balance policy.

reserve fund resources

Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
Working Capital Carryover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,500
Interest on Investments								
Interest on Investments	-	-	-	-	-	-	500	1,000
Total Interest on Investments	-	-	-	-	-	-	500	1,000
Transfers In								
From Street Fund	-	-	-	-	-	215,000	150,000	-
Total Transfers In	-	-	-	-	-	215,000	150,000	-
Total Reserve Fund	<u>\$ -</u>	<u>\$ 215,000</u>	<u>\$ 150,500</u>	<u>\$ 151,500</u>				

reserve fund long - term plan

RESERVE FUND							2010	2010	
#255	2005	2006	2007	2008	2009	Amended	Estimate for	2011	
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted	
Revenues									
Charges for Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Intergovernmental Revenue	-	-	-	-	-	-	-	-	
Interest on Investments	-	-	-	-	-	-	500	1,000	
Transfers In	-	-	-	-	-	215,000	150,000	-	
Total Revenues	-	-	-	-	-	215,000	150,500	1,000	
Expenditures									
Operating Transfers Out	-	-	-	-	-	-	-	-	
Total Expenditures	-	-	-	-	-	-	-	-	
Revenues Over (Under) Expenditures	-	-	-	-	-	215,000	150,500	1,000	
Working Capital Carryover	-	-	-	-	-	-	-	150,500	
Ending Fund Balance	\$ -	\$ 215,000	\$ 150,500	\$ 151,500					

reserve fund long - term plan

RESERVE FUND							
#255	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Charges for Service	\$ -	\$ -	\$ -	\$ -	\$ -		100.0%
Intergovernmental Revenue							
Interest on Investments							100.0%
Transfers In							100.0%
Total Revenues	-	-	-	-	-		
Expenditures							
Operating Transfers Out	-	-	-	-	-		100.0%
Total Expenditures	-	-	-	-	-		
Revenues Over (Under) Expenditures	-	-	-	-	-		
Working Capital Carryover	151,500	151,500	151,500	151,500	151,500		
Ending Fund Balance	\$ 151,500						

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. For FY 2011 this is suspended.

Intergovernmental Revenues. The primary source of Intergovernmental Revenue, the State Gasoline Tax is budgeted at approximately \$50.04 per capita, a increase of \$8.61 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, handi-capped access and bicycle facilities.

Long-Term Assumptions

⇒ Includes financing in FY 2010-11 and requires debt financing on current and future large projects.

Fund Balance

The fund balance policy requires a balance of 10 percent of revenues.

street fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 315,846	\$ 1,186,028	\$ 1,464,044	\$ 2,377,220	\$ 2,170,470	\$ 2,096,532	\$ 2,402,258	\$ 2,853,365
	Taxes								
	Franchises	224,250	264,072	215,198	188,030	198,994	215,200	187,943	46,225
410	Total Taxes	224,250	264,072	215,198	188,030	198,994	215,200	187,943	46,225
	Intergovernmental Revenues								
	Federal:								
	Grants	-	-	-	-	-	1,862,660	-	1,334,000
	State:								
	Grants	-	-	-	-	-	-	-	775,000
	Gas Tax	906,889	1,006,267	989,809	941,646	832,861	890,180	972,168	1,093,690
	Jurisdictional Exchange	463,695	202,982	366,549	-	-	-	-	-
	County and Other	121,243	-	-	1,100	5,622	2,630	2,629	1,315
430	Total Intergovernmental	1,491,827	1,209,249	1,356,358	942,746	838,483	2,755,470	974,797	3,204,005
	Charges for Services								
	RVTD Services	33,911	1,450	4,881	4,621	7,204	5,000	7,878	7,878
	Public Works Services	4,232	-	5,734	2,120	(2,742)	-	-	-
	Sales:								
	Storm Drain Utility Fee	311,193	325,063	342,094	499,863	566,985	584,000	582,000	611,000
	Transportation Utility Fee	933,641	972,051	1,023,913	1,185,832	1,245,153	1,275,100	1,282,000	1,320,000
440	Total Charges for Services	1,282,977	1,298,564	1,376,622	1,692,436	1,816,600	1,864,100	1,871,878	1,938,878
	Storm Drain	62,815	56,365	61,940	36,653	16,930	3,615	12,981	12,980
	Transportation	446,360	332,289	207,397	130,833	55,713	15,000	31,633	26,725
	System Development Charges	509,175	388,654	269,337	167,486	72,643	18,615	44,614	39,705
	Assessments and Consortiums								
	UnBonded Assessments								
	UnAssessed Principal	215,801	359,810	108,864	67,195	25,587	18,110	7,495	7,495
	Developer Co-involvement	2,567	-	-	-	-	-	-	-
460	Total Assessments and Consortiums	218,368	359,810	108,864	67,195	25,587	18,110	7,495	7,495
	Interest on Investments								
	Interest on Pooled Investments	21,022	50,259	103,283	110,992	28,782	30,000	20,355	20,355
470	Total Interest on Investments	21,022	50,259	103,283	110,992	28,782	30,000	20,355	20,355
	Miscellaneous Revenues								
	Miscellaneous Income	2,582	14,930	159,272	400	8,919	10,000	47,740	23,870
480	Total Miscellaneous Revenues	2,582	14,930	159,272	400	8,919	10,000	47,740	23,870
	Other Financing Sources								
	Interfund Loan	270,000	-	-	-	-	-	-	-
	Loan Proceeds	-	-	-	-	-	515,600	-	1,060,190
	Operating Transfers In	-	-	-	-	-	-	-	-
490	Total Other Financing Sources	270,000	-	-	-	-	515,600	-	1,060,190
	Total Street Fund	\$ 4,336,047	\$ 4,771,566	\$ 5,052,978	\$ 5,546,505	\$ 5,160,478	\$ 7,523,627	\$ 5,557,080	\$ 9,194,088

street fund long-term plan

STREET FUND - SUMMARY						2010	2010	
#260	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 224,250	\$ 264,072	\$ 215,198	\$ 188,030	\$ 198,994	\$ 215,200	\$ 187,943	\$ 46,225
Intergovernmental Revenue	1,491,827	1,209,249	1,356,358	942,746	838,483	2,755,470	974,797	3,204,005
Charges for Services	1,282,977	1,298,564	1,376,622	1,692,436	1,816,600	1,864,100	1,871,878	1,938,878
Systems Development Charges (SDC)	509,175	388,654	269,337	167,486	72,643	18,615	44,614	39,705
Assessment Revenues	218,368	359,810	108,864	67,195	25,587	18,110	7,495	7,495
Interest on Investments	21,022	50,259	103,283	110,992	28,782	30,000	20,355	20,355
Miscellaneous Revenues	2,582	14,930	159,272	400	8,919	10,000	47,740	23,870
Interfund Loan	270,000	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	515,600	-	1,060,190
Operating Transfers In	-	-	-	-	-	-	-	-
Total Revenues	4,020,201	3,585,538	3,588,934	3,169,285	2,990,008	5,427,095	3,154,822	6,340,723
<i>Actual % of Final Budget</i>	<i>99.47%</i>	<i>77.73%</i>	<i>33.38%</i>	<i>71.87%</i>	<i>33.16%</i>		<i>58.13%</i>	
Expenditures								
Street Operations - Personal Services	519,392	471,861	512,822	534,350	547,319	575,900	564,637	608,855
Street Operations - Materials & Services	860,089	1,058,171	1,063,863	1,008,130	1,027,959	1,167,320	1,153,080	1,167,758
Street Operations - Capital Outlay	796,191	467,918	206,588	590,850	258,754	2,200,600	142,404	2,644,750
Grounds Maintenance	164,754	177,784	183,799	183,018	188,582	197,068	195,321	204,896
Storm Water Operations - Personal Services	278,366	271,029	225,843	263,609	241,045	254,898	248,818	264,026
Storm Water Operations - Materials & Services	250,999	246,260	251,784	280,923	281,573	272,980	269,012	269,502
Storm Water Operations - Capital Outlay	38,557	36,126	103,084	134,266	50,630	93,000	39,000	122,000
SDC Projects	234,334	263,103	90,796	355,896	126,505	835,400	33,945	617,365
Local Improvement District - Projects	7,337	45,270	37,179	24,993	35,853	196,098	57,498	533,938
New Debt Service	-	-	-	-	-	-	-	394,000
Interfund Loan	-	270,000	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	215,000	-	74,000
Contingency	-	-	-	-	-	68,000	-	93,000
Total Expenditures	3,150,019	3,307,522	2,675,758	3,376,035	2,758,220	6,076,264	2,703,715	6,994,090
<i>Actual % of Final Budget</i>	<i>78.31%</i>	<i>76.11%</i>	<i>47.62%</i>	<i>57.23%</i>	<i>38.87%</i>		<i>48.18%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>38.73%</i>	<i>93.10%</i>	<i>6.54%</i>	<i>100.00%</i>	<i>0.00%</i>		<i>22.73%</i>	
Revenues Over (Under) Expenditures	870,182	278,016	913,176	(206,750)	231,788	(649,169)	451,107	(653,367)
Working Capital Carryover	315,846	1,186,028	1,464,044	2,377,220	2,170,470	2,096,532	2,402,258	2,853,365
Ending Fund Balance	\$ 1,186,028	\$ 1,464,044	\$ 2,377,220	\$ 2,170,470	\$ 2,402,258	\$ 1,447,363	\$ 2,853,365	\$ 2,199,998
Ending Fund Balance Reconciliation								
Storm Drain Balance	(110,406)	(433,821)	(643,910)	(939,172)	(822,779)	(1,677,129)	(749,573)	(897,697)
Transportation Balance	3,975,950	4,094,242	4,386,577	4,281,031	4,098,539	4,277,963	4,687,492	3,898,648
Other	(2,679,516)	(2,196,377)	(1,365,447)	(1,171,389)	(873,502)	(1,153,471)	(1,084,554)	(800,953)
Total Fund Balance	1,186,028	1,464,044	2,377,220	2,170,470	2,402,258	1,447,363	2,853,365	2,199,998
Fund Balance Policy Requirement	324,000	284,000	454,000	454,000	434,000	731,000	465,000	450,000
Excess (deficiency)	862,028	1,180,044	1,923,220	1,716,470	1,968,258	716,363	2,388,365	1,749,998

Operational & Capital Detail To Follow

street fund long-term plan

STREET FUND - SUMMARY							
#260	2012	2013	2014	2015	2016		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ 55,600	\$ 65,300	\$ 67,300	\$ 69,300	\$ 71,400		
Intergovernmental Revenue	1,127,900	1,511,700	1,196,600	1,232,500	1,269,500		
Charges for Services	2,002,900	2,069,100	2,137,500	2,208,300	2,281,500		
Systems Development Charges (SDC)	41,700	43,800	46,000	48,400	50,800		
Assessment Revenues	106,600	-	-	-	-	Calculated for projects	
Interest on Investments	30,000	30,000	30,000	30,000	30,000		
Miscellaneous Revenues	24,300	24,800	25,300	25,800	26,300		
Interfund Loan	-	-	-	-	-		
Bond Proceeds	775,400	260,000	610,000	610,000	610,000		
Operating Transfers In	-	-	-	-	-		
Total Revenues	4,164,400	4,004,700	4,112,700	4,224,300	4,339,500		
<i>Actual % of Final Budget</i>							
Expenditures							
Street Operations - Personal Services	645,400	677,700	711,600	747,200	784,600	Calculated for projects	
Street Operations - Materials & Services	1,202,800	1,238,900	1,276,100	1,314,400	1,353,800	Includes Bus Service	
Street Operations - Capital Outlay	760,000	610,000	610,000	610,000	610,000		
Grounds Maintenance	211,000	217,300	223,800	230,500	237,400		
Storm Water Operations - Personal Services	282,500	299,500	317,500	336,600	356,800		
Storm Water Operations - Materials & Services	277,600	285,900	294,500	303,300	312,400		
Storm Water Operations - Capital Outlay	15,400	-	-	-	-		
SDC Projects	50,000	20,000	20,000	20,000	20,000	Calculated for projects	
Local Improvement District - Projects	106,600	-	-	-	-	Calculated for projects	
New Debt Service	456,000	505,000	554,000	603,000	652,000		
Interfund Loan	-	-	-	-	-		
Operating Transfers Out	74,000	74,000	74,000	74,000	74,000	Bancroft Debt	
Contingency	96,000	100,000	103,000	106,000	109,000	Contingency is 3%.	
Total Expenditures	4,177,300	4,028,300	4,184,500	4,345,000	4,510,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(12,900)	(23,600)	(71,800)	(120,700)	(170,500)		
Working Capital Carryover	2,292,998	2,376,098	2,452,498	2,483,698	2,468,998		
Ending Fund Balance	\$ 2,280,098	\$ 2,352,498	\$ 2,380,698	\$ 2,362,998	\$ 2,298,498		
Ending Fund Balance Reconciliation							
Storm Drain Balance	(815,397)	(725,697)	(635,497)	(544,897)	(454,197)		
Transportation Balance	3,773,448	3,630,148	3,438,148	3,196,848	2,905,648		
Other	(677,953)	(551,953)	(421,953)	(288,953)	(152,953)		
Total Fund Balance	2,280,098	2,352,498	2,380,698	2,362,998	2,298,498		
Fund Balance Policy Requirement	482,000	498,000	514,000	530,000	547,000	Policy is \$450,000 for 2011 and	
Excess (deficiency)	1,798,098	1,854,498	1,866,698	1,832,998	1,751,498	15% of revenues for 2012 and beyond	

Operational & Capital Detail To Follow

street fund long-term plan-continued

STREET FUND							2010	2010	
#260	Operational Detail	2005	2006	2007	2008	2009	Amended	Estimate for	2011
		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues									
Taxes		\$ 224,250	\$ 264,072	\$ 215,198	\$ 188,030	\$ 198,994	\$ 215,200	\$ 187,943	\$ 46,225
Intergovernmental Revenue		1,028,132	1,006,267	989,809	941,646	838,483	838,370	974,797	1,095,005
Intergovernmental Grants		-	-	-	-	-	81,000	-	-
Jurisdictional exchange		-	-	-	-	-	-	-	-
Storm Drain Fees		311,193	326,992	342,094	499,863	566,985	584,000	582,000	611,000
Transportation Fees		933,641	970,123	1,023,913	1,185,832	1,245,153	1,275,100	1,282,000	1,320,000
Miscellaneous Service		38,143	1,449	10,615	6,741	4,462	5,000	7,878	7,878
Interest on Investments		21,022	50,259	103,283	110,992	28,782	-	-	-
Miscellaneous Revenues		2,582	14,930	159,272	400	8,919	10,000	47,740	23,870
Interfund Loan		270,000	-	-	-	-	-	-	-
Operating Transfers In		-	-	-	-	-	-	-	-
Total Revenues		2,828,963	2,634,092	2,844,184	2,933,504	2,891,778	3,008,670	3,082,358	3,103,978
<i>Actual % of Final Budget</i>		<i>93.20%</i>	<i>77.70%</i>	<i>65.50%</i>	<i>92.10%</i>	<i>93.28%</i>		<i>106.59%</i>	
Expenditures									
Street Operations - Personal Services		519,392	471,861	512,822	534,349	547,319	575,900	564,637	608,855
Street Operations - Materials & Services		860,089	1,058,171	1,063,863	1,008,130	1,027,959	1,167,320	1,153,080	1,167,758
Street Operations - Capital Outlay		-	2,925	3,380	2,000	-	5,500	-	-
Grounds Maintenance		164,754	177,784	183,799	183,019	188,582	197,068	195,321	204,896
Storm Water Operations - Personal Services		278,366	271,029	225,843	263,609	241,045	254,898	248,818	264,026
Storm Water Operations - Materials & Services		250,999	246,260	251,784	280,923	281,573	272,980	269,012	269,502
Storm Water Operations - Capital Outlay		38,557	36,126	103,084	134,266	50,630	-	-	-
New Debt Service		-	-	-	-	-	-	-	394,000
Interfund Loan		-	270,000	-	-	-	-	-	-
Operating Transfers Out		-	-	-	-	-	215,000	-	74,000
Contingency		-	-	-	-	-	68,000	-	93,000
Total Expenditures		2,112,157	2,534,156	2,344,575	2,406,296	2,337,108	2,756,666	2,430,868	3,076,037
<i>Actual % of Final Budget</i>		<i>73.30%</i>	<i>76.10%</i>	<i>47.60%</i>	<i>78.13%</i>	<i>69.03%</i>		<i>104.01%</i>	
Revenues Over (Under) Expenditures		716,806	99,936	499,609	527,208	554,670	252,004	651,490	27,941
Working Capital Carryover		(1,170,355)	(453,549)	(353,613)	145,996	673,204	946,772	1,227,874	1,879,364
Ending Fund Balance		\$ (453,549)	\$ (353,613)	\$ 145,996	\$ 673,204	\$ 1,227,874	\$ 1,198,776	\$ 1,879,364	\$ 1,907,305
Operations Reconciliation									
Storm Drain Balance		(313,777)	(540,200)	(778,817)	(957,752)	(822,779)	(901,630)	(758,609)	(824,158)
Transportation Balance		2,155,883	2,051,632	2,193,954	2,160,491	2,013,281	2,356,373	2,600,601	2,306,842
Other		(2,295,655)	(1,865,045)	(1,269,141)	(529,535)	37,372	(255,967)	37,372	424,621
Total Fund Balance		(453,549)	(353,613)	145,996	673,204	1,227,874	1,198,776	1,879,364	1,907,305
Fund Balance Policy Requirement		283,000	263,000	284,000	293,000	289,000	301,000	308,000	450,000
Excess (deficiency)		(736,549)	(616,613)	(138,004)	380,204	938,874	897,776	1,571,364	1,457,305

street fund long-term plan-continued

STREET FUND							
#260	Operational Detail	2012	2013	2014	2015	2016	Long-term
		Projection	Projection	Projection	Projection	Projection	Percent
Revenues							
	Taxes	\$ 55,600	\$ 65,300	\$ 67,300	\$ 69,300	\$ 71,400	103.0%
	Intergovernmental Revenue	1,127,900	1,161,700	1,196,600	1,232,500	1,269,500	103.0%
	Intergovernmental Grants	-	-	-	-	-	
	Jurisdictional exchange	-	-	-	-	-	
	Storm Drain Fees	635,400	660,800	687,200	714,700	743,300	5% increase in 2011; 4% annually thereafter. 104.0%
	Transportation Fees	1,359,600	1,400,400	1,442,400	1,485,700	1,530,300	103.0%
	Miscellaneous Service	7,900	7,900	7,900	7,900	7,900	flat 100.0%
	Interest on Investments	-	-	-	-	-	103.0%
	Miscellaneous Revenues	24,300	24,800	25,300	25,800	26,300	102.0%
	Interfund Loan	-	-	-	-	-	
	Operating Transfers In	-	-	-	-	-	
	Total Revenues	3,210,700	3,320,900	3,426,700	3,535,900	3,648,700	
	<i>Actual % of Final Budget</i>						
Expenditures							
	Street Operations - Personal Services	645,400	677,700	711,600	747,200	784,600	105.0%
	Street Operations - Materials & Services	1,202,800	1,238,900	1,276,100	1,314,400	1,353,800	Includes Bus Service 103.0%
	Street Operations - Capital Outlay	-	-	-	-	-	100.0%
	Grounds Maintenance	211,000	217,300	223,800	230,500	237,400	103.0%
	Storm Water Operations - Personal Services	282,500	299,500	317,500	336,600	356,800	106.0%
	Storm Water Operations - Materials & Services	277,600	285,900	294,500	303,300	312,400	103.0%
	Storm Water Operations - Capital Outlay	-	-	-	-	-	100.0%
	New Debt Service	456,000	505,000	554,000	603,000	652,000	
	Interfund Loan	-	-	-	-	-	
	Operating Transfers Out	74,000	74,000	74,000	74,000	74,000	Bancroft Debt
	Contingency	96,000	100,000	103,000	106,000	109,000	Contingency is 3%.
	Total Expenditures	3,245,300	3,398,300	3,554,500	3,715,000	3,880,000	
	<i>Actual % of Final Budget</i>						
	Revenues Over (Under) Expenditures	(34,600)	(77,400)	(127,800)	(179,100)	(231,300)	
	Working Capital Carryover	2,000,305	2,061,705	2,084,305	2,059,505	1,986,405	
	Ending Fund Balance	\$ 1,965,705	\$ 1,984,305	\$ 1,956,505	\$ 1,880,405	\$ 1,755,105	
Operations Reconciliation							
	Storm Drain Balance	(748,858)	(673,458)	(598,258)	(523,458)	(449,358)	
	Transportation Balance	2,196,942	2,044,142	1,841,142	1,587,242	1,281,842	
	Other	517,621	613,621	713,621	816,621	922,621	
	Total Fund Balance	1,965,705	1,984,305	1,956,505	1,880,405	1,755,105	
	Fund Balance Policy Requirement	482,000	498,000	514,000	530,000	547,000	Policy is \$450,000 for 2011 and
	Excess (deficiency)	1,483,705	1,486,305	1,442,505	1,350,405	1,208,105	15% of revenues for 2012 and beyond

street fund long-term plan-continued

STREET FUND							2010	2010	
Capital Detail		2005	2006	2007	2008	2009	Amended	Estimate for	2011
#260		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues									
Intergovernmental Revenue		\$ 463,695	\$ 202,982	\$ 366,549	\$ -	\$ -	\$ 1,036,100	\$ -	\$ 1,334,000
Other		-	-	-	1,100	-	800,000	-	775,000
Sys. Dev. Charges-Storm Water		62,815	56,365	61,940	36,653	16,930	3,615	12,981	12,980
Sys. Dev. Charges-Transportation		446,360	332,289	207,397	130,833	55,713	15,000	31,633	26,725
Assessment Revenues		218,368	359,810	108,864	67,195	25,587	18,110	7,495	7,495
Bond Proceeds - Storm Water Rev Bonds		-	-	-	-	-	63,000	-	68,000
Bond Proceeds - Transportation Rev Bonds		-	-	-	-	-	264,000	-	465,750
LID Bond		-	-	-	-	-	188,600	-	526,440
Interest on Investments		-	-	-	-	-	30,000	20,355	20,355
Total Revenues		1,191,238	951,446	744,750	235,781	98,230	2,418,425	72,464	3,236,745
<i>Actual % of Final Budget</i>		<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	19.25%	1.67%		73.77%	
Expenditures									
Street Operations - CIP		796,191	464,993	203,208	588,850	258,754	2,195,100	142,404	2,644,750
Storm Water Operations - CIP		-	-	-	-	-	93,000	39,000	122,000
Storm Water - SDC		205,983	153,357	33,412	152,980	35,510	274,000	3,945	95,555
Transportation - SDC		28,351	109,746	57,384	202,916	90,995	561,400	30,000	521,810
Transportation - LID - Materials & Services		5,550	7,100	7,498	7,498	7,498	7,498	7,498	7,498
Transportation - LID - Capital Outlay		-	-	-	-	-	-	-	-
Transportation - LID - Capital Outlay - City Fees		1,787	38,170	29,681	17,495	28,355	188,600	50,000	526,440
Total Expenditures		1,037,862	773,366	331,183	969,739	421,112	3,319,598	272,847	3,918,053
<i>Actual % of Final Budget</i>		<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	34.39%	11.35%		64.79%	
Revenues Over (Under) Expenditures		153,376	178,080	413,567	(733,958)	(322,882)	(901,173)	(200,383)	(681,308)
Working Capital Carryover		1,486,201	1,639,577	1,817,657	2,231,224	1,497,266	1,149,759	1,174,384	974,001
Ending Fund Balance		\$ 1,639,577	\$ 1,817,657	\$ 2,231,224	\$ 1,497,266	\$ 1,174,384	\$ 248,586	\$ 974,001	\$ 292,693
Capital Reconciliation									
SDC Storm Balance		203,371	106,379	134,907	18,580	-	(775,499)	9,036	(73,539)
SDC Transportation Balance		1,820,067	2,042,610	2,192,623	2,120,540	2,085,258	1,921,590	2,086,891	1,591,806
Storm Project Balance		-	-	-	-	18,089	415,500	-	(54,000)
Transportation Project Balance		-	-	-	-	-	1,273,850	-	(70,000)
Other - LID & Misc.		(383,861)	(331,332)	(96,306)	(641,854)	(928,963)	390,436	(1,121,926)	(1,101,574)
Total Fund Balance		1,639,577	1,817,657	2,231,224	1,497,266	1,174,384	3,225,877	974,001	292,693

street fund long-term plan-continued

STREET FUND							
Capital Detail							
#260	2012	2013	2014	2015	2016		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Intergovernmental Revenue	\$ -	\$ 350,000	\$ -	\$ -	\$ -		
Other	-	-	-	-	-	Jefferson St Grant/Loan	
Sys. Dev. Charges-Storm Water	13,600	14,300	15,000	15,800	16,600		105.0%
Sys. Dev. Charges-Transportation	28,100	29,500	31,000	32,600	34,200		105.0%
Assessment Revenues	106,600	-	-	-	-	Calculated for projects	100.0%
Bond Proceeds - Storm Water Rev Bonds	15,400	-	-	-	-		
Bond Proceeds - Transportation Rev Bonds	760,000	260,000	610,000	610,000	610,000		
LID Bond	-	-	-	-	-	Calculated for projects	
Interest on Investments	30,000	30,000	30,000	30,000	30,000		103.0%
Total Revenues	953,700	683,800	686,000	688,400	690,800		
<i>Actual % of Final Budget</i>							
Expenditures							
Street Operations - CIP	760,000	610,000	610,000	610,000	610,000	Calculated for projects	100.0%
Storm Water Operations - CIP	15,400	-	-	-	-	Calculated for projects	100.0%
Storm Water - SDC	6,600	-	-	-	-	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	106,600	-	-	-	-	Calculated for projects	
Transportation - LID - Capital Outlay - City Fees	-	-	-	-	-	Calculated for projects	
Total Expenditures	932,000	630,000	630,000	630,000	630,000		
<i>Actual % of Final Budget</i>							
Revenues Over (Under) Expenditures	21,700	53,800	56,000	58,400	60,800		
Working Capital Carryover	292,693	314,393	368,193	424,193	482,593		
Ending Fund Balance	\$ 314,393	\$ 368,193	\$ 424,193	\$ 482,593	\$ 543,393		
Capital Reconciliation							
SDC Storm Balance	(66,539)	(52,239)	(37,239)	(21,439)	(4,839)		
SDC Transportation Balance	1,576,506	1,586,006	1,597,006	1,609,606	1,623,806		
Storm Project Balance	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)		
Transportation Project Balance	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)		
Other - LID & Misc.	(1,071,574)	(1,041,574)	(1,011,574)	(981,574)	(951,574)		
Total Fund Balance	314,393	368,193	424,193	482,593	543,393		

Airport Fund Narrative

This fund is used to account for Airport operations and revenues from service charges, rental, and lease fees.

Rental Income. Deferred maintenance and relatively low rental income continues to be budgetary issues.

Long-Term Assumptions

- ⇒ Operational expenses will increase at 3% per year.
- ⇒ Requires a minimum 4% increase on leases and services to maintain fund balances.

Fund Balance

The fund balance policy requires a balance of 10 percent of revenues. The Long-term budget shows that this balance cannot be maintained without additional revenues.

airport fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 218,377	\$ 122,942	\$ 54,874	\$ 55,339	\$ 86,891	\$ 103,311	\$ 99,978	\$ 12,766
	Intergovernmental Revenues								
	Federal	943,845	7,216	17,377	178,186	3,991	-	-	-
430	Total Intergovernmental	943,845	7,216	17,377	178,186	3,991	-	-	-
	Charges for Services								
	Rent	129,206	98,280	98,779.0	108,513	104,907	100,000	99,975	105,225
440	Total Charges for Services	129,206	98,280	98,779.0	108,513	104,907	100,000	99,975	105,225
	Interest on Investments								
	Interest on Pooled Investments	1,312	1,317	2,805	2,361	1,005	500	100	100
470	Total Interest on Investments	1,312	1,317	2,805	2,361	1,005	500	100	100
	Miscellaneous Revenues								
	Miscellaneous Income	-	575	-	-	-	7,500	-	-
480	Total Miscellaneous Revenues	-	575	-	-	-	7,500	-	-
	Other Financing Sources								
	Loan Proceeds	-	-	-	-	290,000	-	-	-
	Interfund Loan	120,000	-	-	-	-	-	-	-
490	Total Other Financing Sources	120,000	-	-	-	290,000	-	-	-
	Total Airport Fund	\$ 1,412,740	\$ 230,330	\$ 173,835	\$ 344,399	\$ 486,794	\$ 211,311	\$ 200,053	\$ 118,091

airport fund long-term plan

AIRPORT FUND						2010	2010	
#280	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Intergovernmental Revenue	\$ 943,845	\$ 7,216	\$ 17,377	\$ 178,186	\$ 3,991	\$ -	\$ -	\$ -
Charges for Services	129,206	98,280	98,779	108,513	104,907	100,000	99,975	105,225
Interest on Investments	1,312	1,317	2,805	2,361	1,005	500	100	100
Other Financing Sources	-	-	-	-	290,000	-	-	-
Interfund Loan	120,000	-	-	-	-	-	-	-
Miscellaneous	-	575	-	-	-	7,500	-	-
Total Revenues	1,194,363	107,388	118,961	289,060	399,903	108,000	100,075	105,325
<i>Actual % of Final Budget</i>	<i>95.04%</i>	<i>84.56%</i>	<i>114.94%</i>	<i>82.94%</i>	<i>89.36%</i>		<i>92.66%</i>	
Expenditures								
Materials and Services	84,459	100,384	83,424	97,242	63,645	78,750	68,750	58,750
Capital Outlay	1,170,267	-	-	125,194	8,493	-	-	-
Capital soft match	-	-	-	-	-	-	-	-
Debt Service	35,072	35,072	35,072	35,072	314,678	38,537	38,537	43,537
Interfund Loan	-	40,000	-	-	-	80,000	80,000	-
Operating Contingency	-	-	-	-	-	5,000	-	5,000
Total Expenditures	1,289,798	175,456	118,496	257,508	386,816	202,287	187,287	107,287
<i>Actual % of Final Budget</i>	<i>102.29%</i>	<i>50.69%</i>	<i>78.11%</i>	<i>67.80%</i>	<i>97.81%</i>		<i>97.53%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>100.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	(95,435)	(68,068)	465	31,552	13,087	(94,287)	(87,212)	(1,962)
Working Capital Carryover	218,377	122,942	54,874	55,339	86,891	103,311	99,978	12,766
Ending Fund Balance	\$ 122,942	\$ 54,874	\$ 55,339	\$ 86,891	\$ 99,978	\$ 9,024	\$ 12,766	\$ 10,804
Fund Balance Policy Requirement	40,000	16,000	16,000	18,000	17,000	17,000	16,000	10,000
Excess (deficiency)	82,942	38,874	39,339	68,891	82,978	(7,976)	(3,234)	804

airport fund long-term plan

AIRPORT FUND							
#280	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -		
Charges for Services	110,500	116,000	121,800	127,900	134,300		105.0%
Interest on Investments	100	100	100	100	100		100.0%
Other Financing Sources	-	-	-	-	-	Refinanced T-hangar Bank Loan in 2009	0.0%
Interfund Loan	-	-	-	-	-		103.0%
Miscellaneous	-	-	-	-	-		100.0%
Total Revenues	110,600	116,100	121,900	128,000	134,400		
<i>Actual % of Final Budget</i>							
Expenditures							
Materials and Services	71,000	73,000	77,000	87,000	97,000	Estimated based upon ability to pay.	103.0%
Capital Outlay	-	-	-	-	-	Soft Match in Central Service Charges	
Capital soft match	-	-	-	-	-		
Debt Service	38,537	38,537	38,537	38,537	38,537	T-hangar debt service to 2019	
Interfund Loan	-	-	-	-	-	Repayment to Water Fund	
Operating Contingency	5,000	5,000	5,000	5,000	5,000	Contingency is 3%.	100.0%
Total Expenditures	114,537	116,537	120,537	130,537	140,537		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(3,937)	(437)	1,363	(2,537)	(6,137)		
Working Capital Carryover	15,804	16,867	21,430	27,793	30,256		
Ending Fund Balance	\$ 11,867	\$ 16,430	\$ 22,793	\$ 25,256	\$ 24,119		
Fund Balance Policy Requirement	11,000	12,000	12,000	13,000	13,000	Policy is \$10,000 for 2011 and	
Excess (deficiency)	867	4,430	10,793	12,256	11,119	10% of revenues for 2012 and beyond	

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. Three 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 grant for improvements to the airport. A full structural overlay of runway 12/30 and a replacement of the VASI (Visual Approach Slope Indicator) will take place in FY 2010-11.

Long-Term Assumptions

- ⇒ The City will need to continue to study the revenue needed to pay for Capital Improvements.

Fund Balance

There is no fund balance policy for this fund.

capital improvements plan fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 396,855	\$ 924,554	\$ 803,171	\$ 656,315	\$ 1,003,916	\$ 1,547,552	\$ 1,433,904	\$ 2,254,231
	Taxes								
	Food and Beverage Tax	363,533	370,141	394,781	391,717	373,791	360,955	400,000	412,000
410	Total Taxes	363,533	370,141	394,781	391,717	373,791	360,955	400,000	412,000
	Intergovernmental Revenues								
	Federal	-	-	-	-	-	1,275,000	200,000	1,710,000
430	Total Intergovernmental	-	-	-	-	-	1,275,000	200,000	1,710,000
	Charges for Services								
	Maintenance & Parking fees	4,125	12,254	68,674	83,987	83,951	75,000	80,000	80,000
	Use of Facilities Fee	149,975	267,560	1,095,113	900,179	1,105,178	1,105,000	1,105,000	1,105,000
440	Total Charges for Services	154,100	279,814	1,163,787	984,166	1,189,129	1,180,000	1,185,000	1,185,000
	System Development Charges	154,200	105,193	65,973	48,307	18,375	25,000	10,000	10,000
	Assessments								
	Unbonded Assessments	-	-	-	-	-	-	-	-
460	Total Assessment Payments	-	-	-	-	-	-	-	-
	Interest on Investments								
	Interest on Pooled Investments	12,400	30,232	20,706	41,154	14,151	18,800	13,000	15,000
470	Total Interest on Investments	12,400	30,232	20,706	41,154	14,151	18,800	13,000	15,000
	Miscellaneous Revenues								
	Donations								
	Miscellaneous Income	10,141	3,127	17,593	22,729	10,350	10,300	200	200
	Notes Receivable Payments	7,250	7,250	7,250	7,250	7,250	-	-	-
480	Total Miscellaneous Revenues	17,391	10,377	24,843	29,979	17,600	10,300	200	200
	Other Financing Sources								
	Loan Proceeds	-	-	-	-	-	-	-	-
	Interfund Loan	-	-	125,059	-	625,000	-	-	-
490	Total Other Financing Sources	-	-	125,059	-	625,000	-	-	-
	Total Capital Improvements Fund	\$ 1,098,479	\$ 1,720,311	\$ 2,598,320	\$ 2,151,638	\$ 3,241,962	\$ 4,417,607	\$ 3,242,104	\$ 5,586,431

capital improvements plan fund long-term

CIP FUND - SUMMARY								
#410	2005	2006	2007	2008	2009	2010	2010	2011
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
Revenues								
Taxes	\$ 363,533	\$ 370,141	\$ 394,781	\$ 391,717	\$ 373,791	\$ 360,955	\$ 400,000	\$ 412,000
Intergovernmental Revenues	-	-	-	-	-	1,275,000	200,000	1,710,000
Charges for Services	154,100	279,814	1,163,787	984,166	1,189,129	1,180,000	1,185,000	1,185,000
System Dev. Charges	154,200	105,193	65,973	48,307	18,375	25,000	10,000	10,000
Interest on Investments	12,400	30,232	20,706	41,154	14,151	18,800	13,000	15,000
Miscellaneous Revenues	17,391	10,377	24,843	29,979	17,600	10,300	200	200
Other Financing Sources	-	-	-	-	-	-	-	-
Interfund Loan	-	-	125,059	-	625,000	-	-	-
Operating Transfers In	-	-	-	-	-	-	-	-
Total Revenues	701,624	795,757	1,795,149	1,495,323	2,238,046	2,870,055	1,808,200	3,332,200
<i>Actual % of Final Budget</i>	<i>130.10%</i>	<i>17.08%</i>	<i>29.25%</i>	<i>91.63%</i>	<i>93.89%</i>		<i>63.00%</i>	
Expenditures								
Facilities - Personal Services	-	-	147,120	172,426	180,524	181,905	179,329	192,586
Facilities - Materials and Services	-	-	366,633	456,014	368,634	361,905	354,741	395,154
Facilities - Capital Outlay	32,425	81,316	79,876	96,137	740,164	1,208,690	139,623	2,215,012
Parks SDC - Material and Services	-	-	-	-	-	-	-	-
Parks SDC - Capital Outlay	-	-	-	-	-	-	-	-
Parks Open Space - Materials and Services	-	-	-	-	-	-	-	-
Parks Open Space - Capital Outlay	-	513,995	317,883	120,572	205,861	200,000	-	400,000
Operating Transfers Out - SDC Debt	29,500	11,427	11,427	11,427	11,427	11,427	11,427	11,488
Operating Transfers Out - Open Space Debt	112,000	131,252	143,310	114,046	122,953	86,819	122,953	110,494
Operating Transfers Out - CIP Debt	-	179,150	180,697	177,100	178,495	179,800	179,800	510,021
Operating Transfers Out - AFN Debt	-	-	570,000	-	-	-	-	-
Interfund Loan	-	-	125,059	-	-	-	-	208,000
Contingency	-	-	-	-	-	50,000	-	50,000
Total Expenditures	173,925	917,140	1,942,005	1,147,722	1,808,058	2,280,546	987,873	4,092,755
<i>Actual % of Final Budget</i>	<i>34.21%</i>	<i>52.85%</i>	<i>38.16%</i>	<i>87.08%</i>	<i>95.10%</i>		<i>43.32%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>20.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	527,699	(121,383)	(146,856)	347,601	429,988	589,509	820,327	(760,555)
Working Capital Carryover	396,855	924,554	803,171	656,315	1,003,916	1,547,552	1,433,904	2,254,231
Ending Fund Balance	\$ 924,554	\$ 803,171	\$ 656,315	\$ 1,003,916	\$ 1,433,904	\$ 2,137,061	\$ 2,254,231	\$ 1,493,676
Ending Fund Balance Reconciliation								
SDC Fund Balance	362,466	456,232	510,778	547,658	348,745	360,891	347,318	345,830
Open Space Fund Balance	158,233	(116,548)	(182,960)	(25,861)	224,977	576,160	502,024	195,530
CIP Operations Fund Balance	403,855	463,487	328,497	482,119	860,182	1,200,010	1,404,889	952,316
Total Fund Balance	924,554	803,171	656,315	1,003,916	1,433,904	2,137,061	2,254,231	1,493,676

Operational & Capital Detail To Follow

capital improvements plan fund long-term

CIP FUND - SUMMARY

#410	2012 Projection	2013 Projection	2014 Projection	2015 Projection	2016 Projection	Comments	Long-term Percent
Revenues							
Taxes	\$ 424,400	\$ 437,100	\$ 450,200	\$ 463,700	\$ 477,600	Food & Beverage tax ends Dec 2030	
Intergovernmental Revenues	-	-	-	-	-	Airport improvement grants	
Charges for Services	1,221,000	1,258,000	1,296,000	1,335,000	1,375,000		
System Dev. Charges	25,000	25,000	25,000	25,000	25,000		
Interest on Investments	40,800	51,800	63,500	65,100	66,800		
Miscellaneous Revenues	10,600	10,900	10,900	11,200	11,500		
Other Financing Sources	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
Operating Transfers In	-	-	-	-	-		
Total Revenues	1,721,800	1,782,800	1,845,600	1,900,000	1,955,900		
<i>Actual % of Final Budget</i>							
Expenditures							
Facilities - Personal Services	204,100	214,300	225,000	236,300	248,100		
Facilities - Materials and Services	407,000	419,200	431,800	444,800	458,100		
Facilities - Capital Outlay	125,000	125,000	130,000	300,000	300,000		
Parks SDC - Material and Services	-	-	-	-	-		
Parks SDC - Capital Outlay	-	-	-	-	-		
Parks Open Space - Materials and Services	-	-	-	-	-		
Parks Open Space - Capital Outlay	400,000	400,000	400,000	400,000	400,000	Depends on available Food & Beverage balance.	
Operating Transfers Out - SDC Debt	-	-	-	-	-		
Operating Transfers Out - Open Space Debt	47,536	36,135	36,135	6,780	6,780		
Operating Transfers Out - CIP Debt	-	-	-	-	-		
Operating Transfers Out - AFN Debt	-	-	-	-	-		
Interfund Loan	208,000	208,000	-	-	-		
Contingency	50,000	50,000	50,000	50,000	50,000	Contingency is 3%.	
Total Expenditures	1,441,636	1,452,635	1,272,935	1,437,880	1,462,980		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	280,164	330,165	572,665	462,120	492,920		
Working Capital Carryover	1,543,676	1,873,840	2,254,005	2,876,670	3,388,790		
Ending Fund Balance	\$ 1,823,840	\$ 2,204,005	\$ 2,826,670	\$ 3,338,790	\$ 3,881,710		
Ending Fund Balance Reconciliation							
SDC Fund Balance	370,830	395,830	420,830	445,830	470,830		
Open Space Fund Balance	(35,606)	(242,641)	(228,576)	(171,656)	(100,836)		
CIP Operations Fund Balance	1,488,616	2,050,816	2,634,416	3,064,616	3,511,716		
Total Fund Balance	1,823,840	2,204,005	2,826,670	3,338,790	3,881,710	Policy is \$500,000	

Operational & Capital Detail To Follow

capital improvements plan fund long-term-continued

CIP FUND							2010	2010	
Operational Detail		2005	2006	2007	2008	2009	Amended	Estimate for	2011
#410		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues									
Taxes		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208,000
Charges for Services		149,975	279,489	1,163,787	984,166	1,189,129	1,180,000	1,185,000	1,185,000
Interest on Investments		12,400	30,232	20,706	41,154	14,151	8,800	8,000	9,000
Miscellaneous Revenues		17,391	10,377	24,843	29,979	17,600	10,300	200	200
Sale of Land		-	-	125,059	-	-	-	-	-
Interfund Loan		-	-	-	-	625,000	-	-	-
Operating Transfers In		-	-	-	-	-	-	-	-
Total Revenues		179,766	320,098	1,334,395	1,055,299	1,845,880	1,199,100	1,193,200	1,402,200
<i>Actual % of Final Budget</i>		<i>130.10%</i>	<i>17.00%</i>	<i>35.60%</i>	<i>109.06%</i>	<i>97.67%</i>		<i>64.64%</i>	
Expenditures									
Facilities - Personal Services		-	-	147,120	172,426	180,524	181,905	179,329	192,586
Facilities - Materials and Services		-	-	366,633	456,015	368,634	361,905	354,741	395,154
Facilities - Capital Outlay		32,425	81,316	79,876	96,136	740,164	58,690	50,000	-
Operating Transfers Out - AFN Debt		-	-	570,000	-	-	-	-	-
Operating Transfers Out - CIP Debt		-	179,150	180,697	177,100	178,495	179,800	179,800	510,021
Interfund Loan		-	-	125,059	-	-	-	-	208,000
Operating Contingency		-	-	-	-	-	50,000	-	50,000
Total Expenditures		32,425	260,466	1,469,385	901,677	1,467,817	832,300	763,870	1,355,761
<i>Actual % of Final Budget</i>		<i>34.20%</i>	<i>52.80%</i>	<i>38.20%</i>	<i>90.84%</i>	<i>93.71%</i>		<i>52.04%</i>	
Revenues Over (Under) Expenditures		147,341	59,632	(134,990)	153,622	378,063	366,800	429,330	46,439
Working Capital Carryover		256,514	403,855	463,487	328,497	482,119	886,333	860,182	1,289,512
Ending Fund Balance		\$ 403,855	\$ 463,487	\$ 328,497	\$ 482,119	\$ 860,182	\$ 1,253,133	\$ 1,289,512	\$ 1,335,951
Operations Reconciliation									
Ending Fund Balance		403,855	463,487	328,497	482,119	860,182	1,253,133	1,289,512	1,335,951
Interfund Loan Payable		-	-	-	-	-	(625,000)	(625,000)	-
Adjusted Operations Fund Balance							628,133	664,512	1,335,951
Target		-	-	-	-	-	-	500,000	500,000
Over under		403,855	463,487	328,497	482,119	860,182	628,133	164,512	835,951

capital improvements plan fund long-term-continued

CIP FUND							
Operational Detail	2012	2013	2014	2015	2016		Long-term
#410	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ 208,000	\$ 208,000	\$ -	\$ -	\$ -	F&B Tax pays Clay internal loan 2011-2013	
Charges for Services	1,221,000	1,258,000	1,296,000	1,335,000	1,375,000		103.0%
Interest on Investments	30,800	41,800	53,500	55,100	56,800		103.0%
Miscellaneous Revenues	10,600	10,900	10,900	11,200	11,500		103.0%
Sale of Land	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
Operating Transfers In	-	-	-	-	-		
Total Revenues	1,470,400	1,518,700	1,360,400	1,401,300	1,443,300		
<i>Actual % of Final Budget</i>							
Expenditures							
Facilities - Personal Services	204,100	214,300	225,000	236,300	248,100		105.0%
Facilities - Materials and Services	407,000	419,200	431,800	444,800	458,100		103.0%
Facilities - Capital Outlay	125,000	125,000	130,000	300,000	300,000	Internal projects.	100.0%
Operating Transfers Out - AFN Debt	-	-	-	-	-		100.0%
Operating Transfers Out - CIP Debt	-	-	-	-	-	City pay off CDES/OECDD loan 2.5 years early	
Interfund Loan	208,000	208,000	-	-	-	Repay internal loan from Equipment Fund for Clay St.	
Operating Contingency	50,000	50,000	50,000	50,000	50,000	Contingency is 3%.	100.0%
Total Expenditures	994,100	1,016,500	836,800	1,031,100	1,056,200		
<i>Actual % of Final Budget</i>							
Revenues Over (Under) Expenditures	476,300	502,200	523,600	370,200	387,100		
Working Capital Carryover	1,385,951	1,912,251	2,464,451	3,038,051	3,458,251		
Ending Fund Balance	\$ 1,862,251	\$ 2,414,451	\$ 2,988,051	\$ 3,408,251	\$ 3,845,351		
Operations Reconciliation							
Ending Fund Balance	1,862,251	2,414,451	2,988,051	3,408,251	3,845,351		
Interfund Loan Payable							
Adjusted Operations Fund Balance	1,862,251	2,414,451	2,988,051	3,408,251	3,845,351		
Target	500,000	500,000	500,000	500,000	500,000	Policy is \$500,000	
Over under	1,362,251	1,914,451	2,488,051	2,908,251	3,345,351		

capital improvements plan fund long-term-continued

CIP #410	Capital Detail	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended Budget	2010 Estimate for the Year	2011 Adopted
Revenues									
	Taxes	\$ 363,533	\$ 370,141	\$ 394,781	\$ 391,717	\$ 373,791	\$ 360,955	\$ 400,000	\$ 204,000
	Intergovernmental Revenues						1,275,000	200,000	1,710,000
	Open Space Rents	4,125	325	-	-	-			
	System Dev. Charges	154,200	105,193	65,973	48,307	18,375	25,000	10,000	10,000
	Interest	-	-	-	-	-	10,000	5,000	6,000
	Other Financing Sources	-	-	-	-	-	-	-	-
	Total Revenues	521,858	475,659	460,754	440,024	392,166	1,670,955	615,000	1,930,000
	<i>Actual % of Final Budget</i>	<i>130.10%</i>	<i>17.00%</i>	<i>35.50%</i>	<i>92.36%</i>	<i>79.45%</i>		<i>156.82%</i>	
Expenditures									
	Public Works - Capital Outlay	-	-	-	-	-	1,150,000	89,623	2,215,012
	Parks SDC - Material and Services	-	-	-	-	-	-	-	-
	Parks SDC - Capital Outlay	-	-	-	-	-	-	-	-
	Parks Open Space - Materials and Services	-	-	-	-	-	-	-	-
	Parks Open Space - Capital Outlay	-	513,995	317,883	120,572	205,861	200,000	-	400,000
	Transfers Out - SDC Debt	29,500	11,427	11,427	11,427	11,427	11,427	11,427	11,488
	Transfers Out - Open Space Debt	112,000	131,252	143,310	114,046	122,953	86,819	122,953	110,494
	Total Expenditures	141,500	656,674	472,620	246,045	340,241	1,448,246	224,003	2,736,994
	<i>Actual % of Final Budget</i>	<i>34.20%</i>	<i>52.80%</i>	<i>38.20%</i>	<i>75.60%</i>	<i>101.64%</i>		<i>65.84%</i>	
	Revenues Over (Under) Expenditures	380,358	(181,015)	(11,866)	193,979	51,925	222,709	390,997	(806,994)
	Working Capital Carryover	140,341	520,699	339,684	327,818	521,797	661,219	573,722	964,719
	Ending Fund Balance	\$ 520,699	\$ 339,684	\$ 327,818	\$ 521,797	\$ 573,722	\$ 883,928	\$ 964,719	\$ 157,725
Capital Reconciliation									
	SDC Fund Balance	362,466	456,232	510,778	547,658	348,745	360,891	347,318	345,830
	Open Space Fund Balance	158,233	(116,548)	(182,960)	(25,861)	224,977	576,160	502,024	195,530
	Other	-	-	-	-	-	(53,123)	115,377	(383,635)
	Total Fund Balance	520,699	339,684	327,818	521,797	573,722	883,928	964,719	157,725

capital improvements plan fund long-term-continued

CIP								
#410	Capital Detail	2012	2013	2014	2015	2016	Assumptions	Percent
		Projection	Projection	Projection	Projection	Projection		
Revenues								
	Taxes	\$ 216,400	\$ 229,100	\$ 450,200	\$ 463,700	\$ 477,600	F&B Tax pays Clay internal loan 2011-2013	103.0%
Intergovernmental Revenues								
Open Space Rents								
	System Dev. Charges	25,000	25,000	25,000	25,000	25,000		103.0%
	Interest	10,000	10,000	10,000	10,000	10,000		
	Other Financing Sources	-	-	-	-	-		
	Total Revenues	251,400	264,100	485,200	498,700	512,600		
	<i>Actual % of Final Budget</i>							
Expenditures								
	Public Works - Capital Outlay	-	-	-	-	-	Per CIP	
	Parks SDC - Material and Services	-	-	-	-	-		
	Parks SDC - Capital Outlay	-	-	-	-	-	Per CIP	
Parks Open Space - Materials and Services								
	Parks Open Space - Capital Outlay	400,000	400,000	400,000	400,000	400,000	May be repayment to City in 2014-2016 for part of Clay St.	
	Transfers Out - SDC Debt	-	-	-	-	-		
	Transfers Out - Open Space Debt	47,536	36,135	36,135	6,780	6,780	2011 Park CIP may require borrowing & added debt service.	
	Total Expenditures	447,536	436,135	436,135	406,780	406,780		
	<i>Actual % of Final Budget</i>							
	Revenues Over (Under) Expenditures	(196,136)	(172,035)	49,065	91,920	105,820		
	Working Capital Carryover	157,725	(38,411)	(210,446)	(161,381)	(69,461)		
	Ending Fund Balance	\$ (38,411)	\$ (210,446)	\$ (161,381)	\$ (69,461)	\$ 36,359		
Capital Reconciliation								
	SDC Fund Balance	370,830	395,830	420,830	445,830	470,830		
	Open Space Fund Balance	(35,606)	(242,641)	(228,576)	(171,656)	(100,836)		
	Other	(373,635)	(363,635)	(353,635)	(343,635)	(333,635)		
	Total Fund Balance	(38,411)	(210,446)	(161,381)	(69,461)	36,359	<i>The policy does not identify a minimum.</i>	

Debt Service Fund Narrative

This fund accounts for most long-term indebtedness, both bonded and un-bonded. All enterprise debt is found in the appropriate fund.

Property Taxes. Shown in this budget are the property taxes that support 2005 GO Bonds. The property taxes levy is \$410,805.

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 proposes a transfer of up to \$632,003 to pay off the note on the Community Development/Public Works building, notes on the Siskiyou Mountain, Mountain Avenue, and Strawberry Lane Parks, and \$74,000 for Bancroft debt. 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. This balance is being met through out the long-term budget.

debt service fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Total Working Capital Carryover	\$ 433,278	\$ 423,842	\$ 459,095	\$ 559,263	\$ 1,246,509	\$ 1,453,352	\$ 1,072,785	\$ 743,501
	Taxes								
	Property Taxes								
	Current	384,738	260,304	621,451	370,144	375,581	377,250	377,250	380,375
	Prior	15,884	43,254	15,000	11,613	14,094	15,000	5,000	5,000
410	Total Taxes	400,622	303,558	636,451	381,757	389,675	392,250	382,250	385,375
	Charges for Services								
	Technology Payment	-	-	-	1,056,000	1,056,000	1,056,000	1,056,000	1,428,745
	Miscellaneous	271,060	124,623	99,029	74,511	74,511	100,000	74,518	74,518
440	Total Charges for Services	271,060	124,623	99,029	1,130,511	1,130,511	1,156,000	1,130,518	1,503,263
	Assessments								
	Principle Assessments	4,040	1,050	-	-	-	200,000	-	126,000
	Interest Assessments	-	-	-	-	-	-	-	-
460	Total Assessment Payments	4,040	1,050	-	-	-	200,000	-	126,000
	Interest on Investments								
	Interest on Pooled Investments	11,589	18,599	17,292	23,805	13,089	30,000	5,000	5,000
470	Total Interest on Investments	11,589	18,599	17,292	23,805	13,089	30,000	5,000	5,000
	Miscellaneous Revenues								
	Miscellaneous Income	8,326	51,040	29,302	665,577	29,133	30,000	29,303	29,302
480	Total Miscellaneous Revenues	8,326	51,040	29,302	665,577	29,133	30,000	29,303	29,302
	Other Financing Sources								
	Operating Transfers In:								
	From Street Fund	-	-	-	-	-	-	-	74,000
	From Capital Improvements Fund	141,500	321,829	905,434	302,573	312,875	278,046	314,180	632,003
490	Total Other Financing Sources	141,500	321,829	905,434	302,573	312,875	278,046	314,180	706,003
	Total Debt Service Fund	\$ 1,270,415	\$ 1,244,541	\$ 2,146,603	\$ 3,063,486	\$ 3,121,792	\$ 3,539,648	\$ 2,934,036	\$ 3,498,444

debt service fund long-term plan

DEBT SERVICE FUND						2010	2010	
#530	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 400,622	\$ 303,558	\$ 636,451	\$ 381,757	\$ 389,675	\$ 392,250	\$ 382,250	\$ 385,375
Charges for Services Internal	159,300	26,550	21,325	1,056,000	1,056,000	1,056,000	1,056,000	1,428,745
Charges for Services - External	111,760	98,073	77,704	74,511	74,511	100,000	74,518	74,518
Assessment Payments	4,040	1,050	-	-	-	200,000	-	126,000
Interest on Investments	11,589	18,599	17,292	23,805	13,089	30,000	5,000	5,000
Miscellaneous Revenues	8,326	51,040	29,302	665,577	29,133	30,000	29,303	29,302
Operating Transfers In - Other	141,500	321,829	905,434	302,573	312,875	278,046	314,180	706,003
Total Revenues	837,137	820,699	1,687,508	2,504,223	1,875,283	2,086,296	1,861,251	2,754,943
<i>Actual % of Final Budget</i>	<i>53.86%</i>	<i>83.48%</i>	<i>103.51%</i>	<i>120.23%</i>	<i>87.31%</i>		<i>89.21%</i>	
Expenditures								
Debt Service:								
Bancroft	-	-	-	-	-	200,000	-	200,000
General Obligation	372,906	327,738	284,036	357,475	369,682	377,250	377,250	380,375
AFN G.O. Debt	-	-	864,454	1,055,684	1,298,669	1,431,378	1,431,378	1,428,745
Notes and Contracts	473,667	457,708	438,850	403,818	380,656	381,907	381,907	698,678
Operating Transfers Out	-	-	-	-	-	-	-	-
Total Expenditures	846,573	785,446	1,587,340	1,816,977	2,049,007	2,390,535	2,190,535	2,707,798
<i>Actual % of Final Budget</i>	<i>80.87%</i>	<i>76.64%</i>	<i>95.84%</i>	<i>90.09%</i>	<i>90.97%</i>		<i>91.63%</i>	
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	(9,436)	35,253	100,168	687,246	(173,724)	(304,239)	(329,284)	47,145
Working Capital Carryover	433,278	423,842	459,095	559,263	1,246,509	1,453,352	1,072,785	743,501
Ending Fund Balance	\$ 423,842	\$ 459,095	\$ 559,263	\$ 1,246,509	\$ 1,072,785	\$ 1,149,113	\$ 743,501	\$ 790,646

debt service fund long-term plan

DEBT SERVICE FUND							
#530	2012	2013	2014	2015	2016	Comments	Long-term
Revenues	Projection	Projection	Projection	Projection	Projection		Percent
Taxes	\$ 385,750	\$ 274,875	\$ 277,750	\$ 274,750	\$ 274,500	Calculated for Administrative projects	
Charges for Services Internal	1,427,667	1,428,631	1,426,576	1,431,224	1,428,007	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	7,500	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	121,627	110,220	110,219	80,595	74,000	Bancroft & Internal CIP Project debt	
Total Revenues	2,172,364	2,053,546	2,054,365	2,026,389	2,016,327		
<i>Actual % of Final Budget</i>							
Expenditures							
Debt Service:							
Bancroft	200,000	200,000	200,000	200,000	200,000	If Bancroft Bonds issued on projects.	100.0%
General Obligation	385,750	274,875	277,750	274,750	274,500	CIP and debt schedules	
AFN G.O. Debt	1,427,667	1,428,631	1,426,576	1,431,224	1,428,007	Debt schedules	
Notes and Contracts	188,283	106,754	103,754	74,186	67,620	FY 2011 Pay off CDES/OECDD loan 2.5 years early	
Operating Transfers Out	-	-	-	-	-		
Total Expenditures	2,201,700	2,010,260	2,008,080	1,980,160	1,970,127		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(29,336)	43,286	46,285	46,229	46,200		
Working Capital Carryover	790,646	761,310	804,596	850,881	897,110	<i>Policy is \$2,400,000</i>	
Ending Fund Balance	\$ 761,310	\$ 804,596	\$ 850,881	\$ 897,110	\$ 943,310		

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 8% in FY 2010-11.

Long-Term Assumptions

- ⇒ Water revenues are expected to 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	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 5,002,748	\$ 6,458,230	\$ 6,179,246	\$ 3,241,590	\$ 1,865,418	\$ 1,834,342	\$ 2,323,768	\$ 1,755,937
	Taxes								
	Property Taxes								
	Current	74,551	73,112	-	-	-	-	-	-
	Prior	-	13,223	322	1,267	329	-	66	-
410	Total Taxes	74,551	86,335	322	1,267	329	-	66	-
	Intergovernmental Revenues								
	County	-	-	-	-	-	-	-	52,000
	Federal	81,504	43,621	135,828	48,096	55,628	184,850	40,000	291,540
430	Total Intergovernmental	81,504	43,621	135,828	48,096	55,628	184,850	40,000	343,540
	Charges for Services								
	Public Works Services	-	-	-	-	-	20,870	-	-
	Sales	3,454,292	3,728,408	3,829,222	3,780,193	4,067,377	4,469,600	4,375,000	4,718,710
440	Total Charges for Services	3,454,292	3,728,408	3,829,222	3,780,193	4,067,377	4,490,470	4,375,000	4,718,710
	System Development Charges	662,911	439,306	367,839	340,835	125,389	18,835	93,088	69,816
	Interest on Investments								
	Interest on Pooled Investments	150,578	208,660	203,541	123,528	19,232	25,000	19,015	24,015
470	Total Interest on Investments	150,578	208,660	203,541	123,528	19,232	25,000	19,015	24,015
	Miscellaneous Revenues								
	Miscellaneous Income	5,145	25,173	114,370	27,663	275,654	7,140	38,647	36,017
480	Total Miscellaneous Revenues	5,145	25,173	114,370	27,663	275,654	7,140	38,647	36,017
	Other Financing Sources								
	Interfund Loans	2,275,000	40,000	-	-	-	80,000	80,000	-
	Proceeds from Debt Issuance	-	-	-	-	700,000	-	-	2,626,256
490	Total Other Financing Sources	2,275,000	40,000	-	-	700,000	80,000	80,000	2,626,256
	Total Water Fund	\$ 11,706,729	\$ 11,029,733	\$ 10,830,368	\$ 7,563,172	\$ 7,109,027	\$ 6,640,637	\$ 6,969,584	\$ 9,574,291

water fund long-term plan

WATER FUND - SUMMARY						2010	2010	
#670	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 74,551	\$ 86,335	\$ 322	\$ 1,267	\$ 329	\$ -	\$ 66	\$ -
Intergovernmental Revenue	81,504	43,621	135,828	48,096	55,628	184,850	40,000	343,540
Systems Development Charges (SDC)	662,911	439,306	367,839	340,835	125,389	18,835	93,088	69,816
Charges for Services	3,454,292	3,728,408	3,829,222	3,780,193	4,067,377	4,490,470	4,375,000	4,718,710
Interest on investments	150,578	208,660	203,541	123,528	19,232	25,000	19,015	24,015
Miscellaneous Revenues	5,145	25,173	114,370	27,663	275,654	7,140	38,647	36,017
Interfund Loan	2,275,000	40,000	-	-	-	80,000	80,000	-
Bond Issue	-	-	-	-	700,000	-	-	2,626,256
Total Revenues	6,703,981	4,571,503	4,651,122	4,321,582	5,243,609	4,806,295	4,645,816	7,818,354
<i>Actual % of Final Budget</i>	<i>96.38%</i>	<i>88.63%</i>	<i>42.08%</i>	<i>82.39%</i>	<i>76.49%</i>		<i>96.66%</i>	
Expenditures								
Conservation - Personal Services	110,799	95,594	101,786	104,551	110,291	108,097	110,239	104,520
Conservation - Materials & Services	39,440	47,336	60,537	57,910	57,451	70,195	67,762	69,045
Treatment - Personal Services	234,783	257,641	302,803	356,716	367,388	393,870	389,189	408,460
Treatment - Materials & Services	309,126	355,435	507,792	409,859	629,216	643,128	641,524	633,137
Treatment - Capital Outlay	71,838	206,442	158,492	713,571	40,865	83,750	77,750	32,000
Treatment - Debt Service	168,050	141,058	164,948	166,280	163,876	164,594	164,594	166,660
Forest Interface - Personal Services	66,983	48,525	76,643	86,847	89,048	94,900	98,124	201,068
Forest Interface - Materials & Services	117,526	91,567	117,412	92,571	39,923	165,520	161,500	189,110
Supply - Materials & Services	130,010	148,557	217,224	317,669	253,162	204,366	203,623	206,841
Supply - Capital	1,167,140	496,726	2,005,063	163,368	37,400	111,250	52,041	619,215
Supply - Debt Service	52,878	42,616	49,972	71,928	22,764	22,960	22,960	23,247
Distribution - Personal Services	696,927	840,071	919,967	895,038	924,626	893,275	893,482	888,459
Distribution - Materials & Services	924,080	1,180,880	1,303,705	1,040,512	1,387,586	1,471,834	1,477,412	1,440,774
Distribution - Capital	169,243	170,026	174,477	213,628	118,596	71,674	60,873	110,300
Distribution - Debt Service	330,172	308,906	325,850	325,901	322,299	325,964	325,964	330,290
SDC - Improvement	297,696	313,313	570,241	497,934	39,741	266,250	248,750	227,500
SDC - Reimbursement	115,771	-	408,155	58,761	58,109	328,750	27,744	231,000
SDC - Debt Service	126,037	105,794	123,711	124,710	122,918	123,446	123,446	124,995
Interfund Loan	120,000	-	-	-	-	-	-	-
New Debt Service	-	-	-	-	-	120,000	66,670	115,670
Contingency	-	-	-	-	-	140,000	-	150,000
Total Expenditures	5,248,499	4,850,487	7,588,778	5,697,754	4,785,259	5,803,823	5,213,647	6,272,291
<i>Actual % of Final Budget</i>	<i>84.68%</i>	<i>50.23%</i>	<i>75.56%</i>	<i>74.85%</i>	<i>58.39%</i>		<i>89.72%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>13.89%</i>	<i>0.00%</i>	<i>20.39%</i>	<i>52.08%</i>	<i>60.15%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	1,455,482	(278,984)	(2,937,656)	(1,376,172)	458,350	(997,528)	(567,831)	1,546,063
Working Capital Carryover - Operations	5,002,748	6,458,230	6,179,246	3,241,590	1,865,418	1,834,342	2,323,768	1,755,937
Ending Fund Balance	\$ 6,458,230	\$ 6,179,246	\$ 3,241,590	\$ 1,865,418	\$ 2,323,768	\$ 836,814	\$ 1,755,937	\$ 3,302,000
Ending Fund Balance Reconciliation	6,458,230	6,179,246	3,241,590	1,865,418	2,323,768	836,814	1,755,937	3,302,000
Interfund Loan Receivable	120,000	-	-	-	-	-	-	-
Adjusted Ending Fund Balance	6,578,230	6,179,246	3,241,590	1,865,418	2,323,768	836,814	1,755,937	3,302,000
Fund Balance Policy Requirement	886,000	906,000	930,000	864,000	909,000	945,000	913,000	900,000
Excess (deficiency)	5,572,230	5,273,246	2,311,590	1,001,418	1,414,768	(108,186)	842,937	2,402,000

Operational & Capital Detail To Follow

water fund long-term plan

WATER FUND - SUMMARY							
#670	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -		
Intergovernmental Revenue	50,000	50,000	50,000	50,000	50,000		
Systems Development Charges (SDC)	70,000	70,000	70,000	70,000	70,000		
Charges for Services	5,096,200	5,452,900	5,834,600	6,184,600	6,493,800		
Interest on investments	29,000	31,000	33,000	41,000	53,000	Calculated	
Miscellaneous Revenues	25,000	25,000	25,000	25,000	25,000	Flat	
Interfund Loan	-	-	-	-	-		
Bond Issue	903,750	2,692,500	282,500	743,750	112,500	Additional borrowing will be required for TAP project	
Total Revenues	6,173,950	8,321,400	6,295,100	7,114,350	6,804,300		
<i>Actual % of Final Budget</i>							
Expenditures							
Conservation - Personal Services	111,000	117,000	123,000	129,000	135,000		
Conservation - Materials & Services	71,000	73,000	75,000	77,000	79,000		
Treatment - Personal Services	433,000	455,000	478,000	502,000	527,000		
Treatment - Materials & Services	652,000	672,000	692,000	713,000	734,000		
Treatment - Capital Outlay	32,000	32,000	32,000	32,000	32,000		
Treatment - Debt Service	166,480	164,257	163,666	164,669	73,330		
Forest Interface - Personal Services	213,000	224,000	235,000	247,000	259,000		
Forest Interface - Materials & Services	195,000	201,000	207,000	213,000	219,000		
Supply - Materials & Services	213,000	219,000	226,000	233,000	240,000		
Supply - Capital	220,000	-	-	-	-		
Supply - Debt Service	23,122	22,813	22,731	22,871	10,185		
Distribution - Personal Services	942,000	989,000	1,038,000	1,090,000	1,145,000		
Distribution - Materials & Services	1,580,000	1,627,000	1,676,000	1,726,000	1,778,000		
Distribution - Capital	1,685,000	1,161,250	1,541,250	411,250	342,500		
Distribution - Debt Service	327,051	146,006	145,481	146,372	65,182		
SDC - Improvement	450,000	453,750	278,750	3,750	112,500		
SDC - Reimbursement	270,000	-	-	-	-		
SDC - Debt Service	238,860	237,192	261,750	262,501	203,997		
Interfund Loan	-	-	-	-	-		
New Debt Service	267,670	360,670	483,670	516,670	543,670		
Contingency	155,000	166,000	178,000	188,000	198,000	Contingency is 3%.	
Total Expenditures	8,245,183	7,320,938	7,857,298	6,678,083	6,697,364		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(2,071,233)	1,000,462	(1,562,198)	436,267	106,936		
Working Capital Carryover - Operations	3,452,000	1,535,767	2,702,229	1,318,031	1,942,298		
Ending Fund Balance	\$ 1,380,767	\$ 2,536,229	\$ 1,140,031	\$ 1,754,298	\$ 2,049,234		
Ending Fund Balance Reconciliation	1,380,767	2,536,229	1,140,031	1,754,298	2,049,234		
Interfund Loan Receivable	-	-	-	-	-		
Adjusted Ending Fund Balance	1,380,767	2,536,229	1,140,031	1,754,298	2,049,234		
Fund Balance Policy Requirement	1,036,000	1,108,000	1,185,000	1,256,000	1,320,000	Policy is \$900,000 for 2011 and 20% of revenues for 2012 and beyond	
Excess (deficiency)	344,767	1,428,229	(44,969)	498,298	729,234		

Operational & Capital Detail To Follow

water fund long-term plan-continued

WATER FUND							2010	2010	2011
Operational Detail		2005	2006	2007	2008	2009	Amended	Estimate for	2011
#670		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues - Operations									
Taxes	\$	74,551	\$ 86,335	\$ 322	\$ 1,267	\$ 329	\$ -	\$ 66	\$ -
Intergovernmental Revenue		81,504	43,621	135,828	48,096	55,628	73,600	40,000	225,000
Charges for Services		3,454,292	3,728,408	3,829,222	3,780,193	4,067,377	4,490,470	4,375,000	4,718,710
Interest on investments		150,578	208,660	203,541	123,528	19,232	15,000	9,015	14,015
Miscellaneous Revenues		5,145	25,173	114,370	27,663	275,654	7,140	38,647	36,017
Interfund Loan		-	40,000	-	-	-	80,000	80,000	-
Reimburse Ops Costs - Bond Issue		-	-	-	-	700,000	-	-	-
Total Revenues		3,766,070	4,132,197	4,283,283	3,980,747	5,118,220	4,666,210	4,542,728	4,993,742
<i>Actual % of Final Budget</i>		<i>96.30%</i>	<i>88.60%</i>		<i>83.04%</i>	<i>95.94%</i>		<i>88.76%</i>	
<i>Rate adjustments included 2011-2016</i>									8.00%
Expenditures - Operations									
Conservation - Personal Services		110,799	95,594	101,786	104,551	110,291	108,097	110,239	104,520
Conservation - Materials & Services		39,440	47,336	60,537	57,910	57,451	70,195	67,762	69,045
Treatment - Personal Services		234,783	257,641	302,803	356,716	367,388	393,870	389,189	408,460
Treatment - Materials & Services		309,126	355,435	507,792	409,859	629,216	643,128	641,524	633,137
Treatment - Capital Outlay		71,838	-	-	30,651	40,865	83,750	77,750	32,000
Treatment - Debt Service		168,050	141,058	164,948	166,280	163,876	164,594	164,594	166,660
Forest Interface - Personal Services		66,983	48,525	76,643	86,847	89,048	94,900	98,124	201,068
Forest Interface - Materials & Services		117,526	91,567	117,412	92,571	39,923	165,520	161,500	189,110
Supply - Materials & Services		130,010	148,557	217,224	317,669	253,162	204,366	203,623	206,841
Supply - Capital		-	-	-	-	-	-	-	-
Supply - Debt Service		52,878	42,616	49,972	71,928	22,764	22,960	22,960	23,247
Distribution - Personal Services		696,927	840,071	919,967	895,038	924,626	893,275	893,482	888,459
Distribution - Materials & Services		924,080	1,180,880	1,303,705	1,040,512	1,387,586	1,471,834	1,477,412	1,440,774
Distribution - Capital		169,243	27,172	11,119	24,889	107,543	6,860	-	5,300
Distribution - Debt Service		330,172	308,906	325,850	325,901	322,299	325,964	325,964	330,290
Interfund Loan		120,000	-	-	-	-	-	-	-
New Debt Service		-	-	-	-	-	120,000	66,670	115,670
Contingency		-	-	-	-	-	140,000	-	150,000
Total Expenditures		3,541,855	3,585,358	4,159,758	3,981,322	4,516,038	4,909,313	4,700,793	4,964,581
<i>Actual % of Final Budget</i>		<i>72.90%</i>	<i>50.20%</i>	<i>75.60%</i>	<i>83.29%</i>	<i>78.84%</i>		<i>104.09%</i>	
<i>CIP Debt Service impact 2011-2016</i>									1.00%
Revenues Over (Under) Expenditures		224,215	546,839	123,525	(575)	602,182	(243,103)	(158,065)	29,161
Working Capital Carryover - Operations		(1,055,527)	(831,312)	(284,473)	(160,948)	(161,523)	853,336	440,659	282,594
Ending Fund Balance - Operations	\$	(831,312)	\$ (284,473)	\$ (160,948)	\$ (161,523)	\$ 440,659	\$ 610,233	\$ 282,594	\$ 311,755
Operations Reconciliation									
Ending Fund Balance - Operations		(831,312)	(284,473)	(160,948)	(161,523)	440,659	610,233	282,594	311,755
Interfund Loan Receivable		120,000	-	-	-	-	-	-	-
Adjusted Operations Fund Balance		(951,312)	(284,473)	(160,948)	(161,523)	440,659	610,233	282,594	311,755
Fund Balance Policy Requirement		753,000	818,000	857,000	796,000	884,000	917,000	893,000	900,000
Excess (deficiency)		(1,704,312)	(1,102,473)	(1,017,948)	(957,523)	(443,341)	(306,767)	(610,406)	(588,245)

water fund long-term plan-continued

WATER FUND							
#670	Operational Detail	2012	2013	2014	2015	2016	Long-term
		Projection	Projection	Projection	Projection	Projection	Percent
Revenues - Operations							
	Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	
	Intergovernmental Revenue	50,000	50,000	50,000	50,000	50,000	
	Charges for Services	5,096,200	5,452,900	5,834,600	6,184,600	6,493,800	3.00%
							<i>(additional amount needed/included in 2011)</i>
	Interest on investments	9,000	11,000	13,000	21,000	33,000	
	Miscellaneous Revenues	25,000	25,000	25,000	25,000	25,000	
	Interfund Loan	-	-	-	-	-	
	Reimburse Ops Costs - Bond Issue	-	-	-	-	-	
	Total Revenues	5,180,200	5,538,900	5,922,600	6,280,600	6,601,800	
	<i>Actual % of Final Budget</i>						
	Rate adjustments included 2011-2016	8.00%	7.00%	7.00%	6.00%	5.00%	<i>Rate increase needed including new debt service.</i>
Expenditures - Operations							
	Conservation - Personal Services	111,000	117,000	123,000	129,000	135,000	105.0%
	Conservation - Materials & Services	71,000	73,000	75,000	77,000	79,000	103.0%
	Treatment - Personal Services	433,000	455,000	478,000	502,000	527,000	105.0%
	Treatment - Materials & Services	652,000	672,000	692,000	713,000	734,000	103.0%
	Treatment - Capital Outlay	32,000	32,000	32,000	32,000	32,000	100.0%
	Treatment - Debt Service	166,480	164,257	163,666	164,669	73,330	100.0%
	Forest Interface - Personal Services	213,000	224,000	235,000	247,000	259,000	105.0%
	Forest Interface - Materials & Services	195,000	201,000	207,000	213,000	219,000	103.0%
	Supply - Materials & Services	213,000	219,000	226,000	233,000	240,000	103.0%
	Supply - Capital	-	-	-	-	-	100.0%
	Supply - Debt Service	23,122	22,813	22,731	22,871	10,185	100.0%
	Distribution - Personal Services	942,000	989,000	1,038,000	1,090,000	1,145,000	105.0%
	Distribution - Materials & Services	1,580,000	1,627,000	1,676,000	1,726,000	1,778,000	Removed 2% franchise payment in 2011 103.0%
	Distribution - Capital	5,000	5,000	5,000	5,000	5,000	100.0%
	Distribution - Debt Service	327,051	146,006	145,481	146,372	65,182	100.0%
	Interfund Loan	-	-	-	-	-	
	New Debt Service	267,670	360,670	483,670	516,670	543,670	2009 - FF&C for 15 years; 2010-> 20yr Rev Bonds
	Contingency	155,000	166,000	178,000	188,000	198,000	<i>Contingency is 3%</i>
	Total Expenditures	5,386,323	5,473,746	5,780,548	6,005,582	6,043,367	
	<i>Actual % of Final Budget</i>						
	CIP Debt Service impact 2011-2016	3.00%	2.00%	2.00%	1.00%	0.00%	<i>Rate increase needed for new debt service only</i>
	Revenues Over (Under) Expenditures	(206,123)	65,154	142,052	275,018	558,433	
	Working Capital Carryover - Operations	461,755	410,632	641,786	961,838	1,424,856	
	Ending Fund Balance - Operations	\$ 255,632	\$ 475,786	\$ 783,838	\$ 1,236,856	\$ 1,983,289	
Operations Reconciliation							
	Ending Fund Balance - Operations	255,632	475,786	783,838	1,236,856	1,983,289	
	Interfund Loan Receivable	-	-	-	-	-	
	Adjusted Operations Fund Balance	255,632	475,786	783,838	1,236,856	1,983,289	
	Fund Balance Policy Requirement	1,036,000	1,108,000	1,185,000	1,256,000	1,320,000	<i>Policy is \$900,000 for 2011 and</i>
	Excess (deficiency)	(780,368)	(632,214)	(401,162)	(19,144)	663,289	<i>20% of revenues for 2012 and beyond</i>

water fund long-term plan-continued

WATER FUND							2010	2010	
Capital Detail		2005	2006	2007	2008	2009	Amended	Estimate for	2011
#670		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Capital Resources									
Intergovernmental Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111,250	\$ -	\$ 118,540
System Development Charges (SDC):		224,263	-	-	-	-	-	-	-
Reimbursement		200,000	150,000	160,846	95,366	125,389	18,835	93,088	69,816
Improvement		238,648	289,306	206,993	245,469	-	-	-	-
Interest		-	-	-	-	-	10,000	10,000	10,000
Interfund Loan		2,275,000	-	-	-	-	-	-	-
Bond Issue		-	-	-	-	-	-	-	2,626,256
Total Resources		2,937,911	439,306	367,839	340,835	125,389	140,085	103,088	2,824,612
					75.74%	36.68%		82.21%	
Capital Expenditures									
Treatment - Capital Projects		-	206,442	158,492	682,920	-	-	-	-
Supply - Capital Projects		1,167,140	496,726	2,005,063	163,368	37,400	111,250	52,041	619,215
Distribution - Capital Projects		-	142,854	163,358	188,739	11,053	64,814	60,873	105,000
Interfund Loan		-	-	-	-	-	-	-	-
SDC - M&S		-	8,828	-	2,330	-	-	-	-
SDC Projects - Reimbursement		115,771	-	408,155	58,761	58,109	328,750	27,744	231,000
SDC Projects - Improvement		297,696	304,485	570,241	495,604	39,741	266,250	248,750	227,500
SDC Debt Service - Reimbursement		126,037	105,794	123,711	124,710	122,918	123,446	123,446	124,995
Total Expenditures		1,706,644	1,265,129	3,429,020	1,716,432	269,221	894,510	512,854	1,307,710
Excess (Deficiency) of Resources		1,231,267	(825,823)	(3,061,181)	(1,375,597)	(143,832)	(754,425)	(409,766)	1,516,902
Working Capital Carryover - CIP		6,058,275	7,289,542	6,463,719	3,402,538	2,026,941	981,006	1,883,109	1,473,343
Ending Fund Balance - Capital		\$ 7,289,542	\$ 6,463,719	\$ 3,402,538	\$ 2,026,941	\$ 1,883,109	\$ 226,581	\$ 1,473,343	\$ 2,990,245
Capital Reconciliation									
SDC Reimbursement Fund Balance		1,382,379	1,426,585	893,479	805,374	749,736	149,420	691,634	405,455
SDC Improvement Fund Balance		1,639,588	1,624,409	1,423,247	1,609,955	1,570,214	1,093,105	1,321,464	1,093,964
Water Bond Proceeds Balance		2,000,000	1,000,000	-	-	-	-	-	-
Interfund Loan		-	-	-	-	-	-	(60,873)	-
Other		2,267,575	2,412,725	1,085,812	(388,388)	(436,841)	(1,015,944)	(478,882)	1,490,826
Reconciliation		7,289,542	6,463,719	3,402,538	2,026,941	1,883,109	226,581	1,473,343	2,990,245

water fund long-term plan-continued

WATER FUND							
Capital Detail	2012	2013	2014	2015	2016		Long-term
#670	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Capital Resources							
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -		
System Development Charges (SDC):						0.0%	
Reimbursement	70,000	70,000	70,000	70,000	70,000		100.0%
Improvement	-	-	-	-	-		105.0%
Interest	20,000	20,000	20,000	20,000	20,000		103.0%
Interfund Loan	-	-	-	-	-		
Bond Issue	903,750	2,692,500	282,500	743,750	112,500	May include SDC Borrowing.	
Total Resources	993,750	2,782,500	372,500	833,750	202,500		
Capital Expenditures							
Treatment - Capital Projects	-	-	-	-	-	per CIP	
Supply - Capital Projects	220,000	-	-	-	-	per CIP	
Distribution - Capital Projects	1,680,000	1,156,250	1,536,250	406,250	337,500	per CIP - delayed Crowson 1 year	
Interfund Loan	-	-	-	-	-		
SDC - M&S	-	-	-	-	-		102.0%
SDC Projects - Reimbursement	270,000	-	-	-	-	per CIP	
SDC Projects - Improvement	450,000	453,750	278,750	3,750	112,500	per CIP	
SDC Debt Service - Reimbursement	238,860	237,192	261,750	262,501	203,997	2012 includes SDC debt svc; 2013 & 2015 also.	
Total Expenditures	2,858,860	1,847,192	2,076,750	672,501	653,997		
Excess (Deficiency) of Resources	(1,865,110)	935,308	(1,704,250)	161,249	(451,497)		
Working Capital Carryover - CIP	2,990,245	1,125,135	2,060,443	356,193	517,442		
Ending Fund Balance - Capital	\$ 1,125,135	\$ 2,060,443	\$ 356,193	\$ 517,442	\$ 65,945		
Capital Reconciliation							
SDC Reimbursement Fund Balance	420,345	253,153	65,153	(127,348)	(261,345)		
SDC Improvement Fund Balance	643,964	190,214	(88,536)	(92,286)	(204,786)		
Water Bond Proceeds Balance	-	-	-	-	-	Additional borrowing will be required for TAP project	
Interfund Loan	-	-	-	-	-		
Other	60,826	1,617,076	379,576	737,076	532,076		
Reconciliation	1,125,135	2,060,443	356,193	517,442	65,945		

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 9% increase in rates in wastewater FY 2010-11 and 5% each year after.

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	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 1,541,125	\$ 5,664,182	\$ 5,301,598	\$ 4,862,001	\$ 3,764,972	\$ 4,060,134	\$ 3,710,771	\$ 3,326,484
	Taxes								
	Food and Beverage Tax	1,454,132	1,480,566	1,594,280	1,566,868	1,495,164	1,500,000	1,600,000	1,648,000
410	Total Taxes	1,454,132	1,480,566	1,594,280	1,566,868	1,495,164	1,500,000	1,600,000	1,648,000
	Charges for Services								
	Public Works Services	12,000	12,499				12,000	12,000	12,000
	Sales	2,343,606	2,413,827	2,432,868	2,607,275	2,734,001	3,426,000	3,088,214	3,336,200
440	Total Charges for Services	2,355,606	2,426,326	2,432,868	2,607,275	2,734,001	3,438,000	3,100,214	3,348,200
	System Development Charges	513,489	410,910	208,554	127,224	75,843	16,000	39,055	39,055
	Interest on Investments								
	Interest on Pooled Investments	114,951	121,919	239,195	178,212	44,062	75,000	31,101	23,326
470	Total Interest on Investments	114,951	121,919	239,195	178,212	44,062	75,000	31,101	23,326
	Miscellaneous Revenues								
	Miscellaneous Income	119	2,449	74,088	3,167	110	1,125	100	1,000
480	Total Miscellaneous Revenues	119	2,449	74,088	3,167	110	1,125	100	1,000
	Other Financing Sources								
	Bond Proceeds	-	-	-	-	300,000	450,000	-	361,250
	Interfund Loans	4,275,000	270,000	-	-	-	-	-	-
490	Total Other Financing Sources	4,275,000	270,000	-	-	300,000	450,000	-	361,250
	Total Wastewater Fund	\$ 10,254,422	\$ 10,376,352	\$ 9,850,583	\$ 9,344,747	\$ 8,414,152	\$ 9,540,259	\$ 8,481,241	\$ 8,747,315

wastewater fund long-term plan

WASTEWATER FUND - SUMMARY						2010	2010	2011
#675	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 1,454,132	\$ 1,480,566	\$ 1,594,280	\$ 1,566,868	\$ 1,495,164	\$ 1,500,000	\$ 1,600,000	\$ 1,648,000
Intergovernmental	-	-	-	-	-	-	-	-
System Development Charges (SDC)	513,489	410,910	208,554	127,224	75,843	16,000	39,055	39,055
Charges for Services	2,355,606	2,426,326	2,432,868	2,607,275	2,734,001	3,438,000	3,100,214	3,348,200
Interest on Investments	114,951	121,919	239,195	178,212	44,062	75,000	31,101	23,326
Miscellaneous	119	2,449	74,088	3,167	110	1,125	100	1,000
Interfund Loan	4,275,000	270,000	-	-	-	-	-	-
Bond Issue	-	-	-	-	300,000	450,000	-	361,250
Interfund Transfers in	-	-	-	-	-	-	-	-
Total Revenues	8,713,297	4,712,170	4,548,985	4,482,746	4,649,180	5,480,125	4,770,470	5,420,831
<i>Actual % of Final Budget</i>	<i>102.29%</i>	<i>85.52%</i>	<i>89.32%</i>	<i>56.70%</i>	<i>60.18%</i>		<i>87.05%</i>	
Expenditures								
Collection - Personal Services	337,334	377,726	337,548	353,121	461,034	414,957	404,224	433,130
Collection - Materials & Services	752,936	916,069	929,083	987,003	901,848	1,171,542	1,115,942	1,106,928
Collection - Capital Outlay	108,090	286,592	184,105	726,638	60,690	72,000	61,336	307,750
Treatment - Personal Services	424,366	405,545	423,830	405,950	440,059	453,200	452,444	486,080
Treatment - Materials & Services	871,931	1,016,785	1,017,386	1,054,594	1,030,492	1,205,344	1,297,679	1,473,165
Treatment - Capital Outlay	2,372	-	283,451	1,534	7,902	497,000	15,000	59,000
Treatment - Debt Service	1,802,670	1,797,965	1,793,096	1,788,060	1,782,849	1,777,557	1,777,557	1,771,979
SDC Projects	20,541	274,072	20,083	262,875	18,507	677,890	2,000	574,750
New Debt Service	-	-	-	-	-	100,000	28,575	54,575
Interfund Loans	270,000	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	150,000	-	151,000
Total Expenditures	4,590,240	5,074,754	4,988,582	5,579,775	4,703,381	6,519,490	5,154,757	6,418,357
<i>Actual % of Final Budget</i>	<i>91.06%</i>	<i>71.11%</i>	<i>76.68%</i>	<i>83.34%</i>	<i>65.70%</i>		<i>79.07%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>12.99%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	4,123,057	(362,584)	(439,597)	(1,097,029)	(54,201)	(1,039,365)	(384,287)	(997,526)
Working Capital Carryover	1,541,125	5,664,182	5,301,598	4,862,001	3,764,972	4,060,134	3,710,771	3,326,484
Ending Fund Balance	\$ 5,664,182	\$ 5,301,598	\$ 4,862,001	\$ 3,764,972	\$ 3,710,771	\$ 3,020,769	\$ 3,326,484	\$ 2,328,958
Ending Fund Balance Reconciliation								
Fund Balance Policy Requirement	1,751,369	1,751,369	1,751,369	1,751,369	1,751,369	1,751,369	710,000	750,000
Excess (deficiency)	3,912,813	3,550,229	3,110,632	2,013,603	1,959,402	1,269,400	2,616,484	1,578,958
Interfund Loan	270,000	-	-	-	-	-	-	-
Excess (deficiency) after Interfund Loan	4,182,813	3,550,229	3,110,632	2,013,603	1,959,402	1,269,400	2,616,484	1,578,958

Operational & Capital Detail To Follow

wastewater fund long-term plan

WASTEWATER FUND - SUMMARY							
#675	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Taxes	\$ 1,697,000	\$ 1,748,000	\$ 1,800,000	\$ 1,854,000	\$ 1,910,000		
Intergovernmental	-	-	-	-	-		
System Development Charges (SDC)	40,200	41,400	42,600	43,900	45,200		
Charges for Services	3,582,600	3,833,400	4,140,000	4,471,200	4,784,200		
Interest on Investments	24,000	24,000	24,000	24,000	24,000		
Miscellaneous	1,000	1,000	1,000	1,000	1,000		
Interfund Loan	-	-	-	-	-		
Bond Issue	-	385,000	-	610,000	-		
Interfund Transfers in	-	-	-	-	-		
Total Revenues	5,344,800	6,032,800	6,007,600	7,004,100	6,764,400		
	<i>Actual % of Final Budget</i>						
Expenditures							
Collection - Personal Services	459,000	482,000	506,000	531,000	558,000		
Collection - Materials & Services	1,220,000	1,257,000	1,295,000	1,334,000	1,374,000		
Collection - Capital Outlay	46,500	46,500	171,500	396,500	46,500		
Treatment - Personal Services	515,000	541,000	568,000	596,000	626,000		
Treatment - Materials & Services	1,517,000	1,563,000	1,610,000	1,658,000	1,708,000		
Treatment - Capital Outlay	44,000	131,500	131,500	131,500	131,500		100.0%
Treatment - Debt Service	1,766,109	1,760,138	1,760,138	1,760,138	1,760,138		
SDC Projects	61,000	73,500	20,000	20,000	20,000	per CIP	
New Debt Service	57,575	67,575	87,575	125,575	135,575		
Interfund Loans	-	-	-	-	-		
Contingency	159,000	168,000	179,000	191,000	202,000	Contingency is 3%.	
Total Expenditures	5,845,184	6,090,213	6,328,713	6,743,713	6,561,713		
	<i>Actual % of Final Budget</i>						
	<i>Actual % of Contingency Transferred/Used</i>						
Revenues Over (Under) Expenditures	(500,384)	(57,413)	(321,113)	260,387	202,687		
Working Capital Carryover	2,479,958	2,138,574	2,249,161	2,107,048	2,558,435		
Ending Fund Balance	\$ 1,979,574	\$ 2,081,161	\$ 1,928,048	\$ 2,367,435	\$ 2,761,122		
Ending Fund Balance Reconciliation							
Fund Balance Policy Requirement	796,000	841,000	895,000	953,000	1,008,000	Policy is \$750,000 for 2011 and	
Excess (deficiency)	1,183,574	1,240,161	1,033,048	1,414,435	1,753,122	15% of revenues for 2012 and beyond	
Interfund Loan	-	-	-	-	-		
Excess (deficiency) after Interfund Loan	1,183,574	1,240,161	1,033,048	1,414,435	1,753,122		

Operational & Capital Detail To Follow

wastewater fund long-term plan-continued

WASTEWATER FUND							2010	2010	
#675	Operational Detail	2005	2006	2007	2008	2009	Amended	Estimate for	2011
		Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues									
	Taxes	\$ 1,454,132	\$ 1,480,566	\$ 1,594,280	\$ 1,566,868	\$ 1,495,164	\$ 1,500,000	\$ 1,600,000	\$ 1,648,000
	Charges for Services	2,355,606	2,426,326	2,432,868	2,607,275	2,734,001	3,438,000	3,100,214	3,348,200
	Interest on Investments	114,951	121,919	239,195	178,212	44,062	75,000	31,101	23,326
	Miscellaneous	119	2,449	74,088	3,167	110	1,125	100	1,000
	Interfund Loan	4,275,000	270,000	-	-	-	-	-	-
	Reimburse Ops Costs - Bond Issue	-	-	-	-	300,000	-	-	-
	Total Revenues	8,199,808	4,301,260	4,340,431	4,355,522	4,573,337	5,014,125	4,731,415	5,020,526
	<i>Actual % of Final Budget</i>	<i>102.20%</i>	<i>85.50%</i>	<i>71.60%</i>	<i>92.86%</i>	<i>94.73%</i>	<i>20%</i>	<i>103.46%</i>	
	<i>Rate adjustments included 2011-2016</i>								8.00%
Expenditures									
	Collection - Personal Services	337,334	377,726	337,548	353,121	461,034	414,957	404,224	433,130
	Collection - Materials & Services	752,936	916,069	929,083	987,003	901,848	1,171,542	1,115,942	1,106,928
	Collection - Capital Outlay	108,090	286,592	184,105	68,206	34,966	4,000	4,000	4,000
	Treatment - Personal Services	424,366	405,545	423,830	405,950	440,059	453,200	452,444	486,080
	Treatment - Materials & Services	871,931	1,016,785	1,017,386	1,054,594	1,030,492	1,205,344	1,297,679	1,473,165
	Treatment - Capital Outlay	2,372	-	283,451	-	-	-	-	44,000
	Treatment - Debt Service	1,802,670	1,797,965	1,793,096	1,788,060	1,782,849	1,777,557	1,777,557	1,771,979
	New Debt Service	-	-	-	-	-	100,000	28,575	54,575
	Interfund Loans	270,000	-	-	-	-	-	-	-
	Contingency	-	-	-	-	-	150,000	-	151,000
	Total Expenditures	4,569,699	4,800,682	4,968,499	4,656,934	4,651,248	5,276,600	5,080,421	5,524,857
	<i>Actual % of Final Budget</i>	<i>91.00%</i>	<i>71.10%</i>	<i>76.70%</i>	<i>91.72%</i>	<i>88.59%</i>		<i>109.23%</i>	
	<i>CIP Debt Service impact 2011-2016</i>								1.00%
	Revenues Over (Under) Expenditures	3,630,109	(499,422)	(628,068)	(301,412)	(77,911)	(262,475)	(349,006)	(504,331)
	Working Capital Carryover	383,434	4,013,543	3,514,121	2,886,053	2,584,641	1,974,933	2,506,730	2,157,724
	Ending Fund Balance	\$ 4,013,543	\$ 3,514,121	\$ 2,886,053	\$ 2,584,641	\$ 2,506,730	\$ 1,712,458	\$ 2,157,724	\$ 1,653,393
Operations Reconciliation									
	Ending Fund Balance	4,013,543	3,514,121	2,886,053	2,584,641	2,506,730	1,712,458	2,157,724	1,653,393
	Interfund Loan Receivable/DEQ Loan Reserve	270,000	-	-	-	-	-	875,490	875,490
	Adjusted Operations Fund Balance	4,283,543	3,514,121	2,886,053	2,584,641	2,506,730	1,712,458	1,282,234	777,903
	Fund Balance Policy Requirement	1,751,369	1,751,369	1,751,369	1,751,369	1,751,369	1,751,369	710,000	750,000
	Excess (deficiency)	2,532,174	1,762,752	1,134,684	833,272	755,361	(38,911)	572,234	27,903

wastewater fund long-term plan-continued

WASTEWATER FUND							
#675	Operational Detail	2012	2013	2014	2015	2016	Long-term
		Projection	Projection	Projection	Projection	Projection	Percent
Revenues							
	Taxes	\$ 1,697,000	\$ 1,748,000	\$ 1,800,000	\$ 1,854,000	\$ 1,910,000	103.0%
	Charges for Services	3,582,600	3,833,400	4,140,000	4,471,200	4,784,200	107.0%
							<i>(additional amount needed/included in 2011)</i>
	Interest on Investments	24,000	24,000	24,000	24,000	24,000	102.0%
	Miscellaneous	1,000	1,000	1,000	1,000	1,000	102.0%
	Interfund Loan	-	-	-	-	-	102.0%
	Reimburse Ops Costs - Bond Issue	-	-	-	-	-	
	Total Revenues	5,304,600	5,606,400	5,965,000	6,350,200	6,719,200	
	<i>Actual % of Final Budget</i>						
	Rate adjustments included 2011-2016	7.00%	7.00%	8.00%	8.00%	7.00%	<i>Rate increase needed including new debt service.</i>
Expenditures							
	Collection - Personal Services	459,000	482,000	506,000	531,000	558,000	105.0%
	Collection - Materials & Services	1,220,000	1,257,000	1,295,000	1,334,000	1,374,000	103.0%
	Collection - Capital Outlay	4,000	4,000	4,000	4,000	4,000	100.0%
	Treatment - Personal Services	515,000	541,000	568,000	596,000	626,000	105.0%
	Treatment - Materials & Services	1,517,000	1,563,000	1,610,000	1,658,000	1,708,000	103.0%
	Treatment - Capital Outlay	44,000	44,000	44,000	44,000	44,000	100.0%
	Treatment - Debt Service	1,766,109	1,760,138	1,760,138	1,760,138	1,760,138	
	New Debt Service	57,575	67,575	87,575	125,575	135,575	
	Interfund Loans	-	-	-	-	-	
	Contingency	159,000	168,000	179,000	191,000	202,000	<i>Contingency is 3%</i>
	Total Expenditures	5,741,684	5,886,713	6,053,713	6,243,713	6,411,713	
	<i>Actual % of Final Budget</i>						
	CIP Debt Service impact 2011-2016	0.00%	0.00%	1.00%	1.00%	0.00%	<i>Rate increase needed for new debt service only</i>
	Revenues Over (Under) Expenditures	(437,084)	(280,313)	(88,713)	106,487	307,487	
	Working Capital Carryover	1,804,393	1,526,309	1,413,996	1,504,283	1,801,770	
	Ending Fund Balance	\$ 1,367,309	\$ 1,245,996	\$ 1,325,283	\$ 1,610,770	\$ 2,109,257	
Operations Reconciliation							
	Ending Fund Balance	1,367,309	1,245,996	1,325,283	1,610,770	2,109,257	
	Interfund Loan Receivable/DEO Loan Reserve	875,490	875,490	875,490	875,490	875,490	<i>Minimum Debt Requirement</i>
	Adjusted Operations Fund Balance	491,819	370,506	449,793	735,280	1,233,767	
	Fund Balance Policy Requirement	796,000	841,000	895,000	953,000	1,008,000	<i>Policy is \$750,000 for 2011 and</i>
	Excess (deficiency)	(304,181)	(470,494)	(445,207)	(217,720)	225,767	<i>15% of revenues for 2012 and beyond</i>

wastewater fund long-term plan-continued

WASTEWATER FUND						2010	2010	
Capital Detail						Amended	Estimate for	2011
#675	2005	2006	2007	2008	2009	Budget	the Year	Adopted
	Actual	Actual	Actual	Actual	Actual			
Revenues								
System Development Charges (SDC) - Reimbursement	\$ 328,633	\$ 262,982	\$ 117,486	\$ 62,276	\$ 75,543	\$ 16,000	\$ 39,055	\$ 39,055
System Development Charges - Improvement	184,856	147,928	91,068	64,948	300	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Bond Issue	-	-	-	-	-	450,000	-	361,250
Total Revenues	513,489.00	410,910.00	208,554.00	127,224.00	75,843.00	466,000	39,055	400,305
<i>Actual % of Final Budget</i>	<i>102.20%</i>	<i>85.50%</i>	<i>71.60%</i>	<i>59.17%</i>	<i>11.69%</i>		<i>51.49%</i>	
Expenditures								
Collection - CIP	-	-	-	658,432	25,724	68,000	57,336	303,750
Treatment - CIP	-	-	-	1,534	7,902	497,000	15,000	15,000
WWTP Construction	-	-	-	-	-	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
SDC Reimbursements	13,146	-	-	129,125	14,120	127,890	2,000	21,250
SDC Reimbursements - Debt Service	-	-	-	-	-	-	-	-
SDC Improvements	7,395	274,072	20,083	133,750	4,387	550,000	-	553,500
Total Expenditures	20,541	274,072	20,083	922,841	52,133	1,242,890	74,336	893,500
<i>Actual % of Final Budget</i>	<i>91.00%</i>	<i>71.10%</i>	<i>76.70%</i>	<i>63.46%</i>	<i>2.73%</i>		<i>142.59%</i>	
Revenues Over (Under) Expenditures	492,948	136,838	188,471	(795,617)	23,710	(776,890)	(35,281)	(493,195)
Working Capital Carryover	1,157,691	1,650,639	1,787,477	1,975,948	1,180,331	2,085,201	1,204,041	1,168,760
Ending Fund Balance	\$ 1,650,639	\$ 1,787,477	\$ 1,975,948	\$ 1,180,331	\$ 1,204,041	\$ 1,308,311	\$ 1,168,760	\$ 675,565
Capital Reconciliation								
SDC Reimbursement	1,054,769	1,317,751	1,435,237	1,368,388	1,429,811	1,287,368	1,466,866	1,484,671
WWTP debt not paid by F&B - Rates or SDC	-	-	-	-	-	-	-	-
SDC Improvements	595,870	469,726	540,711	471,909	467,822	(83,091)	467,822	(85,678)
Waste Water Bond Proceeds Balance	-	-	-	-	-	-	-	-
Interfund Loan Receivable	-	-	-	-	-	-	-	-
Other	-	-	-	(659,966)	(693,592)	104,034	(765,928)	(723,428)
Total Fund Balance	1,650,639	1,787,477	1,975,948	1,180,331	1,204,041	1,308,311	1,168,760	675,565

wastewater fund long-term plan-continued

WASTEWATER FUND								
#675	Capital Detail	2012	2013	2014	2015	2016	Comments	Long-term
		Projection	Projection	Projection	Projection	Projection		Percent
Revenues								
	System Development Charges (SDC) - Reimbursement	\$ 40,200	\$ 41,400	\$ 42,600	\$ 43,900	\$ 45,200		103.0%
	System Development Charges - Improvement	-	-	-	-	-		103.0%
	Intergovernmental	-	-	-	-	-		
	Bond Issue	-	385,000	-	610,000	-		
	Total Revenues	40,200	426,400	42,600	653,900	45,200		
	<i>Actual % of Final Budget</i>							
Expenditures								
	Collection - CIP	42,500	42,500	167,500	392,500	42,500		
	Treatment - CIP	-	87,500	87,500	87,500	87,500		
	WWTP Construction	-	-	-	-	-		
	Interfund Loan	-	-	-	-	-		
	SDC Reimbursements	-	-	-	-	-	per CIP	
	SDC Reimbursements - Debt Service	-	-	-	-	-		
	SDC Improvements	61,000	73,500	20,000	20,000	20,000	per CIP	
	Total Expenditures	103,500	203,500	275,000	500,000	150,000		
	<i>Actual % of Final Budget</i>							
	Revenues Over (Under) Expenditures	(63,300)	222,900	(232,400)	153,900	(104,800)		
	Working Capital Carryover	675,565	612,265	835,165	602,765	756,665		
	Ending Fund Balance	\$ 612,265	\$ 835,165	\$ 602,765	\$ 756,665	\$ 651,865		
Capital Reconciliation								
	SDC Reimbursement	1,524,871	1,566,271	1,608,871	1,652,771	1,697,971		
	WWTP debt not paid by F&B - Rates or SDC	-	-	-	-	-		
	SDC Improvements	(146,678)	(220,178)	(240,178)	(260,178)	(280,178)		
	Waste Water Bond Proceeds Balance	-	-	-	-	-		
	Interfund Loan Receivable	-	-	-	-	-		
	Other	(765,928)	(510,928)	(765,928)	(635,928)	(765,928)		
	Total Fund Balance	612,265	835,165	602,765	756,665	651,865		

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.

Long-Term Assumptions

- ⇒ BPA power will be reviewed and adjusted annually based upon contractual requirements.

Fund Balance

The fund balance policy requires a balance of 12% of revenues.

electric fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 1,539,766	\$ 2,527,430	\$ 2,116,269	\$ 2,178,995	\$ 1,469,744	\$ 1,384,585	\$ 1,642,543	\$ 1,779,779
	Intergovernmental								
	Federal	42,656	36,042	32,233	67,620	47,121	288,000	287,061	138,000
430	Total Intergovernmental	42,656	36,042	32,233	67,620	47,121	288,000	287,061	138,000
	Charges for Services								
	Sales	10,841,140	10,781,669	10,941,631	11,081,322	11,532,716	12,084,900	11,890,000	12,246,700
	Surcharge	1,266,655	1,135,060	1,111,676	1,009,060	292	-	-	-
	Miscellaneous Services	33,520	69,117	232,160	169,848	155,959	150,000	120,000	120,000
440	Total Charges for Services	12,141,315	11,985,846	12,285,467	12,260,230	11,688,967	12,234,900	12,010,000	12,366,700
	Interest on Investments								
	Interest on Pooled Investments	32,540	54,293	90,007	55,827	9,052	25,000	7,000	10,000
470	Total Interest on Investments	32,540	54,293	90,007	55,827	9,052	25,000	7,000	10,000
	Miscellaneous Revenues								
	Donations	6,946	5,431	3,389	9,919	4,422	10,000	4,000	4,000
	Loan Proceeds	48,985	50,006	57,750	73,176	90,558	75,000	74,513	75,000
	Miscellaneous Income	115,760	8,363	36,207	72,235	234,446	15,000	100,000	15,000
480	Total Miscellaneous Revenues	171,691	63,800	97,346	155,330	329,426	100,000	178,513	94,000
	Other Financing Sources								
	Other Financing Sources	-	-	-	304,000	148,961	-	-	-
	Interfund Loans	375,000	-	-	-	-	-	-	-
490	Total Other Financing Sources	375,000	-	-	304,000	148,961	-	-	-
	Total Electric Fund	\$ 14,302,968	\$ 14,667,411	\$ 14,621,322	\$ 15,022,002	\$ 13,693,271	\$ 14,032,485	\$ 14,125,117	\$ 14,388,479

electric fund long-term plan

ELECTRIC FUND							2010	2010	
#690	2005	2006	2007	2008	2009	Amended	Estimate for	2011	
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted	
Revenues									
Intergovernmental Revenue	\$ 42,656	\$ 36,042	\$ 32,233	\$ 67,620	\$ 47,121	\$ 288,000	\$ 287,061	\$ 138,000	
Charges for Services	10,841,140	10,781,669	10,941,631	11,081,322	11,464,585	12,084,900	11,890,000	12,246,700	
Fees	151,145	69,117	232,160	169,848	224,382	150,000	120,000	120,000	
Surcharge	1,266,655	1,135,060	1,111,676	1,009,060	-	-	-	-	
Interest on Investments	32,540	54,293	90,007	55,827	9,052	25,000	7,000	10,000	
Miscellaneous Revenues	54,066	63,800	97,346	155,330	329,426	100,000	178,513	94,000	
Other Financing Proceeds	-	-	-	304,000	148,961	-	-	-	
Interfund Loan Proceeds	375,000	-	-	-	-	-	-	-	
Total Revenues	12,763,202	12,139,981	12,505,053	12,843,007	12,223,527	12,647,900	12,482,574	12,608,700	
<i>Actual % of Final Budget</i>	<i>100.07%</i>	<i>94.29%</i>	<i>94.66%</i>	<i>93.90%</i>	<i>92.40%</i>		<i>98.69%</i>		
Operational Expenditures									
Conservation - Personal Services	112,814	136,640	141,242	142,840	146,652	137,998	137,998	139,921	
Conservation - Materials & Services	262,756	265,957	318,011	259,016	445,419	606,500	487,500	364,500	
Conservation - Project	-	-	-	676,610	-	-	-	-	
BPA Supply power costs	5,640,786	5,730,855	5,769,848	5,458,025	4,657,861	5,520,000	4,950,000	5,200,000	
Supply - Materials & Services	238,900	296,050	312,915	399,107	396,307	385,204	365,204	385,204	
Supply - Capital Outlay	7,222	-	-	152,031	163,071	-	-	-	
Distribution - Personal Services	1,552,417	1,727,177	1,789,161	1,916,307	1,906,064	1,995,155	1,965,000	2,024,505	
Distribution - Materials & Services	2,221,169	2,386,680	2,573,892	2,583,913	2,638,629	2,680,126	2,650,076	2,702,176	
Distribution - Capital Outlay	580,749	535,884	647,970	825,471	557,994	665,000	640,000	630,000	
Distribution M&S - Payment for Technology debt.	-	-	-	252,300	252,300	252,300	252,300	252,300	
BPA Transmission power costs	956,625	971,899	886,288	886,638	861,105	900,000	872,152	900,000	
Transmission - Materials & Services	2,100	-	3,000	-	-	3,600	-	-	
Operating Transfers Out	200,000	500,000	-	-	-	-	-	-	
CREB Debt Service 2009 - 2014	-	-	-	-	25,326	25,108	25,108	24,837	
Operating Contingency	-	-	-	-	-	219,000	-	378,000	
Total Expenditures	11,775,538	12,551,142	12,442,327	13,552,258	12,050,728	13,389,991	12,345,338	13,001,443	
<i>Actual % of Final Budget</i>	<i>95.51%</i>	<i>89.67%</i>	<i>87.91%</i>	<i>96.56%</i>	<i>90.68%</i>		<i>92.20%</i>		
<i>Actual % of Contingency Transferred/Used</i>	<i>71.43%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>60.00%</i>	<i>2.52%</i>		<i>43.01%</i>		
Revenues Over (Under) Expenditures	987,664	(411,161)	62,726	(709,251)	172,799	(742,091)	137,236	(392,743)	
Working Capital Carryover	1,539,766	2,527,430	2,116,269	2,178,995	1,469,744	1,384,585	1,642,543	1,779,779	
Operating Ending Fund Balance	\$ 2,527,430	\$ 2,116,269	\$ 2,178,995	\$ 1,469,744	\$ 1,642,543	\$ 642,494	\$ 1,779,779	\$ 1,387,036	
Fund Balance Policy Requirement	1,486,580	1,456,800	1,500,610	1,504,680	1,448,950	1,517,750	1,488,950	1,488,950	
Fund Balance and Contingency	2,527,430	2,116,269	2,178,995	1,469,744	1,642,543	861,494	1,779,779	1,765,036	
Excess (Deficiency)	1,040,850	659,469	678,385	(34,936)	193,593	(656,256)	290,829	276,086	

electric fund long-term plan

ELECTRIC FUND							
#690	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Intergovernmental Revenue	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000		100.0%
Charges for Services	12,859,000	13,502,000	14,177,100	14,886,000	15,630,300	3% FY 11, 5% each year after in the Fall	105.0%
Fees	123,600	127,300	131,100	135,000	139,100		103.0%
Surcharge	-	-	-	-	-	7/1/08 BPA surcharge absorbed into regular rates	
Interest on Investments	31,700	23,100	12,100	8,700	10,000		102.0%
Miscellaneous Revenues	94,900	95,800	96,800	97,800	98,800		101.0%
Other Financing Proceeds	-	-	-	-	-	CREB & BETC proceeds	
Interfund Loan Proceeds	-	-	-	-	-		
Total Revenues	13,157,200	13,796,200	14,465,100	15,175,500	15,926,200		
<i>Actual % of Final Budget</i>							
Operational Expenditures							
Conservation - Personal Services	148,300	155,700	163,500	171,700	180,300		105.0%
Conservation - Materials & Services	375,400	386,700	398,300	410,200	422,500		103.0%
Conservation - Project	-	-	-	-	-		100.0%
BPA Supply power costs	5,750,000	5,750,000	6,000,000	6,180,000	6,180,000	Estimated for 2012 wholesale contract renewal.	100.0%
Supply - Materials & Services	396,800	408,700	421,000	433,600	446,600		103.0%
Supply - Capital Outlay	-	-	-	-	-		100.0%
Distribution - Personal Services	2,146,000	2,253,300	2,366,000	2,484,300	2,608,500		105.0%
Distribution - Materials & Services	2,783,200	2,866,700	2,952,700	3,041,300	3,132,500		103.0%
Distribution - Capital Outlay	630,000	630,000	630,000	630,000	630,000		100.0%
Distribution M&S - Payment for Technology debt.	625,000	451,000	401,000	391,000	381,000	Additional AFN Debt unless other source identified	
BPA Transmission power costs	1,095,700	1,128,600	1,162,500	1,197,400	1,197,400	Estimated for 2012 wholesale contract renewal.	100.0%
Transmission - Materials & Services	4,000	4,000	4,100	4,200	4,200		103.0%
Operating Transfers Out	-	-	-	-	-		
CREB Debt Service 2009 - 2014	24,565	24,293	24,022	23,750	23,750		100.0%
Operating Contingency	395,000	414,000	434,000	455,000	478,000	Contingency is 3%.	
Total Expenditures	14,373,965	14,472,993	14,957,122	15,422,450	15,684,750		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(1,216,765)	(676,793)	(492,022)	(246,950)	241,450		
Working Capital Carryover	1,765,036	943,271	680,478	622,456	830,506		
Operating Ending Fund Balance	\$ 548,271	\$ 266,478	\$ 188,456	\$ 375,506	\$ 1,071,956		
Fund Balance Policy Requirement	1,578,860	1,655,540	1,735,810	1,821,060	1,911,140	Policy is \$1,488,950 for 2011 and	
Fund Balance and Contingency	943,271	680,478	622,456	830,506	1,549,956	12% of revenues for 2012 and beyond	
Excess (Deficiency)	(635,589)	(975,062)	(1,113,354)	(990,554)	(361,184)		

Telecommunication Fund Narrative

The enterprise fund represents the telecommunication services provided by the City. In FY 2007, the City Council decided to transition out of the Cable TV industry.

Long-Term Assumptions

- ⇒ Includes revenue and expense projections as adopted within the business plan.

Fund Balance

The fund balance policy requires a balance of 20% of revenues which was established in FY 2007.

telecommunication fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 62,636	\$ 898,750	\$ 518,687	\$ 963,896	\$ 869,719	\$ 671,697	\$ 929,945	\$ 911,037
	Taxes								
	Franchises	87,451	92,685	25,569	250	-	-	-	-
410	Total Taxes	87,451	92,685	25,569	250	-	-	-	-
	Charges for Services								
	Sales:								
	CATV	1,140,097	1,225,884	516,711	132,124	126,862	114,240	110,000	110,000
	HighSpeed	217,417	220,034	189,708	191,229	192,114	192,400	193,000	193,000
	Internet	1,113,216	1,248,262	1,309,300	1,386,344	1,486,766	1,539,360	1,539,400	1,579,400
	Misc Services	23,435	9,801	13,748	8	4	-	-	-
440	Total Charges for Services	2,494,165	2,703,981	2,029,467	1,709,705	1,805,746	1,846,000	1,842,400	1,882,400
	Interest on Investments								
	Interest on Pooled Investments	10,331	6,423	25,598	29,251	7,945	15,000	4,000	4,000
470	Total Interest on Investments	10,331	6,423	25,598	29,251	7,945	15,000	4,000	4,000
	Miscellaneous Revenues								
	Miscellaneous Income	16,902	34,654	53,951	69,788	609	500	-	500
480	Total Miscellaneous Revenues	16,902	34,654	53,951	69,788	609	500	-	500
	Other Financing Sources								
	Transfer in	200,000	500,000	-	-	-	-	-	-
	Interfund Loans	-	-	-	-	-	-	-	-
	Proceeds from Debt Issuance	15,500,000	-	-	-	-	-	-	-
490	Total Other Financing Sources	15,700,000	500,000	-	-	-	-	-	-
	Total Telecommunications Fund	\$ 18,371,485	\$ 4,236,493	\$ 2,653,272	\$ 2,772,890	\$ 2,684,019	\$ 2,533,197	\$ 2,776,345	\$ 2,797,937

telecommunication fund long-term plan

TELECOMMUNICATION FUND						2010	2010	
#691	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 87,451	\$ 92,685	\$ 25,569	\$ 250	\$ -	\$ -	\$ -	\$ -
Charges for Services	2,494,165	2,703,981	2,029,467	1,709,705	1,805,746	1,846,000	1,842,400	1,882,400
Interest on Investments	10,331	6,423	25,598	29,251	7,945	15,000	4,000	4,000
Miscellaneous Revenues	16,902	34,654	53,951	69,788	609	500	-	500
Other Financing Sources	15,500,000	-	-	-	-	-	-	-
Interfund Loan	-	-	-	-	-	-	-	-
Operating Transfers In	200,000	500,000	-	-	-	-	-	-
Total Revenues	18,308,849	3,337,743	2,134,585	1,808,994	1,814,300	1,861,500	1,846,400	1,886,900
<i>Actual % of Final Budget</i>	<i>99.53%</i>	<i>77.20%</i>	<i>120.33%</i>	<i>103.83%</i>	<i>104.37%</i>		<i>99.19%</i>	
Expenditures								
Promotions - Personal Services	12,250	5,732	375	-	-	-	-	-
Promotions - Materials & Services	71,368	86,918	58,998	-	-	-	-	-
Cable Television - Personal Services	350,090	293,261	168,899	-	-	-	-	-
Cable Television - Materials & Services	1,494,972	1,201,093	397,790	-	-	-	-	-
CATV Capital Outlay	64,311	82,773	5,548	-	-	-	-	-
Internet - Personal Services	269,274	293,231	444,436	540,317	484,498	550,025	470,995	577,686
Internet - Materials & Services	390,617	318,895	283,533	454,610	582,047	639,203	623,703	592,203
Internet - Capital Outlay	-	-	29,407	162,248	3,497	175,000	57,300	218,500
High Speed - Personal Services	42,493	55,058	130,210	87,420	87,960	94,200	81,690	96,862
High Speed - Materials & Services	166,640	143,368	165,942	301,407	240,072	258,634	250,620	265,954
High Speed - Capital Outlay	-	3,911	4,238	1,169	-	35,000	25,000	15,000
Debt service/Payment for Technology debt.	14,610,720	1,233,566	-	356,000	356,000	356,000	356,000	700,000
Contingency						100,000		50,000
Total Expenditures	17,472,735	3,717,806	1,689,376	1,903,171	1,754,074	2,208,062	1,865,308	2,516,205
<i>Actual % of Final Budget</i>	<i>99.20%</i>	<i>71.27%</i>	<i>89.87%</i>	<i>88.40%</i>	<i>81.91%</i>		<i>86.24%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>24.47%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	836,114	(380,063)	445,209	(94,177)	60,226	(346,562)	(18,908)	(629,305)
Working Capital Carryover	62,636	898,750	518,687	963,896	869,719	671,697	929,945	911,037
Ending Fund Balance	\$ 898,750	\$ 518,687	\$ 963,896	\$ 869,719	\$ 929,945	\$ 325,135	\$ 911,037	\$ 281,732
Fund Balance Policy Requirement	-	-	-	-	350,000	372,000	369,000	372,000
Fund Balance and Contingency	898,750	518,687	963,896	869,719	929,945	425,135	911,037	331,732
Excess (Deficiency)	898,750	518,687	963,896	869,719	579,945	53,135	542,037	(40,268)

telecommunication fund long-term plan

TELECOMMUNICATION FUND							
#691	2012	2013	2014	2015	2016		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -		
Charges for Services	2,392,500	2,464,000	2,538,000	2,614,000	2,692,000	Increased band width revenue in 2012.	103.0%
Interest on Investments	15,000	15,000	15,000	15,000	15,000		
Miscellaneous Revenues	500	500	500	500	500		
Other Financing Sources	-	-	-	-	-		
Interfund Loan	-	-	-	-	-		
Operating Transfers In	-	-	-	-	-		
Total Revenues	2,408,000	2,479,500	2,553,500	2,629,500	2,707,500		
<i>Actual % of Final Budget</i>							
Expenditures							
Promotions - Personal Services	-	-	-	-	-		
Promotions - Materials & Services	-	-	-	-	-	Expense projections based upon	
Cable Television - Personal Services	-	-	-	-	-	adopted business plan.	
Cable Television - Materials & Services	-	-	-	-	-		
CATV Capital Outlay	-	-	-	-	-		
Internet - Personal Services	618,100	655,200	694,500	736,200	780,400		106.0%
Internet - Materials & Services	730,000	751,900	774,500	797,700	821,600	Double Band Width in 2012 - Added \$120,000.	103.0%
Internet - Capital Outlay	50,000	50,000	50,000	50,000	50,000		100.0%
High Speed - Personal Services	103,600	109,800	116,400	123,400	130,800		106.0%
High Speed - Materials & Services	273,900	282,100	290,600	299,300	308,300		103.0%
High Speed - Capital Outlay	25,000	25,000	25,000	25,000	25,000		100.0%
Debt service/Payment for Technology debt.	356,000	540,000	580,000	590,000	600,000	Amounts in 2008 and after appropriated in Internet M&S.	
Contingency	100,000	100,000	100,000	100,000	100,000	Contingency raised to \$100,000 due to industry fluctuations.	
Total Expenditures	2,256,600	2,514,000	2,631,000	2,721,600	2,816,100		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	151,400	(34,500)	(77,500)	(92,100)	(108,600)		
Working Capital Carryover	331,732	583,132	648,632	671,132	679,032		
Ending Fund Balance	\$ 483,132	\$ 548,632	\$ 571,132	\$ 579,032	\$ 570,432		
Fund Balance Policy Requirement	482,000	496,000	511,000	526,000	542,000	Policy is \$372,000 for 2011 and	
Fund Balance and Contingency	583,132	648,632	671,132	679,032	670,432	20% of revenues for 2012 and beyond	
Excess (Deficiency)	101,132	152,632	160,132	153,032	128,432	Established in FY 2006-2007.	

Central Services Fund Narrative

The Central Services Fund is an internal service fund. Under governmental fund accounting, an internal service fund is one that provides support for other departments, which in turn provide services to the public. The City of Ashland has three internal service funds: (1) the Central Services fund, (2) the Equipment Fund, and (3) the Insurance Fund. The Central Services Fund includes five departments: Administration, Administrative Services, City Recorder, Information Technology and Public Works. This is the fourth year that the Facilities Division of Public Works is shown residing in the Capital Improvement Fund, where it was previously shown in this fund. The figures for 2006 and prior do not reflect this change, only 2007 and after.

Revenues supporting Central Services are charged out monthly to departments based on benefits received. The department allocations are made during the budget process based on a matrix called the Central Services Allocation.

Long-Term Assumptions

- ⇒ Charges for services are expected remain flat for FY 2010-11 and to increase 5% there after.
- ⇒ Expenditures are expected to increase between 3 to 5 % each year in the future.

Fund Balance

The fund balance policy calls for the fund balance to consist of a 3% contingency.

central services fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 569,013	\$ 185,137	\$ 439,010	\$ 788,106	\$ 368,086	\$ 170,179	\$ 161,163	\$ 244,363
	Taxes								
	Late and Penalty	6,668	16,987	20,721	12,366	16,460	18,000	15,000	55,000
410	Total Taxes	6,668	16,987	20,721	12,366	16,460	18,000	15,000	55,000
	Intergovernmental								
	Grant	-	-	-	2,835	2,895	2,850	2,850	-
430	Total Intergovernmental	-	-	-	2,835	2,895	2,850	2,850	-
	Charges for Services								
	Finance Department Services	168,854	191,535	12,796	1,627	1,987	2,000	2,000	2,000
	Recorder Services	-	-	57	17	183	300	-	-
	Lien Search	14,480	12,179	11,240	7,880	6,840	6,000	6,000	6,000
	Passport Fees	-	8,566	21,636	18,927	-	-	-	-
	Public Works Services	469,095	386,947	257,204	194,331	270,597	40,000	60,000	48,000
	Interdepartmental	3,908,735	4,996,166	4,944,910	4,798,407	5,051,289	5,632,700	5,632,700	5,632,700
440	Total Charges for Services	4,561,164	5,595,393	5,247,843	5,021,189	5,330,896	5,681,000	5,700,700	5,688,700
	Interest on Investments								
	Interest on Pooled Investments	17,881	24,040	46,469	44,756	9,315	10,000	5,000	5,000
470	Total Interest on Investments	17,881	24,040	46,469	44,756	9,315	10,000	5,000	5,000
	Miscellaneous Revenues								
	Miscellaneous Income	79,255	34,410	277,778	100,281	96,043	100,000	95,000	100,000
480	Total Miscellaneous Revenues	79,255	34,410	277,778	100,281	96,043	100,000	95,000	100,000
	Total Central Services Fund	\$ 5,233,981	\$ 5,855,967	\$ 6,031,821	\$ 5,969,533	\$ 5,823,695	\$ 5,982,029	\$ 5,979,713	\$ 6,093,063

central services fund long-term plan

CENTRAL SERVICES FUND								
#710	2005	2006	2007	2008	2009	2010	2010	2011
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
Revenues								
Taxes	\$ 6,668	\$ 16,987	\$ 20,721	\$ 12,366	\$ 16,460	\$ 18,000	\$ 15,000	\$ 55,000
Intergovernmental	-	-	-	2,835	2,895	2,850	2,850	-
Charges for Services	4,561,164	5,595,393	5,247,843	5,021,189	5,330,896	5,681,000	5,700,700	5,688,700
Interest on Investments	17,881	24,040	46,469	44,756	9,315	10,000	5,000	5,000
Miscellaneous Revenues	79,255	34,410	277,778	100,281	96,043	100,000	95,000	100,000
Operating Transfers In	-	-	-	-	-	-	-	-
Total Revenues	4,664,968	5,670,830	5,592,811	\$ 5,181,427	\$ 5,455,609	5,811,850	5,818,550	5,848,700
<i>Actual % of Final Budget</i>	<i>94.96%</i>	<i>96.86%</i>	<i>98.11%</i>	<i>97.76%</i>	<i>93.60%</i>		<i>100.12%</i>	
Expenditures								
Administration - Personal Services *	811,627	676,378	727,413	881,997	947,547	935,767	941,339	991,830
Administration - Materials & Services *	244,000	201,561	249,141	420,424	308,348	390,799	352,977	317,659
IT - Computer Services - Personal Services	522,082	615,653	645,631	802,967	861,784	827,210	843,949	857,416
IT - Computer Services - Materials & Services	233,111	201,286	243,454	340,415	302,704	277,923	235,178	266,993
IT - Computer Services - Capital Outlay	-	27,484	1,327	10,172	-	40,000	30,000	25,000
Administrative Services - Personal Services **	1,026,073	1,331,933	1,305,792	1,096,316	1,205,657	1,271,762	1,257,241	1,266,735
Administrative Services - Materials & Services **	371,220	497,786	525,286	398,403	392,554	408,128	415,929	425,628
Administrative Services - Capital Outlay **	250	11,949	14,834	14,426	10,789	-	-	-
City Recorder - Personal Services	138,519	149,656	155,673	165,725	154,978	156,960	157,142	162,346
City Recorder - Materials & Services	27,268	27,593	114,923	115,532	111,366	141,579	132,429	143,379
City Recorder - Capital Outlay	-	-	-	-	6,006	-	-	-
Public Works - Personal Services ***	1,089,467	1,092,073	1,006,708	1,115,948	1,164,212	1,101,870	1,094,914	1,123,024
Public Works - Materials & Services ***	585,227	577,595	253,533	239,122	196,587	281,500	274,252	266,960
Public Works - Capital Outlay ***	-	6,010	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	136,000	-	175,500
Total Expenditures	5,048,844	5,416,957	5,243,715	5,601,447	5,662,532	5,969,498	5,735,350	6,022,470
<i>Actual % of Final Budget</i>	<i>89.60%</i>	<i>88.52%</i>	<i>89.94%</i>	<i>92.14%</i>	<i>89.85%</i>		<i>96.08%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>13.57%</i>	<i>0.00%</i>	<i>75.85%</i>	<i>100.00%</i>	<i>0.00%</i>		<i>50.00%</i>	
Revenues Over (Under) Expenditures	(383,876)	253,873	349,096	(420,020)	(206,923)	(157,648)	83,200	(173,770)
Working Capital Carryover	569,013	185,137	439,010	788,106	368,086	170,179	161,163	244,363
Ending Fund Balance	\$ 185,137	\$ 439,010	\$ 788,106	\$ 368,086	\$ 161,163	\$ 12,531	\$ 244,363	\$ 70,593
Fund Balance Policy Requirement	140,000	170,000	168,000	155,000	164,000	174,000	175,000	174,000
Fund Balance and Contingency	185,137	439,010	788,106	368,086	161,163	148,531	244,363	246,093
Excess (deficiency)	45,137	269,010	620,106	213,086	(2,837)	(25,469)	69,363	72,093

*Includes Human Resources in 2005, 2008 and 2009

**Includes Human Resources in 2006 and 2007

***Includes Facilities Division that was transferred to CIP in 2007

central services fund long-term plan

CENTRAL SERVICES FUND							
#710	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Taxes	\$ 56,100	\$ 57,200	\$ 58,300	\$ 59,500	\$ 60,700		102.0%
Intergovernmental	-	-	-	-	-		102.0%
Charges for Services	5,859,000	6,035,000	6,216,000	6,402,000	6,594,000		103.0%
Interest on Investments	5,000	5,000	5,000	5,000	5,000		102.0%
Miscellaneous Revenues	102,000	104,000	106,000	108,000	110,000		102.0%
Operating Transfers In	-	-	-	-	-		
Total Revenues	6,022,100	6,201,200	6,385,300	6,574,500	6,769,700		
<i>Actual % of Final Budget</i>							
Expenditures							
Administration - Personal Services *	1,051,000	1,104,000	1,159,000	1,217,000	1,278,000		105.0%
Administration - Materials & Services *	327,000	337,000	347,000	357,000	368,000		103.0%
IT - Computer Services - Personal Services	909,000	954,000	1,002,000	1,052,000	1,105,000		105.0%
IT - Computer Services - Materials & Services	275,000	283,000	291,000	300,000	309,000		103.0%
IT - Computer Services - Capital Outlay	25,000	25,000	25,000	25,000	25,000		100.0%
Administrative Services - Personal Services **	1,343,000	1,410,000	1,481,000	1,555,000	1,633,000		105.0%
Administrative Services - Materials & Services **	438,000	451,000	465,000	479,000	493,000		103.0%
Administrative Services - Capital Outlay **	17,000	-	-	-	-		100.0%
City Recorder - Personal Services	172,000	181,000	190,000	200,000	210,000		105.0%
City Recorder - Materials & Services	148,000	152,000	157,000	162,000	167,000		103.0%
City Recorder - Capital Outlay	-	-	-	-	-		100.0%
Public Works - Personal Services ***	1,190,000	1,250,000	1,313,000	1,379,000	1,448,000		105.0%
Public Works - Materials & Services ***	275,000	283,000	291,000	300,000	309,000		103.0%
Public Works - Capital Outlay ***	-	-	-	-	-		100.0%
Transfers	-	-	-	-	-		
Contingency	180,700	186,000	191,600	197,200	203,100	<i>Contingency is 3%.</i>	
Total Expenditures	6,350,700	6,616,000	6,912,600	7,223,200	7,548,100		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(328,600)	(414,800)	(527,300)	(648,700)	(778,400)		
Working Capital Carryover	246,093	98,193	(130,607)	(466,307)	(917,807)		
Ending Fund Balance	\$ (82,507)	\$ (316,607)	\$ (657,907)	\$ (1,115,007)	\$ (1,696,207)		
Fund Balance Policy Requirement	181,000	186,000	192,000	197,000	203,000	<i>Policy is \$174,000 for 2011 and</i>	
Fund Balance and Contingency	98,193	(130,607)	(466,307)	(917,807)	(1,493,107)	<i>3% of revenues for 2012 and beyond</i>	
Excess (deficiency)	(82,807)	(316,607)	(658,307)	(1,114,807)	(1,696,107)		

*Includes Human Resources in 2005, 2008 and 2009

**Includes Human Resources in 2006 and 2007

***Includes Facilities Division that was transferred to CIP in 2007

Insurance Services Fund Narrative

The Insurance Services Fund is an internal service fund that accounts for insurance and risk management activities.

Long-Term Assumptions

Charges for services. Charges are estimated to increase at 10 % in the future years to pay for increased claims activity and higher premiums. These charges are scheduled to be evaluated in this fiscal year.

Personal Services. A full time Analyst/Claims Manager is charged to this fund.

Fund Balance

The fund balance is based on activity.

insurance service fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 934,499	\$ 1,036,331	\$ 1,060,790	\$ 1,125,430	\$ 1,138,699	\$ 774,199	\$ 696,071	\$ 634,559
	Charges for Services								
	Interdepartmental	564,431	569,112	629,027	648,360	639,189	650,000	650,000	650,000
440	Total Charges for Services	564,431	569,112	629,027	648,360	639,189	650,000	650,000	650,000
	Interest on Investments								
	Interest on Pooled Investments	30,767	44,491	65,867	57,152	15,240	20,000	5,000	6,000
470	Total Interest on Investments	30,767	44,491	65,867	57,152	15,240	20,000	5,000	6,000
	Miscellaneous Revenues								
	Miscellaneous Income	3,130	8,389	38,644	9,683	107,543	10,000	12,000	12,000
480	Total Miscellaneous Revenues	3,130	8,389	38,644	9,683	107,543	10,000	12,000	12,000
	Total Insurance Services Fund	\$ 1,532,827	\$ 1,658,323	\$ 1,794,328	\$ 1,840,625	\$ 1,900,671	\$ 1,454,199	\$ 1,363,071	\$ 1,302,559

insurance services fund long-term plan

INSURANCE SERVICES FUND						2010	2010	
#720	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Charges for Services	\$ 564,431	\$ 569,112	\$ 629,027	\$ 648,360	\$ 639,189	\$ 650,000	\$ 650,000	\$ 650,000
Interest on Investments	30,767	44,491	65,867	57,152	15,240	20,000	5,000	6,000
Miscellaneous Revenues	3,130	8,389	38,644	9,683	107,543	10,000	12,000	12,000
Interfund Loan	-	-	-	-	-	-	-	-
Total Revenues	598,328	621,992	733,538	715,195	761,972	680,000	667,000	668,000
<i>Actual % of Final Budget</i>	<i>98.15%</i>	<i>106.23%</i>	<i>69.56%</i>	<i>106.35%</i>	<i>109.64%</i>		<i>98.09%</i>	
Expenditures								
Personal Services	-	-	145,561	81,133	80,885	80,130	79,210	77,290
Materials and Services	496,496	597,533	523,337	620,793	1,123,715	680,803	649,302	680,803
Operating Contingency						150,000		150,000
Total Expenditures	496,496	597,533	668,898	701,926	1,204,600	910,933	728,512	908,093
<i>Actual % of Final Budget</i>	<i>66.51%</i>	<i>53.49%</i>	<i>61.18%</i>	<i>79.31%</i>	<i>89.87%</i>		<i>79.97%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	101,832	24,459	64,640	13,269	(442,628)	(230,933)	(61,512)	(240,093)
Working Capital Carryover	934,499	1,036,331	1,060,790	1,125,430	1,138,699	774,199	696,071	634,559
Ending Fund Balance	\$ 1,036,331	\$ 1,060,790	\$ 1,125,430	\$ 1,138,699	\$ 696,071	\$ 543,266	\$ 634,559	\$ 394,466
Fund Balance Policy Requirement								
Fund Balance Policy Requirement	472,000	486,000	501,000	516,000	531,000	563,000	547,000	1,000,000
Fund Balance and Contingency	1,036,331	1,060,790	1,125,430	1,138,699	696,071	693,266	634,559	544,466
Interfund Loan Receivable	-	-	-	-	-	-	-	-
Excess (deficiency)	564,331	574,790	624,430	622,699	165,071	130,266	87,559	(455,534)

insurance services fund long-term plan

INSURANCE SERVICES FUND							
#720	2012	2013	2014	2015	2016		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Charges for Services	\$ 715,000	\$ 787,000	\$ 866,000	\$ 953,000	\$ 1,048,000	An average of 10% increases in 2012 and after based upon claims & exposures	110.0%
Interest on Investments	6,000	6,000	6,000	6,000	6,000		103.0%
Miscellaneous Revenues	12,000	12,000	12,000	12,000	12,000		
Interfund Loan	-	-	-	-	-		
Total Revenues	733,000	805,000	884,000	971,000	1,066,000		
<i>Actual % of Final Budget</i>							
Expenditures							
Personal Services	82,000	86,000	90,000	95,000	100,000	Estimated on premiums and projected claims <i>Industry changes encourage this dollar level.</i>	105.0%
Materials and Services	701,000	722,000	744,000	766,000	789,000		103.0%
Operating Contingency	150,000	150,000	150,000	150,000	150,000		<i>Contingency of 3% not used.</i>
Total Expenditures	933,000	958,000	984,000	1,011,000	1,039,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(200,000)	(153,000)	(100,000)	(40,000)	27,000		
Working Capital Carryover	544,466	494,466	491,466	541,466	651,466		
Ending Fund Balance	\$ 344,466	\$ 341,466	\$ 391,466	\$ 501,466	\$ 678,466		
Fund Balance Policy Requirement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	<i>Policy is \$1,000,000</i>	103.0%
Fund Balance and Contingency	494,466	491,466	541,466	651,466	828,466		
Interfund Loan Receivable	-	-	-	-	-		
Excess (deficiency)	(505,534)	(508,534)	(458,534)	(348,534)	(171,534)		

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. A three year average was used to budget for FY 2010-11 and may be revised in future years.

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	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 1,224,311	\$ 1,489,055	\$ 1,510,170	\$ 1,750,852	\$ 1,329,672	\$ 956,090	\$ 844,150	\$ 1,460,876
	Intergovernmental Revenues								
	Grants	-	-	-	-	-	-	-	91,000
430	Total Intergovernmental	-	-	-	-	-	-	-	91,000
	Charges for Services								
	Technology Fee	62,860	65,473	66,653	54,848	63,000	63,000	63,000	63,000
	Maintenance Services	576,415	561,637	697,891	660,407	558,015	742,200	800,000	805,200
	Equipment Replacement	565,740	587,657	567,485	493,629	533,109	600,000	540,000	770,000
	Fuel Sales	48,392	41,587	51,421	45,130	60,195	55,000	40,000	40,000
440	Total Charges for Services	1,253,407	1,256,354	1,383,450	1,254,014	1,214,319	1,460,200	1,443,000	1,678,200
	Interest on Investments								
	Interest on Pooled Investments	29,345	51,076	80,566	72,125	16,603	30,000	15,000	15,000
470	Total Interest on Investments	29,345	51,076	80,566	72,125	16,603	30,000	15,000	15,000
	Miscellaneous Revenues								
	Miscellaneous Income	164,092	14,936	18,051	574	9,304	10,000	100	5,000
	Sale of Equipment	-	42,390	63,504	148,723	30,694	50,000	30,000	50,000
480	Total Miscellaneous Revenues	164,092	57,326	81,555	149,297	39,998	60,000	30,100	55,000
	Other Financing Sources								
	Interfund Loans	-	-	-	-	-	-	-	208,000
490	Total Other Financing Sources	-	-	-	-	-	-	-	208,000
	Total Equipment Fund	\$ 2,671,155	\$ 2,853,811	\$ 3,055,741	\$ 3,226,288	\$ 2,600,592	\$ 2,506,290	\$ 2,332,250	\$ 3,508,076

equipment fund long-term plan

EQUIPMENT FUND						2010	2010	
#730	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Charges for Services	\$ 1,253,407	\$ 1,256,354	\$ 1,383,450	\$ 1,254,014	\$ 1,214,319	\$ 1,460,200	\$ 1,443,000	\$ 1,678,200
Interest on Investments	29,345	51,076	80,566	72,125	16,603	30,000	15,000	15,000
Miscellaneous Revenues	164,092	57,326	81,555	149,297	39,998	60,000	30,100	55,000
Grant	-	-	-	-	-	-	-	91,000
Interfund Loan	-	-	-	-	-	-	-	208,000
Total Revenues	1,446,844	1,364,756	1,545,571	1,475,436	1,270,920	1,550,200	1,488,100	2,047,200
<i>Actual % of Final Budget</i>	<i>97.95%</i>	<i>100.03%</i>	<i>109.45%</i>	<i>104.12%</i>	<i>80.23%</i>		<i>95.99%</i>	
Expenditures								
PW Maintenance Division - Personal Services	239,543	215,284	243,499	266,336	279,542	288,120	288,461	412,507
PW Maintenance Division - Materials & Services	421,100	452,181	479,423	487,001	435,487	515,009	488,913	578,867
Purchasing and Acquisition Division - Capital	521,457	676,176	581,967	1,143,279	416,413	334,000	94,000	1,374,500
Interfund Loan	-	-	-	-	625,000	-	-	-
Operating Contingency						47,000		54,000
Total Expenditures	1,182,100	1,343,641	1,304,889	1,896,616	1,756,442	1,184,129	871,374	2,419,874
<i>Actual % of Final Budget</i>	<i>75.90%</i>	<i>69.12%</i>	<i>58.16%</i>	<i>84.18%</i>	<i>75.20%</i>		<i>73.59%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>11.63%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	264,744	21,115	240,682	(421,180)	(485,522)	366,071	616,726	(372,674)
Working Capital Carryover	1,224,311	1,489,055	1,510,170	1,750,852	1,329,672	956,090	844,150	1,460,876
Ending Fund Balance	\$ 1,489,055	\$ 1,510,170	\$ 1,750,852	\$ 1,329,672	\$ 844,150	\$ 1,322,161	\$ 1,460,876	\$ 1,088,202

equipment fund long-term plan

EQUIPMENT FUND							
#730	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Charges for Services	\$ 1,762,000	\$ 1,850,000	\$ 1,943,000	\$ 2,040,000	\$ 2,142,000		105.0%
Interest on Investments	15,000	15,000	15,000	15,000	15,000		103.0%
Miscellaneous Revenues	56,000	57,000	58,000	59,000	60,000		102.0%
Grant	-	-	-	-	-		
Interfund Loan	208,000	208,000	-	-	-	- CIP Fund, F&B Pay back for Clay Street loan	
Total Revenues	2,041,000	2,130,000	2,016,000	2,114,000	2,217,000		
<i>Actual % of Final Budget</i>							
Expenditures							
PW Maintenance Division - Personal Services	437,000	459,000	482,000	506,000	531,000		105.0%
PW Maintenance Division - Materials & Services	596,000	614,000	632,000	651,000	671,000		103.0%
Purchasing and Acquisition Division - Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		100.0%
Interfund Loan	-	-	-	-	-		
Operating Contingency	47,000	58,000	48,000	48,000	48,000	Contingency is 3%.	
Total Expenditures	2,080,000	2,131,000	2,162,000	2,205,000	2,250,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(39,000)	(1,000)	(146,000)	(91,000)	(33,000)		
Working Capital Carryover	1,142,202	1,150,202	1,207,202	1,109,202	1,066,202		
Ending Fund Balance	\$ 1,103,202	\$ 1,149,202	\$ 1,061,202	\$ 1,018,202	\$ 1,033,202	Policy is \$1,600,000	

Cemetery Trust Fund Narrative

This fund accounts for trust monies derived from bequests and perpetual care given to the city for the maintenance and preservation of the cemeteries and mausoleums. By City Charter, only the interest earned on the trust may be used for the operation and maintenance of the cemeteries, and is transferred on a monthly basis to fund operations, while the principal continues to grow by an amount equal to the perpetual care revenues received.

Sales. The perpetual care portion of each cemetery sale of graves, niches, or crypts is accounted for here. This revenue is expected to remain stable for the near future.

Interest on Investments. Interest earnings are estimated to remain stable for the near future.

Operating Transfers In. By City Charter, the Cemetery operations is required to pay an amount not less than \$500 per year to assure the perpetual continuity of the trust.

Long-Term Assumptions

⇒ This revenue is expected to remain stable.

Fund Balance

No minimum fund balance is required.

cemetery trust fund resources

#	Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
400	Working Capital Carryover	\$ 684,476	\$ 702,629	\$ 719,429	\$ 749,918	\$ 771,948	\$ 792,448	\$ 788,753	\$ 806,253
	Charges for Services								
	Sales	14,734	17,936	25,568	21,530	21,028	20,000	20,000	20,000
440	Total Charges for Services	14,734	17,936	25,568	21,530	21,028	20,000	20,000	20,000
	Interest on Investments								
	Interest on Pooled Investments	15,279	22,532	35,421	33,180	10,075	20,000	7,000	20,000
470	Total Interest on Investments	15,279	22,532	35,421	33,180	10,075	20,000	7,000	20,000
	Miscellaneous Revenues								
	Miscellaneous Income	-	1,283	-	-	-	-	-	-
480	Total Miscellaneous Revenues	-	1,283	-	-	-	-	-	-
	Other Financing Sources								
	Operating Transfers In:								
	From General Fund	500	500	500	500	500	500	500	500
490	Total Other Financing Sources	500	500	500	500	500	500	500	500
	Total Cemetery Trust Fund	\$ 714,989	\$ 744,880	\$ 780,918	\$ 805,128	\$ 803,551	\$ 832,948	\$ 816,253	\$ 846,753

cemetery trust fund long-term plan

CEMETERY TRUST FUND						2010	2010	
#810	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Charges for Services	\$ 14,734	\$ 17,936	\$ 25,568	\$ 21,530	\$ 21,028	\$ 20,000	\$ 20,000	\$ 20,000
Interest on Investments	15,279	22,532	35,421	33,180	10,075	20,000	7,000	20,000
Miscellaneous	-	1,283	-	-	-	-	-	-
Operating Transfers In	500	500	500	500	500	500	500	500
Total Revenues	30,513	42,251	61,489	55,210	31,603	40,500	27,500	40,500
<i>Actual % of Final Budget</i>	<i>231.21%</i>	<i>189.47%</i>	<i>164.85%</i>	<i>121.34%</i>	<i>39.26%</i>		<i>67.90%</i>	
Expenditures								
Operating Transfers Out	12,360	25,451	31,000	33,180	14,798	20,000	10,000	20,000
Total Expenditures	12,360	25,451	31,000	33,180	14,798	20,000	10,000	20,000
<i>Actual % of Final Budget</i>	<i>100.00%</i>	<i>176.74%</i>	<i>163.16%</i>	<i>132.72%</i>	<i>24.66%</i>		<i>50.00%</i>	
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	18,153	16,800	30,489	22,030	16,805	20,500	17,500	20,500
Working Capital Carryover	684,476	702,629	719,429	749,918	771,948	792,448	788,753	806,253
Ending Fund Balance	\$ 702,629	\$ 719,429	\$ 749,918	\$ 771,948	\$ 788,753	\$ 812,948	\$ 806,253	\$ 826,753

cemetery trust fund long-term plan

CEMETERY TRUST FUND							
#810	2012	2013	2014	2015	2016	Comments	Long-term
	Projection	Projection	Projection	Projection	Projection		Percent
Revenues							
Charges for Services	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000		100.0%
Interest on Investments	20,600	21,200	21,800	22,500	23,200		103.0%
Miscellaneous	-	-	-	-	-		
Operating Transfers In	500	500	500	500	500	Transfer from General Fund per charter	
Total Revenues	41,100	41,700	42,300	43,000	43,700		
<i>Actual % of Final Budget</i>							
Expenditures							
Operating Transfers Out	20,600	21,200	21,800	22,500	23,200	Interest earnings transfer to General Fund	
Total Expenditures	20,600	21,200	21,800	22,500	23,200		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	20,500	20,500	20,500	20,500	20,500		
Working Capital Carryover	826,753	847,253	867,753	888,253	908,753		
Ending Fund Balance	\$ 847,253	\$ 867,753	\$ 888,253	\$ 908,753	\$ 929,253		

Parks and Recreation Fund Narrative

The Parks and Recreation fund includes the general activities of the Parks program. Revenues include taxes, grants, charges for services and donations.

Taxes. The tax rate remains the same as the prior year at \$2.09.

Intergovernmental Revenues. Federal and state grants are shown here.

Charges for Services. Contracted Services, rents and program fees are expected to increase 3% in future years.

Long-Term Assumptions

- ⇒ This revenue is expected to remain stable.
- ⇒ Rates are expected to increase slightly in the future.

Fund Balance

A minimum of 20% of operational revenues.

parcs and recreation fund resources

Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
Working Capital Carryover	\$ 1,558,332	\$ 1,679,875	\$ 1,507,367	\$ 1,180,912	\$ 1,201,443	\$ 1,413,000	\$ 1,379,752	\$ 1,439,186
Taxes								
Property Taxes								
Current	3,123,803	3,075,651	3,415,109	3,688,554	3,779,193	3,908,300	3,818,305	3,954,100
Prior	120,398	334,033	122,560	183,647	128,367	125,000	120,000	120,000
Total Taxes	3,244,201	3,409,684	3,537,669	3,872,201	3,907,560	4,033,300	3,938,305	4,074,100
Intergovernmental Revenues								
Sports Field Maint - Schools Contribution	-	-	-	-	-	30,000	30,000	31,000
Grants/other	2,310	33,536	19,796	-	-	48,200	-	-
Total Intergovernmental	2,310	33,536	19,796	-	-	78,200	30,000	31,000
Charges for Service								
Facility Rentals	38,929	38,804	27,573	34,514	62,220	48,000	55,000	65,100
Contracted Services	313,708	207,800	228,346	242,192	370,670	210,805	210,805	215,000
Golf Course Fees	330,634	319,055	309,286	301,859	304,677	300,000	300,000	305,000
Park Fees	44,186	49,333	66,965	51,076	-	-	-	-
Recreation Programs	148,156	199,558	115,763	182,238	235,127	205,000	210,000	215,000
Total Charges for Services	875,613	814,550	747,933	811,879	972,694	763,805	775,805	800,100
Interest on Investments								
Interest on Pooled Investments	47,250	61,999	100,496	92,172	18,623	25,000	10,000	10,000
Total Interest on Investments	47,250	61,999	100,496	92,172	18,623	25,000	10,000	10,000
Miscellaneous								
Donations	27,248	36,767	3,825	17,691	6,259	1,000	7,500	7,500
Miscellaneous Income	-	11,553	38,798	119,649	238,108	20,000	5,000	5,000
Total Miscellaneous Income	27,248	48,320	42,623	137,340	244,367	21,000	12,500	12,500
Other Financing Sources								
Operating Transfers In:								
From General Fund	43,333	-	-	-	-	-	-	-
Total Other Financing Sources	43,333	-	-	-	-	-	-	-
Total Parks & Recreation	\$ 5,798,287	\$ 6,047,964	\$ 5,955,884	\$ 6,094,504	\$ 6,344,687	\$ 6,334,305	\$ 6,146,362	\$ 6,366,886

parcs and recreation fund long-term plan

PARKS AND RECREATION FUND						2010	2010	
	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 3,244,201	\$ 3,409,684	\$ 3,537,669	\$ 3,872,201	\$ 3,907,560	\$ 4,033,300	\$ 3,938,305	\$ 4,074,100
Intergovernmental Revenues	2,310	33,536	19,796	-	-	78,200	30,000	31,000
Charges for Service	875,613	814,550	747,933	811,879	972,694	763,805	775,805	800,100
Interest on Investments	47,250	61,999	100,496	92,172	18,623	25,000	10,000	10,000
Miscellaneous	27,248	48,320	42,623	137,340	244,367	21,000	12,500	12,500
Transfers In	43,333	-	-	-	-	-	-	-
Total Revenues	4,239,955	4,368,089	4,448,517	4,913,592	5,143,244	4,921,305	4,766,610	4,927,700
<i>Actual % of Final Budget</i>	<i>101.51%</i>	<i>98.79%</i>	<i>95.53%</i>	<i>99.34%</i>	<i>98.74%</i>		<i>96.86%</i>	
Expenditures								
Parks Division - Personal Services	1,979,665	1,955,912	2,074,763	2,136,232	2,081,920	1,934,350	1,934,350	1,873,232
Parks Division - Materials & Services	1,286,475	1,196,484	1,325,579	1,314,375	1,168,705	1,314,750	1,241,500	1,529,250
Parks Division - Capital Outlay	83,722	49,744	46,011	9,717	236,849	70,000	65,000	15,000
Parks Division - Debt Service	14,072	10,065	8,139	-	-	-	-	-
Recreation Division - Personal Services	226,595	565,748	668,927	735,981	707,088	807,675	786,126	783,772
Recreation Division - Materials & Services	132,504	287,320	213,903	224,931	400,174	308,200	298,200	290,900
Golf Division - Personal Services	159,962	161,893	144,583	162,551	170,596	247,020	238,600	263,407
Golf Division - Materials & Services	171,046	185,171	208,590	194,533	199,603	151,400	143,400	152,100
Golf Division - Capital Outlay	9,708	1,040	4,477	4,741	-	-	-	-
Debt Service	4,663	2,220	-	-	-	-	-	-
Transfers Out	50,000	125,000	80,000	110,000	-	-	-	-
Contingency						50,000		50,000
Total Expenditures	4,118,412	4,540,597	4,774,972	4,893,061	4,964,935	4,883,395	4,707,176	4,957,661
<i>Actual % of Final Budget</i>	<i>90.02%</i>	<i>89.54%</i>	<i>88.57%</i>	<i>87.78%</i>	<i>95.45%</i>		<i>96.39%</i>	
<i>Actual % of Contingency Transferred/Used</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		<i>0.00%</i>	
Revenues Over (Under) Expenditures	121,543	(172,508)	(326,455)	20,531	178,309	37,910	59,434	(29,961)
Working Capital Carryover	1,558,332	1,679,875	1,507,367	1,180,912	1,201,443	1,413,000	1,379,752	1,439,186
Ending Fund Balance	\$ 1,679,875	\$ 1,507,367	\$ 1,180,912	\$ 1,201,443	\$ 1,379,752	\$ 1,450,910	\$ 1,439,186	\$ 1,409,225
Fund Balance Requirement	814,000	883,000	939,000	957,000	993,000	967,000	941,000	1,230,000
Fund Balance and Contingency	1,679,875	1,507,367	1,180,912	1,201,443	1,379,752	1,500,910	1,439,186	1,459,225
Excess (deficiency)	865,875	624,367	241,912	244,443	386,752	533,910	498,186	229,225

parcs and recreation fund long-term plan

PARKS AND RECREATION FUND							
	2012	2013	2014	2015	2016		Long-term
	Projection	Projection	Projection	Projection	Projection	Comments	Percent
Revenues							
Taxes	\$ 4,196,000	\$ 4,322,000	\$ 4,452,000	\$ 4,586,000	\$ 4,724,000	Rate of \$2.09/\$1000	103.0%
Intergovernmental Revenues							103.0%
Charges for Service	824,000	849,000	874,000	900,000	927,000		103.0%
Interest on Investments	10,000	10,000	10,000	10,000	10,000		103.0%
Miscellaneous	13,000	13,000	13,000	13,000	13,000		103.0%
Transfers In	-	-	-	-	-		
Total Revenues	5,043,000	5,194,000	5,349,000	5,509,000	5,674,000		
<i>Actual % of Final Budget</i>							
Expenditures							
Parks Division - Personal Services	1,986,000	2,085,000	2,189,000	2,298,000	2,413,000		105.0%
Parks Division - Materials & Services	1,575,000	1,622,000	1,671,000	1,721,000	1,773,000		103.0%
Parks Division - Capital Outlay	15,000	15,000	15,000	15,000	15,000		100.0%
Parks Division - Debt Service	-	-	-	-	-		100.0%
Recreation Division - Personal Services	831,000	873,000	917,000	963,000	1,011,000		105.0%
Recreation Division - Materials & Services	300,000	309,000	318,000	328,000	338,000		103.0%
Golf Division - Personal Services	279,000	293,000	308,000	323,000	339,000		105.0%
Golf Division - Materials & Services	157,000	162,000	167,000	172,000	177,000		103.0%
Golf Division - Capital Outlay	-	-	-	-	-		100.0%
Debt Service	-	-	-	-	-		
Transfers Out	-	-	-	-	-		
Contingency	50,000	50,000	50,000	50,000	50,000		
Total Expenditures	5,193,000	5,409,000	5,635,000	5,870,000	6,116,000		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	(150,000)	(215,000)	(286,000)	(361,000)	(442,000)		
Working Capital Carryover	1,459,225	1,359,225	1,194,225	958,225	647,225		
Ending Fund Balance	\$ 1,309,225	\$ 1,144,225	\$ 908,225	\$ 597,225	\$ 205,225		
Fund Balance Requirement	1,286,000	1,340,000	1,396,000	1,455,000	1,517,000	Policy is \$1,230,000 for 2011 and	
Fund Balance and Contingency	1,359,225	1,194,225	958,225	647,225	255,225	25% of revenues for 2012 and beyond	
Excess (deficiency)	73,225	(145,775)	(437,775)	(807,775)	(1,261,775)		

Parks Capital Improvement Fund Narrative

This fund accounts for revenues from Interfund transfers and depreciation charges that are used for construction of parks and recreation facilities, for equipment acquisition and replacement, and other related purposes.

Transfers. There are no transfers budgeted in for this fiscal year.

Interest. Interest is budgeted to decrease in future years.

Long-Term Assumptions

- ⇒ Stable funding in the Long-term.
- ⇒ Consistent expenditures in the Long-term.
- ⇒ A reserve has been established for equipment replacement in future years.

Fund Balance

No minimum fund balance policy established.

parks capital improvement fund resources

Description	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
Working Capital Carryover	\$ 300,331	\$ 207,375	\$ 165,326	\$ 195,390	\$ 263,343	\$ 203,239	\$ 166,991	\$ 231,491
Charges for Service								
Other Charges	-	-	-	-	7,087	13,000	13,000	13,000
Depreciation/Vehicle Replacement	92,000	95,000	98,301	79,026	40,000	70,000	50,000	20,000
Total Charges for Service	92,000	95,000	98,301	79,026	47,087	83,000	63,000	33,000
Interest on Investments								
Interest on Investments	7,174	11,411	6,644	11,978	3,832	1,000	1,500	1,500
Total Interest on Investments	7,174	11,411	6,644	11,978	3,832	1,000	1,500	1,500
Miscellaneous								
Miscellaneous Income	-	-	-	-	11,755	-	-	-
Total Miscellaneous Income	-	-	-	-	11,755	-	-	-
Other Financing Sources								
Operating Transfers In:								
From Parks & City	50,000	125,000	80,000	110,000	-	-	-	-
Total Other Financing Sources	50,000	125,000	80,000	110,000	-	-	-	-
Total Parks Capital Improvement	\$ 449,505	\$ 438,786	\$ 350,271	\$ 396,394	\$ 326,017	\$ 287,239	\$ 231,491	\$ 265,991

parks capital improvement fund long-term plan

PARKS CIP FUND	2005	2006	2007	2008	2009	2010	2010	2011
	Actual	Actual	Actual	Actual	Actual	Amended Budget	Estimate for the Year	Adopted
Revenues								
Charges for Service	\$ 92,000	\$ 95,000	\$ 98,301	\$ 79,026	\$ 47,087	\$ 83,000	\$ 13,000	\$ 13,000
Charges for Service -Vehicle Replacement							50,000	20,000
Intergovernmental Revenue								
Interest on Investments	7,174	11,411	6,644	11,978	3,832	1,000	1,500	1,500
Sale of Assets	-	-	-	-	11,755	-	-	-
Transfers In	50,000	125,000	80,000	110,000	-	-	-	-
Total Revenues	149,174	231,411	184,945	201,004	62,674	84,000	64,500	34,500
<i>Actual % of Final Budget</i>	<i>102.17%</i>	<i>101.94%</i>	<i>87.24%</i>	<i>94.81%</i>	<i>20.74%</i>		<i>76.79%</i>	
Expenditures								
Capital Equipment Replacement	-	-	-	-	-	-	-	50,000
Capital Projects	242,130	273,460	154,881	133,051	159,026	-	-	20,000
Total Expenditures	242,130	273,460	154,881	133,051	159,026	-	-	70,000
<i>Actual % of Final Budget</i>	<i>99.64%</i>	<i>85.06%</i>	<i>46.79%</i>	<i>40.20%</i>	<i>39.76%</i>		<i>0.00%</i>	
<i>Actual % of Contingency Transferred/Used</i>				<i>40.20%</i>				
Revenues Over (Under) Expenditures	(92,956)	(42,049)	30,064	67,953	(96,352)	84,000	64,500	(35,500)
Working Capital Carryover	300,331	207,375	165,326	195,390	263,343	203,239	166,991	231,491
Ending Fund Balance	\$ 207,375	\$ 165,326	\$ 195,390	\$ 263,343	\$ 166,991	\$ 287,239	\$ 231,491	\$ 195,991
EFB						287,239	231,491	195,991
Reserve for equipment replacement						83,000	50,000	20,000
Unreserved balance						<u>204,239</u>	<u>181,491</u>	<u>175,991</u>

parcs capital improvement fund long-term plan

PARKS CIP FUND								
	2012	2013	2014	2015	2016		Long-term	
	Projection	Projection	Projection	Projection	Projection	Comments	Percent	
Revenues								
Charges for Service	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000		100.0%	
Charges for Service -Vehicle Replacement	21,000	22,000	23,000	24,000	25,000		103.0%	
Intergovernmental Revenue								
Interest on Investments	1,500	1,500	1,500	1,500	1,500		103.0%	
Sale of Assets	-	-	-	-	-			
Transfers In	-	-	-	-	-		100.0%	
Total Revenues	35,500	36,500	37,500	38,500	39,500			
<i>Actual % of Final Budget</i>								
Expenditures								
Capital Equipment Replacement	35,000	35,000	35,000	35,000	35,000			
Capital Projects	-	-	-	-	-		100.0%	
Total Expenditures	35,000	35,000	35,000	35,000	35,000			
<i>Actual % of Final Budget</i>								
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	500	1,500	2,500	3,500	4,500			
Working Capital Carryover	195,991	196,491	197,991	200,491	203,991			
Ending Fund Balance	\$ 196,491	\$ 197,991	\$ 200,491	\$ 203,991	\$ 208,491			
EFB	196,491	197,991	200,491	203,991	208,491			
Reserve for equipment replacement	6,000	(7,000)	(19,000)	(30,000)	(40,000)	Sinking Fund		
Unreserved balance	190,491	204,991	219,491	233,991	248,491			

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 2010-11 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	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Amended	2010 Year End Estimate	2011 Adopted
Working Capital Carryover	\$ 122,588	\$ 103,733	\$ 35,374	\$ 72,671	\$ 160,591	\$ 10,591	\$ 27,356	\$ 17,356
Taxes								
Property Taxes								
Current	1,998,432	2,038,344	2,230,697	2,432,276	(9,466)	-	-	-
Prior	77,713	235,424	80,520	120,857	84,604	100,000	30,000	25,000
Total Taxes	<u>2,076,145</u>	<u>2,273,768</u>	<u>2,311,217</u>	<u>2,553,133</u>	<u>75,138</u>	<u>100,000</u>	<u>30,000</u>	<u>25,000</u>
 Total Youth Activities Levy	 <u>\$ 2,198,733</u>	 <u>\$ 2,377,501</u>	 <u>\$ 2,346,591</u>	 <u>\$ 2,625,804</u>	 <u>\$ 235,729</u>	 <u>\$ 110,591</u>	 <u>\$ 57,356</u>	 <u>\$ 42,356</u>

youth activities levy fund long-term plan

YOUTH ACTIVITIES LEVY FUND						2010	2010	2011
	2005	2006	2007	2008	2009	Amended	Estimate for	2011
	Actual	Actual	Actual	Actual	Actual	Budget	the Year	Adopted
Revenues								
Taxes	\$ 2,076,145	\$ 2,273,768	\$ 2,311,217	\$ 2,553,133	\$ 75,138	\$ 100,000	\$ 30,000	\$ 25,000
Charges for Service	-	-	-	-	-	-	-	-
Interest on Investments	-	-	-	-	-	-	-	-
Total Revenues	2,076,145	2,273,768	2,311,217	2,553,133	75,138	100,000	30,000	25,000
<i>Actual % of Final Budget</i>	<i>99.96%</i>	<i>98.93%</i>	<i>95.94%</i>	<i>96.05%</i>	<i>37.57%</i>		<i>30.00%</i>	
Expenditures								
Personal Services	89,000	93,000	92,469	164,454	-	-	-	-
Materials and Services	2,006,000	2,249,127	2,181,451	2,300,759	208,373	100,000	40,000	42,356
Total Expenditures	2,095,000	2,342,127	2,273,920	2,465,213	208,373	100,000	40,000	42,356
<i>Actual % of Final Budget</i>	<i>100.00%</i>	<i>98.16%</i>	<i>93.52%</i>	<i>95.66%</i>	<i>45.53%</i>		<i>40.00%</i>	
<i>Actual % of Contingency Transferred/Used</i>								
Revenues Over (Under) Expenditures	(18,855)	(68,359)	37,297	87,920	(133,235)	-	(10,000)	(17,356)
Working Capital Carryover	122,588	103,733	35,374	72,671	160,591	10,591	27,356	17,356
Ending Fund Balance	\$ 103,733	\$ 35,374	\$ 72,671	\$ 160,591	\$ 27,356	\$ 10,591	\$ 17,356	\$ -

youth activities levy fund long-term plan

YOUTH ACTIVITIES LEVY FUND							Long-term
	2012	2013	2014	2015	2016		Percent
	Projection	Projection	Projection	Projection	Projection	Comments	
Revenues							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	YAL expired in 2008	
Charges for Service	-	-	-	-	-	Estimated revenue and payments represent prior year delinquent tax receipts.	
Interest on Investments	-	-	-	-	-		
Total Revenues	-	-	-	-	-		
<i>Actual % of Final Budget</i>							
Expenditures							
Personal Services	-	-	-	-	-		
Materials and Services	-	-	-	-	-		
Total Expenditures	-	-	-	-	-		
<i>Actual % of Final Budget</i>							
<i>Actual % of Contingency Transferred/Used</i>							
Revenues Over (Under) Expenditures	-	-	-	-	-		
Working Capital Carryover	-	-	-	-	-		
Ending Fund Balance	\$ -						



Legal Compliance

Budget Calendar, FY 2010-11 L-3
Affidavit of Publication, April 16, 2010 L-4
Legal Notice, April 16, 2010..... L-5
Affidavit of Publication, April 21, 2010 L-6
Legal Notice, April 21, 2010..... L-7
Affidavit of Publication, May 26, 2010 L-8
Legal Notice, May 26, 2010..... L-9
Resolution 2010-17, Certifying City Provides Sufficient
Municipal Services to Qualify for State Subventions L-11
Resolution 2010-15, Declaring the City’s Election to
Receive State Revenues L-12
Resolution 2010-16, Adopting the Annual Budget and
Making Appropriations L-14
Resolution 2010-18, Reiterating the need of a Reserve Fund and
the intended sources and uses of funds accumulated therein L-17
Form LB-50, Notice of Property Tax and Certification
of Intent to Inpose a Tax, Fee, Assessment, or Charge on Property L-20
Ordinance No.3020 Levying taxes for the Period of July 1, 2010
to and including June 30, 2011 L-21



**BUDGET CALENDAR
FY 2010-2011**

- 4/26/2010** **FULL BUDGET COMMITTEE MEETING-Budget Message**
Parks Presentation
Council Chambers 6:00pm
- 4/29/2010** **DEPARTMENTAL BUDGET PRESENTATIONS**
Information Technology and Electric.
Council Chambers 6:00pm
- 5/3/2010** **DEPARTMENTAL BUDGET PRESENTATIONS**
City Recorder, Administration, HR, Legal and Admin. Services.
Council Chambers 6:00pm
- 5/6/2010** **DEPARTMENTAL BUDGET PRESENTATIONS**
Police, Fire, Community Development, CDBG and Conservation.
Council Chambers 6:00pm
- 5/12/2010** **DEPARTMENTAL BUDGET PRESENTATIONS**
Capital Improvement Plan Overview, Public Works Airport, Street, Water, Wastewater, Administration,
Engineering, Cemetery and Equipment.
Council Chambers 6:00pm
- 5/13/2010** **FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP**
Public Work –continuation if needed
Set Tax Rate, approval
Wrap up
Council Chambers 6:00pm
- 5/17/2010** **WRAP UP IF NEEDED**
- 6/1/2010** **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
- 6/15/2010** **SECOND READING OF ORDINANCE**
Council Chambers 7:00pm

Affidavit of Publication

State of Oregon,)
)
County of Jackson) ss.

I, Vickie Quinn, being first duly sworn, depose and say that I am the
Principal Clerk of Medford Mail Tribune / or Daily Tidings newspaper of general
circulation, printed and published 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 2 INSERTION in the following issues:
APRIL 16, 21, 2010

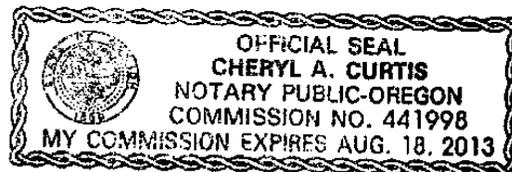
Vickie Quinn
.....

Subscribed and sworn to before me this 22 day of APRIL, 2010.

Cheryl A. Curtis

Notary Public for Oregon

My Commission expires 18th day of August 2013.



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, 2010 to June 30, 2011 will be held in Council Chambers located at 117.5 East Main Street. The meeting will take place on April 26, 2010 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 9, 2010, 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:

4/26/2010 FULL BUDGET COMMITTEE MEETING - Budget Message

Parks Presentation
Council Chambers 6:00pm

4/29/2010 DEPARTMENTAL BUDGET PRESENTATIONS

Electric, Information Technology, Conservation.
Council Chambers 6:00pm

5/3/2010 DEPARTMENTAL BUDGET PRESENTATIONS

City Recorder, Administration, HR, Legal and Admin. Services.
Council Chambers 6:00pm

5/6/2010 DEPARTMENTAL BUDGET PRESENTATIONS

Police, Fire and Community Development, ODBG.
Council Chambers 6:00pm

5/12/2010 DEPARTMENTAL BUDGET PRESENTATIONS

Capital Improvement Plan Overview, Public Works Airport, Street, Water, Wastewater, Administration, Engineering, Cemetery and Equipment.
Council Chambers 6:00pm

5/13/2010 FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP

Public Works-continuation if needed
Set Tax Rate, approval
Wrap up
Council Chambers 6:00pm

5/17/2010 WRAP UP IF NEEDED

6/1/2010 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

6/15/2010 SECOND READING OF ORDINANCE

Council Chambers 7:00pm

April 16, 21, 2010

Affidavit of Publication

State of Oregon,)
)
County of Jackson) ss.

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Principal Clerk of Medford Mail Tribune / or Daily Tidings newspaper of general
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the

NOTICE OF BUDGET COMMITTEE MEETING

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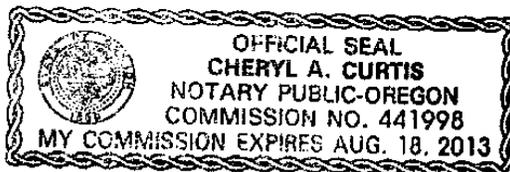
Vickie Quinn
.....

Subscribed and sworn to before me this 22 day of APRIL, 2010.

Cheryl A. Curtis

Notary Public for Oregon

My Commission expires 18th day of August 2013.



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, 2010 to June 30, 2011 will be held in Council Chambers located at 117.5 East Main Street. The meeting will take place on April 26, 2010 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 9, 2010, 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:

4/26/2010 FULL BUDGET COMMITTEE MEETING - Budget Message

Parks Presentation
Council Chambers 6:00pm

4/29/2010 DEPARTMENTAL BUDGET PRESENTATIONS

Electric, Information Technology, Conservation.
Council Chambers 6:00pm

5/3/2010 DEPARTMENTAL BUDGET PRESENTATIONS

City Recorder, Administration, HR, Legal and Admin. Services.
Council Chambers 6:00pm

5/6/2010 DEPARTMENTAL BUDGET PRESENTATIONS

Police, Fire and Community Development, CDBG.
Council Chambers 6:00pm

5/12/2010 DEPARTMENTAL BUDGET PRESENTATIONS

Capital Improvement Plan Overview, Public Works Airport, Street, Water, Wastewater, Administration, Engineering, Cemetery and Equipment.
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Wrap up
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First Reading of Ordinance to levy taxes
Resolution to qualify for state revenues (subventions)
Resolution to receive state revenues
Resolution setting appropriations

6/15/2010 SECOND READING OF ORDINANCE

Council Chambers 7:00pm

April 16, 21, 2010

Affidavit of Publication

State of Oregon,)
) ss.
County of Jackson)

I, Vickie Quinn, being first duly sworn, depose and say that I am the
Principal Clerk of Medford Mail Tribune / or Daily Tidings newspaper of general
circulation, printed and published at Medford in the aforesaid county and state; that
the

CITY OF ASHLAND

FULL BUDGET

A printed copy of which is hereto annexed, was published in the entire
issue of said newspaper for 1 INSERTION in the following issues:
MAY 26, 2010

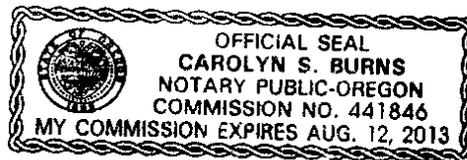
Vickie Quinn.....

Subscribed and sworn to before me this 18 day of JUNE, 2010.

Carolyn S. Burns

Notary Public for Oregon

My Commission expires 12th day of August 2013.



For compliance purposes only: The Budget Message may be read in larger font on pages 1-2 through 1-16.

A Public Hearing will be held at the meeting of the Ashland City Council on June 15, 2010, at 7:00 p.m. at the Civic Center, 1175 East Main Street, Ashland, Oregon, 97520. The purpose of the hearing is to discuss the budget for the fiscal year beginning July 1, 2010, as approved by the Ashland Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the Ashland Administrative Services Department, City Hall, 20 East Main, between the hours of 8:30 a.m. and 4:30 p.m. This certifies that the budget was prepared on a basis of accounting that is consistent with the basis of accounting used the preceding year. Major changes and their effect, if any, on the budget are explained below.

	This Year Adopted 2009-2010	Next Year Approved 2010-2011
ANTICIPATED REQUIREMENTS		
Personal Services	\$ 22,719,480	\$ 23,375,535
Materials and Services	29,393,052	29,579,279
Capital Outlay	7,560,854	10,384,312
Debt Service	5,088,701	5,757,588
Transfers	513,546	726,503
Other Financing Uses (Interfund Loan)	80,000	208,000
Contingencies	1,720,000	1,813,041
Unappropriated Ending Fund Balance	15,562,927	17,471,069
Total Requirements	<u>\$ 82,638,560</u>	<u>\$ 89,315,328</u>
ANTICIPATED RESOURCES		
Resources Except Property Taxes	\$ 73,461,781	\$ 79,845,164
Property Taxes Estimated to be Received	9,176,779	9,470,164
Total Resources	<u>\$ 82,638,560</u>	<u>\$ 89,315,328</u>
ANTICIPATED TAX LEVY		
Property Taxes Estimated to be Received	\$ 8,575,938	\$ 8,711,015
Loss Due to Constitutional Limitations, Discounts Allowed, Other Uncollected Amounts	600,841	759,149
Total Levy	<u>\$ 9,176,779</u>	<u>\$ 9,470,164</u>
TAX LEVIES BY TYPE		
Permanent Rate Limit	\$ 4,2865	\$ 4,2865
Rate Levied	\$ 4,1973	\$ 4,2133
LOCAL OPTION LEVY		
Ashland Library Levy	\$ 0.1900	\$ 0.1921
Levy for Bonded Debt Obligations	\$ 399.885	\$ 410.805
LONG TERM DEBT		
	Estimated Debt Outstanding at at July 1, 2010	Estimated Debt Authorized, Not Incurred at July 1, 2010
General Obligation Bonds	\$ 17,553,698	\$ -
Revenue Bonds	21,203,832	-
Other	950,274	-
Total Indebtedness	<u>\$ 39,707,804</u>	<u>\$ -</u>

OVERVIEW

We respectfully submit the approved budget for the City of Ashland for Fiscal Year 2010-2011. In addition to a proposed operating plan for next fiscal year, this budget includes long term planning for the next six years.

As was true last fiscal year, the largest challenge in preparing the FY 2010-2011 budget has been anticipating how larger economic forces will affect the City of Ashland in the next fiscal year and into the future. The global, national, and regional economic downturn has depressed many of the economic activities that the City relies on for revenue.

The approved budget for FY 2010-2011 protects core services in each fund, and staff believes the budget will maintain quality services. As we have done in prior fiscal years, staff sought increased efficiencies wherever possible, and looked at alternative methods and ways of delivering service.

In preparing this budget, staff was mindful that the FY 2011-2012 budget will likely be more challenging than FY 2010-2011, and we look forward to working with the Budget Committee to ensure that we prepare for future issues as well as for the fiscal year.

FY 2010-2011 BUDGET

Staff used assumptions approved by the Budget Committee in February 2010 to prepare the budget. The proposed operating budget is based on the prior year budget amount for each department and fund. In most departments, this means the approved budget is the same as last year's adopted budget.

As discussed by the Budget Committee in February 2010, the approved budget was built with the goal of creating strong links to City Council directed policies. In addition to the financial policies the City has set for the budget, staff made decisions about priorities based on:

- The draft City Council Values sent out for public comment in June 2009. The City Council is currently revising the draft values based on the comments received from the public, and future budgets will rely on the adopted values
- The Budget Criteria adopted by the City Council in 2009 that was used to prioritize programs and activities in the FY 2009-2010 Budget Process.
- The City Council goals for adopted by the Council in February 2010.
- A set of draft outcome-based performance measures. Each Department developed a description of the things they would want to measure to know whether the City's programs and activities are effective in achieving a result in the community. In other words, how do we know whether the programs and activities that we spend on actually make a difference in the community? In some cases, the Department already collects and reports the data for their proposed measures. In others, the data will need to be gathered. Each Department will be prepared to discuss their proposed measures and how their proposed spending plan relates to how they achieve this performance measure.

The approved budget includes a minor reduction in overall staffing from 252.0 FTE to 250.2 FTE. Some Departments reduced staff, including .75 FTE in Electric and .05 in Community Development. Two positions are moved from the Parks Department to Public Works in Fleet to recognize the transfer of the Parks Department's shop to the City. The Public Works Department budget is also reorganized, which resulted in 1.0 reduction.

Some Department budgets show increases or changes in staffing. The Computer Services budget takes one part time position to full time, for an increase of .5 FTE. The Fire Department includes an additional 1.5 FTE, which are paid for by funds received for implementation of the Ashland Forest Resiliency Project. These positions will be limited in duration, and will be phased out when the federal funds are no longer available. Parks & Recreation proposes to convert the facilities manager position to a volunteer coordinator position, which has been a Department goal for several years. Lastly, the approved budget includes creation of Battalion Chief positions in the Fire Department, which was accomplished by shifting existing positions and reducing the Department's overtime budget. In FY 2011, the estimated cost of this change is less than \$5,000.

To meet the budget targets, some departments made reductions in materials and services spending, and the impacts of these changes are identified in each department's budget narrative.

RESOLUTION 2010- 17

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

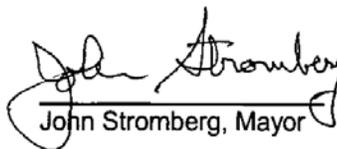
This resolution takes effect upon signing by the Mayor.

This resolution was duly PASSED and ADOPTED this 15 day of June, 2010.

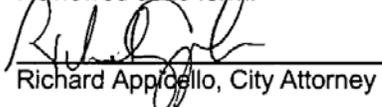


Barbara Christensen, City Recorder

SIGNED AND APPROVED this 16 day of June, 2010.


John Stromberg, Mayor

Reviewed as to form:


Richard Appicello, City Attorney

RESOLUTION 2010-15

A RESOLUTION DECLARING THE CITY'S ELECTION
TO RECEIVE STATE REVENUES

RECITALS:

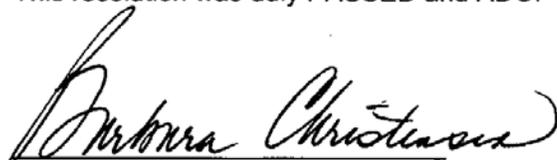
The City must annually adopt a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from tax imposed on the sale of liquor as part of State Revenue Sharing.

THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

Pursuant to ORS 221.770, the City hereby elects to receive state revenues for fiscal year 2010-2011.

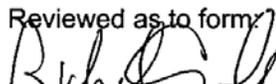
This resolution takes effect upon signing by the Mayor.

This resolution was duly PASSED and ADOPTED this 15 day of June, 2010.


Barbara Christensen, City Recorder

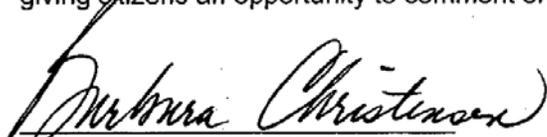
SIGNED AND APPROVED this 16 day of June, 2010.


John Stromberg, Mayor

Reviewed as to form:

Richard Appicelli, 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 13, 2010 and a public hearing before the City Council was held on June 15, 2010, giving citizens an opportunity to comment on use of State Revenue Sharing.


Barbara Christensen, City Recorder

RESOLUTION 2010- 16

RESOLUTION ADOPTING THE ANNUAL BUDGET AND MAKING APPROPRIATIONS

The City of Ashland resolves that the 2010-2011 Fiscal Year Budget, now on file in the office of the City Recorder is adopted. The amounts for the fiscal year beginning July 1, 2010, and for the purposes shown below are hereby appropriated as follows:

SECTION 1:

GENERAL FUND

Administration Department	\$	191,284
Administration Department- Library		365,740
Administration Department- Municipal Court		421,986
Administrative Services - Social Services Grants		120,342
Administrative Services - Economic & Cultural Grants		591,240
Administrative Services - Miscellaneous		45,000
Administrative Services - Band		57,619
Police Department		5,492,235
Fire and Rescue Department		5,256,147
Public Works - Cemetery Division		312,525
Community Development - Planning Division		1,186,027
Community Development - Building Division		649,046
Transfers		500
Contingency		506,541
TOTAL GENERAL FUND		<u>15,196,232</u>

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Personal Services		41,556
Materials and Services		371,560
TOTAL CDBG FUND		<u>413,116</u>

RESERVE FUND

Transfers		-
TOTAL RESERVE FUND		<u>-</u>

STREET FUND

Public Works - Street Operations		4,626,259
Public Works - Storm Water Operations		655,528
Public Works - Transportation SDC's		521,810
Public Works - Storm Water SDC's		95,555
Public Works - Local Improvement Districts		533,938
Transfers		74,000
Debt Service		394,000
Contingency		93,000
TOTAL STREET FUND		<u>6,994,090</u>

AIRPORT FUND

Materials and Services		58,750
Debt Service		43,537
Contingency		5,000
TOTAL AIRPORT FUND		<u>107,287</u>

CAPITAL IMPROVEMENTS FUND

Public Works - Facilities	2,802,752
Administrative Services – Parks Open Space	400,000
Transfers	632,003
Other Financing Uses (Interfund Loans)	208,000
Contingency	50,000
TOTAL CAPITAL IMPROVEMENTS	4,092,755

DEBT SERVICE FUND

Debt Service	2,707,798
TOTAL DEBT SERVICE FUND	2,707,798

WATER FUND

Electric - Conservation Division	173,565
Public Works - Forest Lands Management Division	390,178
Public Works - Water Supply	826,056
Public Works - Water Treatment	1,073,597
Public Works - Water Distribution	2,439,533
Public Works - Reimbursement SDC's	231,000
Public Works - Improvement SDC's	227,500
Public Works - Debt SDC's	124,995
Debt Services	635,867
Contingency	150,000
TOTAL WATER FUND	6,272,291

WASTEWATER FUND

Public Works - Wastewater Collection	1,847,808
Public Works - Wastewater Treatment	2,018,245
Public Works - Reimbursement SDC's	21,250
Public Works - Improvement SDC's	553,500
Debt Service	1,826,554
Contingency	151,000
TOTAL WASTEWATER FUND	6,418,357

ELECTRIC FUND

Electric - Conservation Division	504,421
Electric - Supply	5,585,204
Electric - Distribution	5,608,981
Electric - Transmission	900,000
Debt Service	24,837
Contingency	378,000
TOTAL ELECTRIC FUND	13,001,443

TELECOMMUNICATIONS FUND

IT - Internet	2,088,389
IT - High Speed	377,816
Contingency	50,000
TOTAL TELECOMMUNICATIONS FUND	2,516,205

CENTRAL SERVICES FUND

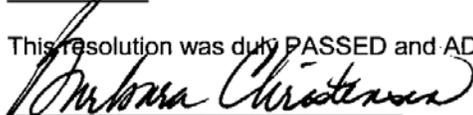
Administration Department	1,309,489
IT - Computer Services Division	1,149,409
Administrative Services Department	1,692,363
City Recorder Division	305,725
Public Works - Administration and Engineering	1,389,984

legal compliance

Contingency	175,500
TOTAL CENTRAL SERVICES FUND	6,022,470
INSURANCE SERVICES FUND	
Personal Services	77,290
Materials and Services	680,803
Contingency	150,000
TOTAL INSURANCE SERVICES FUND	908,093
EQUIPMENT FUND	
Public Works - Maintenance	991,374
Public Works – Purchasing and Acquisition	1,374,500
Contingency	54,000
TOTAL EQUIPMENT FUND	2,419,874
CEMETERY TRUST FUND	
Transfers	20,000
TOTAL CEMETERY TRUST FUND	20,000
PARKS AND RECREATION FUND	
Parks Division	3,417,482
Recreation Division	1,074,672
Golf Division	415,507
Contingency	50,000
TOTAL PARKS AND RECREATION FUND	4,957,661
YOUTH ACTIVITIES LEVY FUND	
Personal Services	-
Materials and Services	42,356
TOTAL YOUTH ACTIVITIES LEVY FUND	42,356
PARKS CAPITAL IMPROVEMENTS FUND	
Capital Outlay	70,000
TOTAL PARKS CAPITAL IMP. FUND	70,000
TOTAL APPROPRIATIONS	\$ 72,160,028

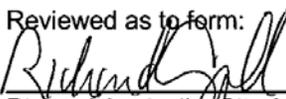
SECTION 2. This resolution takes effect upon signing by the Mayor.

This resolution was duly PASSED and ADOPTED this 15 day of June, 2010.


Barbara Christensen, City Recorder

SIGNED AND APPROVED this 16 day of June, 2010.


John Stromberg, Mayor

Reviewed as to form:

Richard Appicello, City Attorney

RESOLUTION 2010-18

A RESOLUTION REITERATING THE NEED OF A RESERVE FUND AND THE INTENDED SOURCES AND USES OF FUNDS ACCUMULATED THEREIN

RECITALS:

The City must annually adopt a budget that identifies resources, requirements and reserves for the coming year. As part of the budget process the Budget Committee reviews financial policies and provides input on changes in financial condition and the need to use or increase reserves held for general or specific purposes. In FY 2009-2010 a Reserve Fund was established to help prepare for financial constraints.

Initial resources identified were a transfer from the Street Fund equal to the amount of Water and Wastewater franchises paid to that fund in that year. The City represented in the budget process that the funds would be held in reserve until a future, annual budget process in which the Budget Committee approved appropriating some or all of the reserve for use. Other specific resources (revenue streams) and requirements (operational, capital or emergency) were not identified. This resolution is intended to provide clarification on these issues.

THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

SECTION 1:

A. Resources to the Reserve Fund will be identified during the annual budget process and may include the following as approved by the Budget Committee:

1. Specific revenue streams such as taxes, franchises, charges for services, interest charges, etc.
2. During the year Council may elect to:
 - a. Transfer surpluses from another fund when its projected ending fund balances reasonably exceeds the target amount for an acceptable period.
 - b. Commit unanticipated resources ("windfalls") to be deposited to the Reserve Fund when doing so is preferential to other uses.

B. Requirements of the Reserve Fund will be identified during the annual budget process and may include the following as approved by the Budget Committee:

1. Appropriations to fund a capital improvement identified in the coming fiscal year for which sufficient funding sources have not been accumulated.
2. Appropriations to meet a financial obligation in the coming year that an alternative revenue source has not been identified and accepted:

3. Appropriations to fund an important program or project in the coming year that will be repaid by a dedicated revenue stream in the subsequent year(s).

C. The unappropriated ending fund balance of the Reserve Fund identified in the budget process is restricted from use. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency (ORS 294.371).

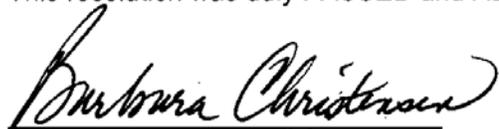
SECTION 2:

All references to an annual process for identifying resources and requirements will change to a two-year cycle if the City transitions to a biennial budget.

SECTION 3:

This resolution takes effect upon signing by the Mayor.

This resolution was duly PASSED and ADOPTED this 15 day of June, 2010



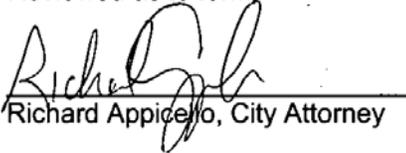
Barbara Christensen, City Recorder

SIGNED AND APPROVED this 16 day of June, 2010.



John Stromberg, Mayor

Reviewed as to form:



Richard Appice, City Attorney



legal compliance

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

**FORM LB-50
2010-2011**

To assessor of Jackson County

Check here if this is an amended form.

- Be sure to read instructions in the 2010-2011 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	<u>6/17/09</u> Date
<u>Darlow L. Tuneberg</u> Contact Person	<u>Admin Srvc/Finance Director</u> Title	<u>(541)488-5300</u> Daytime Telephone	<u>tuneberl@ashland.or.us</u> Contact Person E-Mail	

CERTIFICATION - Check one box.

- The tax rate of levy amounts certified in Part I are within the tax rate of levy amounts approved by the budget committee.
- The tax rate of levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.435.

PART I: TOTAL PROPERTY TAX LEVY

		Subject to General Government Limits Rate -or- Dollar Amount			
1. Rate/Amount levied (within permanent rate limit)	1	4.2133			
2. Local option operating tax	2	0.1921			
3. Local option capital project tax	3				
4. Levy for "Gap Bonds"	4				
5. Levy for Pension and disability obligations	5				
6a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001	6a				410,805
6b. Levy for bonded indebtedness from bonds approved by voters after October 6, 2001	6b				
6c. Total levy for bonded indebtedness not subject to Measure 5 of Measure 50 (total of 6a + 6b)	6c				410,805

PART II: RATE LIMIT CERTIFICATION

7. Permanent rate limit in dollars and cents per \$1,000	7	4.2865
8. Date received voter approval for rate limit if new district	8	
9. Estimated permanent rate limit for newly merged/consolidated district	9	

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	Total tax amount -or- rate authorized per year by voters
Ashland Library Levy	September 19, 2007	2008	2012	0.19

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES

Description	Subject to General Gov't. Limitations	Excluded from M5 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. 3020

AN ORDINANCE LEVYING TAXES FOR THE PERIOD OF JULY 1, 2010 TO AND INCLUDING JUNE 30, 2011, SUCH TAXES IN THE SUM OF \$9,470,164 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 \$4.2133 per thousand an amount estimated to be \$8,664,360, voter authorized Local Option in the rate of \$.1921 per thousand an amount estimated to be \$394,999 as well as \$410,805 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, 2010, 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	\$ 4,000,726			1.9455
General Fund - Technology Fee	360,000			0.1750
Parks and Recreation Fund	4,303,634			2.0928
Ashland Library Levy		394,999		0.1921
2005 GO Bonds			410,805	
	\$ 8,664,360	\$ 394,999	\$ 410,805	

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the 15 day of June, 2010 and duly PASSED and ADOPTED this 29 day of June, 2010.



Barbara M. Christensen, City Recorder

SIGNED and APPROVED this 30 day of June, 2010.


John Stromberg, Mayor

Reviewed as to form:


Richard Appicello, 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.