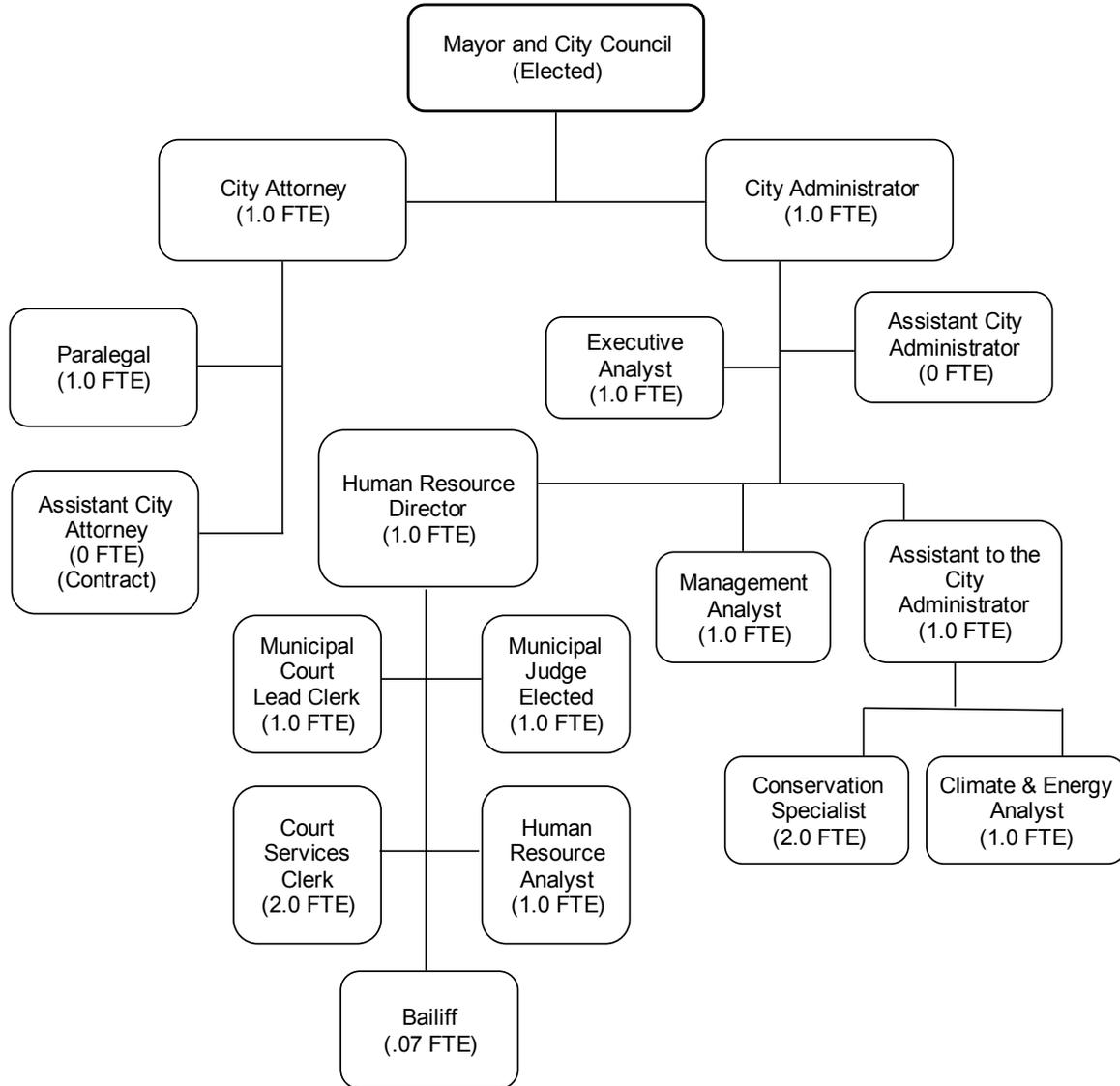


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ADMINISTRATION DEPARTMENT

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DEPARTMENT OVERVIEW

The Administration Department provides the policy and communication link with the citizens of Ashland and the employees of the City who serve those citizens. The department consists of six divisions: Mayor and Council, Administration, Human Resources, Legal, Municipal Court and Energy Conservation.

Among the services provided by the Administration Department are:

- Leadership on and development of City policy
- Guidance and direction to all departments on work plans, employee development and customer service
- Economic development
- Human resources
- Legal counsel
- Communications and public outreach
- Judicial process for local traffic and municipal code violations
- Energy conservation

Significant Issues, Changes, Highlights

The Department's most significant issues continue to revolve around the fiscal integrity of the City government and supporting the work of our employees in delivering the day-to-day services.

ADMINISTRATION DEPARTMENT

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total By Category							
Personal Services	\$1,297,652	\$ 3,667,198	\$ 3,846,490	\$ 3,765,032	\$ 3,937,488	\$ 3,937,488	\$ 4,107,488
Materials and Services	1,111,534	11,866,911	14,856,283	14,100,336	16,662,108	16,612,108	16,662,108
Debt Service	-	47,771	46,688	46,687	45,602	45,602	45,602
	\$2,409,186	\$15,581,880	\$18,749,461	\$ 17,912,054	\$ 20,645,198	\$ 20,595,198	\$ 20,815,198
Department Total by Fund							
General Fund	\$1,120,441	\$ 1,857,935	\$ 4,037,923	\$ 3,238,647	\$ 3,950,245	\$ 3,900,245	\$ 3,950,245
Electric Fund - Conservation	-	1,434,991	1,466,718	1,388,003	1,532,492	1,532,492	1,532,492
Water Fund - Conservation	-	442,021	-	-	-	-	-
Health Benefit Fund	-	9,049,715	9,830,000	9,827,796	11,557,301	11,557,301	11,557,301
Central Services Fund	1,288,745	2,797,218	3,414,820	3,457,607	3,605,160	3,605,160	3,775,160
	\$2,409,186	\$15,581,880	\$18,749,461	\$ 17,912,054	\$ 20,645,198	\$ 20,595,198	\$ 20,815,198

For fiscal year 2012-13 both of the Conservation Divisions were included in the Electric Department.

For the 2013-15 biennium, both of the Conservation Divisions were included in the Administration Department.

For the 2015-17 biennium, the Water Conservation Division is included in the Public Works Department.

For the 2015-17 biennium, the Electric Conservation Division is included in the Administration Department.

For the 2013-15 biennium, the Health Benefits expenditures were included in the Administrative Services Department.

For the 2015-17 biennium, the Health Benefits expenditures are included in the Administration Department.

Administration Department – Mayor and Council

MAYOR AND COUNCIL

The Mayor and City Council are elected by the citizens of Ashland and are responsible for setting policy, establishing city-wide goals and objectives, providing a link to City government for citizens and businesses, meeting with and (as necessary) lobbying other government agencies and business groups, and supervising the City Administrator and City Attorney. The Council holds regular meetings and study sessions each month to conduct the business of the City and to hear from Ashland citizens. The Mayor and Council also appoint and serve as liaisons to the many City commissions that advise the Council on policy matters and as liaisons to local and regional organizations.

Significant Issues, Changes, Highlights

- 10 by 20 ordinance
- Climate and Energy Action Plan implementation
- Downtown behavior
- Homelessness
- Evaluation of opportunities in the Transit Triangle area
- Evaluation of opportunities to improve the efficiency of Commissions/Committees/Boards
- Evaluation of Downtown Parking Plan
- Affordable and work force housing
- Appointment of a permanent City Administrator
- City Hall replacement, upgrades, new location

Performance Measures

The degree of citizen participation on City boards, commissions and committees in Ashland government is unique among Oregon cities. Supporting these groups requires a major commitment of City resources.

Measure	2014		2015		2016	
	Meetings	Staff Hours	Meetings	Staff Hours	Meetings	Staff Hours
Boards and Commissions	179	2,148	202	2,424	189	2,268
Ad hoc & special committees	48	816	35	595	36	612
Total	227	2,964	237	3,019	225	2,880
The equivalent of 1 staff member working 40 hours/week for	74 weeks		75 weeks		72 weeks	

Administration Department – Mayor and Council

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
MAYOR AND COUNCIL DIVISION

<u>Description</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>BN 2013-15</u> <u>Actual</u>	<u>BN 2015-17</u> <u>Amended</u>	<u>BN 2015-17</u> <u>Estimate</u>	<u>BN 2017-19</u> <u>Proposed</u>	<u>BN 2017-19</u> <u>Approved</u>	<u>BN 2017-19</u> <u>Adopted</u>
Personal Services							
510 Salaries and Wages	\$ 2,542	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
520 Fringe Benefits	59,311	165,966	223,520	166,134	211,882	211,882	211,882
Total Personal Services	61,853	171,166	228,720	171,334	217,082	217,082	217,082
Materials and Services							
601 Supplies	1,006	2,886	6,000	11,776	9,600	9,604	9,604
603 Communications	1,735	898	1,000	1,075	920	920	920
604 Contractual Services	5,010	7,964	5,400	5,341	20,000	20,000	20,000
605 Misc. Charges and Fees	100	200	206	206	207	207	207
606 Other Purchased Services	32,693	65,653	81,000	60,780	79,680	79,680	79,680
608 Commissions	2,373	6,587	9,400	8,744	11,100	11,100	11,100
Total Materials and Services	42,917	84,188	103,006	87,922	121,511	121,511	121,511
	\$ 104,770	\$ 255,354	\$ 331,726	\$ 259,256	\$ 338,593	\$ 338,593	\$ 338,593

Administration Department – Administration Division

ADMINISTRATION DIVISION

The Administration Division provides general oversight and management of the City organization consistent with both internal policies and policies of the City Council. The Administration Division prepares the Council agendas, manages the City’s website, handles a number of special projects, tracks state and federal legislative activities, prepares and distributes a variety of communication pieces, manages the City’s economic development programs and the Energy Conservation Division. In addition, Administration provides staff support for the Public Art Commission, the Conservation Commission and other ad hoc committees as needed. It provides leadership, coordination, and management for the City organization to ensure effective community services.

Significant Issues, Changes, Highlights

- Develop a concept for the railroad property development in advance of the property being sold
- Implement the Climate and Energy Action Plan
- Continue to work on Croman Master Plan development opportunities
- Oversee the installation of two public art pieces

Performance Measures

Measure	2012/13	2014/15	2015/17	2017/19 Target
Measure #1	78% of citizens rate public information as excellent or good	77% of citizens rate public information as excellent or good	76% of citizens rate public information as excellent or good	Meet or exceed 76%
Measure #2	59% of citizens rate the City website as their source of information about the City	85% of citizens rate the City website as their source of information about the City	86% of citizens rate the City website as their source of information about the City	Meet or exceed 86%

**CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Personal Services							
510 Salaries and Wages	\$ 315,535	\$ 648,871	\$ 779,820	\$ 810,187	\$ 716,246	\$ 716,246	\$ 886,246
520 Fringe Benefits	136,705	312,302	328,050	374,080	396,269	396,269	396,269
Total Personal Services	452,240	961,173	1,107,870	1,184,267	1,112,515	1,112,515	1,282,515
Materials and Services							
601 Supplies	12,543	24,418	31,212	24,578	25,200	25,200	25,200
602 Rental, Repair, Maintenance	5,231	6,853	9,590	8,999	14,600	14,600	14,600
603 Communications	3,661	6,264	9,634	8,314	10,000	10,000	10,000
604 Contractual Services	45,473	53,910	164,920	292,304	80,000	80,000	80,000
605 Misc. Charges and Fees	12,500	25,000	27,430	27,430	27,430	27,430	27,430
606 Other Purchased Services	6,420	16,929	25,300	16,439	33,140	33,140	33,140
608 Commissions	115	2,785	1,510	4,884	5,800	5,800	5,800
610 Programs	12,882	26,948	27,722	28,241	29,130	29,130	29,130
Total Materials and Services	98,825	163,107	297,318	411,189	225,300	225,300	225,300
	\$ 551,065	\$ 1,124,280	\$ 1,405,188	\$ 1,595,456	\$ 1,337,815	\$ 1,337,815	\$ 1,507,815

Administration Department – Administration Division

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
Economic Development Program

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 313	\$ 41,444	\$ 60,850	\$ 59,862	\$ 69,750	\$ 69,750	\$ 69,750
520 Fringe Benefits	37	21,441	33,270	32,858	42,527	42,527	42,527
Total Personal Services	350	62,885	94,120	92,721	112,277	112,277	112,277
Materials and Services							
601 Supplies	-	3,657	400	233	1,000	1,000	1,000
603 Communications	-	596	1,360	960	1,000	1,000	1,000
604 Contractual Services	237,768	122,945	235,000	155,576	210,203	160,203	160,203
605 Misc. Charges and Fees	2,300	4,660	5,076	5,002	5,220	5,220	5,220
606 Other Purchased Services	100	15,986	18,700	15,711	30,300	30,300	30,300
Total Materials and Services	240,168	147,844	260,536	177,483	247,723	197,723	197,723
	\$ 240,518	\$ 210,729	\$ 354,656	\$ 270,203	\$ 360,000	\$ 310,000	\$ 310,000

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
Public Arts Program

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Materials and Services							
604 Contractual Services	\$ 12,410	\$ 20,541	\$ 171,000	\$ 64,520	\$ 120,000	\$ 120,000	\$ 170,000
Total Materials and Services	\$ 12,410	\$ 20,541	\$ 171,000	\$ 64,520	\$ 120,000	\$ 120,000	\$ 170,000

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
RVTV Program

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Materials and Services							
604 Contractual Services	\$ 53,697	\$ 126,618	\$ 119,983	\$ 118,260	\$ 123,580	\$ 123,580	\$ 123,580
Total Materials and Services	\$ 53,697	\$ 126,618	\$ 119,983	\$ 118,260	\$ 123,580	\$ 123,580	\$ 123,580

Administration Department – Administration Division

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
Tourism Program

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Materials and Services							
604 Contractual Services	\$ -	\$ 47,467	\$ 315,901	\$ 70,441	\$ 511,270	\$ 511,270	\$ 511,270
Total Materials and Services	\$ -	\$ 47,467	\$ 315,901	\$ 70,441	\$ 511,270	\$ 511,270	\$ 511,270

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
Parking Program

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Materials and Services							
604 Contractual Services	\$ -	\$ -	\$ -	-	\$ 290,000	\$ 290,000	\$ 290,000
Total Materials and Services	\$ -	\$ -	\$ -	-	\$ 290,000	\$ 290,000	\$ 290,000

GENERAL FUND
ADMINISTRATION DEPARTMENT
ADMINISTRATION DIVISION
Library Program

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Materials and Services							
604 Contractual Services	\$ 376,759	\$ 487,988	\$ 56,587	\$ 56,587	\$ -	\$ -	\$ -
Total Materials and Services	\$ 376,759	\$ 487,988	\$ 56,587	\$ 56,587	\$ -	\$ -	\$ -



Administration Department – Human Resource Division

HUMAN RESOURCE DIVISION

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. Employee recruitment is one of the most important and time consuming administrative tasks for Human Resources due to the high volume of retirements.

Significant Issues, Changes, Highlights

- Recruitments for at least three executive management positions
- Continued high turnover due to retirements and changes in PERS
- Health Care Insurance renewal and implementation of benefit changes proposed by the Employee Health Benefits Advisory Committee
- Negotiate successor labor agreements with City collective bargaining units: IBEW Electrical union in 2017, Police Association in 2018, Fire Fighter’s Association in 2018, and Laborers’ Union 2019
- Management/Supervisory Training

Performance Measures

Measure	2013	2014	2015	2016	2017/19 Target
Annual Performance Evaluations	71% of employees receive an annual performance evaluation	89% of employees receive an annual performance evaluation	90% of employees receive an annual performance evaluation	90% of employees receive an annual performance evaluation	Meet or exceed 90%; Implement Guardian Tracking Performance Management software
Non-seasonal employee turnover	7.2% non-seasonal employee turnover	7.2% non-seasonal employee turnover	6.8% non-seasonal employee turnover	10% non-seasonal employee turnover	Reduce employee turnover rate from prior year.
Number of OR-OSHA recordable work related injuries.	26 OR-OSHA recordable work-related injuries	14 OR-OSHA recordable work-related injuries	17 OR-OSHA recordable work-related injuries	14 OR-OSHA recordable work-related injuries	Goal is always zero injuries or reduction from the prior year

Administration Department – Human Resource Division

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

<u>Description</u>	<u>FY 2012-13 Actual</u>	<u>BN 2013-15 Actual</u>	<u>BN 2015-17 Amended</u>	<u>BN 2015-17 Estimate</u>	<u>BN 2017-19 Proposed</u>	<u>BN 2017-19 Approved</u>	<u>BN 2017-19 Adopted</u>
Personal Services							
510 Salaries and Wages	\$ 137,651	\$ 313,075	\$ 341,710	\$ 339,695	\$ 379,720	\$ 379,720	\$ 379,720
520 Fringe Benefits	65,816	166,932	180,700	181,762	224,858	224,858	224,858
Total Personal Services	203,467	480,007	522,410	521,457	604,578	604,578	604,578
Materials and Services							
601 Supplies	8,313	5,083	20,600	10,351	20,600	20,600	20,600
603 Communications	799	1,612	1,000	1,290	1,000	1,000	1,000
604 Contractual Services	35,792	79,949	105,000	140,823	180,000	180,000	180,000
605 Miscellaneous Charges and Fee	8,923	24,086	30,488	30,481	30,488	30,488	30,488
606 Other Purchased Services	10,804	21,408	37,400	24,986	65,940	65,940	65,940
610 Programs	-	-	-	-	-	-	-
Total Materials and Services	64,631	132,138	194,488	207,932	298,028	298,028	298,028
	\$ 268,098	\$ 612,145	\$ 716,898	\$ 729,389	\$ 902,606	\$ 902,606	\$ 902,606

**HEALTH BENEFITS FUND
ADMINISTRATION DEPARTMENT
HUMAN RESOURCES DIVISION**

<u>Description</u>	<u>FY 2012-13 Actual</u>	<u>BN 2013-15 Actual</u>	<u>BN 2015-17 Amended</u>	<u>BN 2015-17 Estimate</u>	<u>BN 2017-19 Proposed</u>	<u>BN 2017-19 Approved</u>	<u>BN 2017-19 Adopted</u>
Fund# 725							
Division Expenditures and Appropriations By Category							
Materials and Services							
604 Contractual Services	\$ -	\$ 853,258	\$ 1,500,000	\$ 354,203	\$ 557,976	\$ 557,976	\$ 557,976
607 Premiums, Claims & Judgments	-	8,196,457	8,310,000	9,473,593	10,979,325	10,979,325	10,979,325
610 Programs	-	-	20,000	-	20,000	20,000	20,000
Total Materials and Services	\$ -	\$ 9,049,715	\$ 9,830,000	\$ 9,827,796	\$ 11,557,301	\$ 11,557,301	\$ 11,557,301

Administration Department – Municipal Court Division

MUNICIPAL COURT DIVISION

The Municipal Court Division provides Ashland with a unique opportunity to have their cases heard by a local judge elected by the citizens. The 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).

Significant Issues, Changes, Highlights

The Court was granted approval to use funds that were budgeted last biennium for a half-time clerk to instead purchase a municipal court software module called, “The Paperless Court.” The software has improved efficiency and has eliminated the need for a half-time clerk.

The Municipal Court continues to experience a decline in revenue. The reasons for decreased revenue are multi-faceted and complex, including: many defendants are unable to pay the fines and fees assessed, even if they are sent to collections; the legalization of marijuana in Oregon; lack of mental health resources in the area; and legislative changes which have reduced the share of fines and fees retained locally by the City and increased the share of fines and fees passed on to the State and County. Additionally, staffing within the Ashland Police Department has a direct impact on Court revenues. When the Police Department is over-taxed with cases, or has fewer officers on patrol, less time is available for discretionary citations such as traffic stops or other violations. Workload for the Court has not decreased, more defendants are requesting trials, and we’ve seen an increased load on staff due to the number of mentally-ill defendants requiring additional time and resources despite their inability to pay.

Municipal Court Statistics

Workload	2013	2014	2015	2016
Cases Filed	2,966	3,944	3,441	2,817
Warrants Issued	458	357	409	427
Trials Scheduled	227	260	126	112
Diversions Completed	1,416	1,250	862	539
Diversions Revoked	123	100	107	60
Cases Completed	4,402	4,300	3,740	2,817
Fines/Fees Paid	\$514,343	\$456,722	\$447,640	\$357,438

Administration Department – Municipal Court Division

GENERAL FUND
ADMINISTRATION DEPARTMENT
MUNICIPAL COURT DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Personal Services							
510 Salaries and Wages	\$ 219,418	\$ 460,978	\$ 490,890	\$ 438,752	\$ 379,140	\$ 379,140	\$ 379,140
520 Fringe Benefits	116,879	287,528	332,010	277,224	312,538	312,538	312,538
Total Personal Services	336,297	748,506	822,900	715,976	691,680	691,680	691,680
Materials and Services							
601 Supplies	3,352	5,398	10,100	9,141	10,100	10,100	10,100
602 Rental, Repair, Maintenance	6,116	13,108	9,600	12,322	9,600	9,600	9,600
603 Communications	289	2,281	160	1,881	1,000	1,000	1,000
604 Contractual Services	6,160	18,988	26,000	18,061	25,000	25,000	25,000
605 Misc. Charges and Fees	83,235	169,792	176,970	152,575	194,112	194,112	194,112
606 Other Purchased Services	1,608	6,519	11,100	8,264	12,600	12,600	12,600
Total Materials and Services	100,760	216,086	233,930	202,246	252,415	252,415	252,415
	\$ 437,057	\$ 964,592	\$ 1,056,830	\$ 918,222	\$ 944,095	\$ 944,095	\$ 944,095

Administration Department – Legal Division

LEGAL DIVISION

The Legal Division (City Attorney's Office) helps the City achieve its goals by providing sound, timely and economical legal advice and representation to the City's elected officers, departments, employees, boards and commissions, including the Ashland Parks and Recreation Commission. The Legal Division prepares ordinances, resolutions, contracts and other legal documents and assists in property transactions, employee grievances and disciplinary actions, union negotiations, and land use matters. The Legal Division is largely reactive in that its work is dictated primarily by initiatives from other departments, the City Council, the Ashland Parks and Recreation Commission, or third parties.

Significant Issues, Changes, Highlights

In the current 2015-17 biennium, the Legal Division consists of one full-time city attorney, one full-time paralegal and one contracted private attorney to serve as assistant city attorney approximately three days per week.

While the current arrangement has served the City relatively well, a steadily increasing workload now requires a full-time assistant city attorney. This adjustment would replicate the staffing arrangement in effect prior to 2011 and does not require additional funding as the budget has retained the assistant city attorney position and the funding for it over the years. The Personal Services funding for the full-time assistant city attorney position (\$120,000 per year over the last six years) was transferred into Professional Services and used for contract services to retain the private attorney to handle prosecutions, approvals of public contracts, and miscellaneous other legal matters. In addition, the Legal Division budget over the last six years has included \$30,000 per year for contracting with outside counsel for specialized legal services when needed.

Hiring a full-time assistant city attorney would take some time and require a transition period involving both the current contracted attorney and the new staff attorney. This change will require some flexibility in the budgeted Professional Services and Personal Services accounts for a period of time in the first year of the biennium.

Legal Division Objectives:

- Legal advice and advocacy on behalf of the City and the Parks and Recreation Commission are accurate, timely, and unaffected by politics or personal views
- City operations and activities meet all legal requirements and the potential legal consequences of prospective decisions are identified in advance
- Alternatives for resolving potential legal disputes are given early consideration
- Prosecution of code violations (when defendants have legal counsel) and misdemeanors in Municipal and Circuit Courts is accomplished efficiently and equitably
- Public contracting procedures are consistently followed by all departments
- The Municipal Code reflects Council intentions within the boundaries of state and federal law

Administration Department – Legal Division

CENTRAL SERVICE FUND
ADMINISTRATION DEPARTMENT
LEGAL DIVISION

<u>Description</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>BN 2013-15</u> <u>Actual</u>	<u>BN 2015-17</u> <u>Amended</u>	<u>BN 2015-17</u> <u>Estimate</u>	<u>BN 2017-19</u> <u>Proposed</u>	<u>BN 2017-19</u> <u>Approved</u>	<u>BN 2017-19</u> <u>Adopted</u>
Personal Services							
510 Salaries and Wages	\$ 170,056	\$ 369,768	\$ 394,320	\$ 394,433	\$ 414,780	\$ 414,780	\$ 414,780
520 Fringe Benefits	73,389	181,265	199,210	196,424	240,136	240,136	240,136
Total Personal Services	243,445	551,033	593,530	590,857	654,916	654,916	654,916
Materials and Services							
601 Supplies	11,342	14,160	17,450	14,697	16,050	16,050	16,050
602 Rental, Repair, Maintenance	1,697	3,394	4,800	3,548	4,520	4,520	4,520
603 Communications	619	1,892	2,050	1,910	3,980	3,980	3,980
604 Contractual Services	91,514	200,272	300,000	224,938	300,000	300,000	300,000
605 Misc. Charges and Fees	12,400	24,800	27,228	27,228	27,228	27,228	27,228
606 Other Purchased Services	3,795	9,888	15,950	10,327	19,450	19,450	19,450
Total Materials and Services	121,367	254,406	367,478	282,649	371,230	371,230	371,230
	\$ 364,812	\$ 805,439	\$ 961,008	\$ 873,506	\$ 1,026,146	\$ 1,026,146	\$ 1,026,146

Administration Department – Energy Conservation Division

ENERGY CONSERVATION DIVISION

The Energy Conservation Division operates residential and commercial energy efficiency and conservation information and incentive programs, as well as new residential green construction certification. Additionally, the Division offers and manages a solar renewable energy generation program that provides solar system installation incentives and net metering opportunities for local residents and businesses.

Significant Issues, Changes, Highlights

- Develop solutions to meet requirements of the 10 by 20 ordinance (in collaboration with Electric Department)
- Enhance energy efficiency and conservation programs to support implementation of the Climate and Energy Action Plan
- Expand tools and solutions to support further expansion of local solar installations (residential, commercial, community, co-op, etc.)

Performance Measures

Measure	2014	2015	2017-19 Target
Carbon Emission Reduction (per capita)	16.7	16.6	14.0
Solar Electric Generation	Program cost per kwh generated of \$0.95 or less	Program cost per kwh generated of \$0.75 or less	Program cost per kwh generated of \$0.70 or less

ELECTRIC FUND ADMINISTRATION DEPARTMENT CONSERVATION DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 690							
Personal Services							
510 Salaries and Wages	\$ 114,089	\$ 279,511	\$ 298,990	\$ 307,688	\$ 323,220	\$ 323,220	\$ 323,220
520 Fringe Benefits	68,939	160,654	177,950	180,732	221,220	221,220	221,220
Total Personal Services	183,028	440,165	476,940	488,419	544,440	544,440	544,440
Materials and Services							
601 Supplies	1,925	11,737	10,300	7,382	7,100	7,100	7,100
602 Rental, Repair, Maintenance	7,316	15,450	14,580	14,406	900	900	900
603 Communications	815	927	3,320	1,677	-	-	-
604 Contractual Services	125	-	10,000	6,000	10,000	10,000	10,000
605 Misc. Charges and Fees	53,070	107,860	115,810	90,500	135,050	135,050	135,050
606 Other Purchased Services	7,111	15,926	16,080	15,595	25,400	25,400	25,400
608 Commissions	2,820	2,795	3,000	832	4,000	4,000	4,000
610 Programs	213,335	792,360	770,000	716,506	760,000	760,000	760,000
Total Materials and Services	286,517	947,055	943,090	852,897	942,450	942,450	942,450
Debt Service							
801 Debt Service - Principal	21,714	43,428	43,430	44,244	43,430	43,430	43,430
802 Debt Service - Interest	2,579	4,343	3,258	2,443	2,172	2,172	2,172
Total Debt Service	24,293	47,771	46,688	46,688	45,602	45,602	45,602
	\$ 493,838	\$ 1,434,991	\$ 1,466,718	\$ 1,388,004	\$ 1,532,492	\$ 1,532,492	\$ 1,532,492

Administration Department – Economic and Cultural Services Division

ECONOMIC AND CULTURAL SERVICES DIVISION

The collection and distribution of the local lodging tax (Transient Occupancy Tax or TOT) revenues have historically been utilized to support and promote the tourism component of the local economy. The support and promotion allocation has remained generally consistent over time, with some variation on the percentage of the TOT funds between City program funding needs and local tourism and economic development partner organizations.

Primary objectives for the utilization of this visitor generated revenue include:

- Continued growth and diversification of the tourism sector of the local economy to benefit local businesses in tourism and related business sectors.
- Ongoing contribution to the City’s General Fund to support and enhance the City services needed to provide a quality visitor environment, including Police, Fire and other core services impacted by the nearly 300,000 annual visitors to Ashland.
- Leveraging tourism funding to provide broad local economic development support beyond the tourism sector to ensure a diverse and sustainable local economy.

The funds are allocated by resolution of Council and include direct allocations to the Ashland Visitors and Convention Bureau and the Oregon Shakespeare Festival as well as funding a local competitive grant process for community non-profit organizations in the categories of economic development, cultural development, tourism or sustainability. Funding is also allocated for the City’s Economic Development Program and for Public Art.

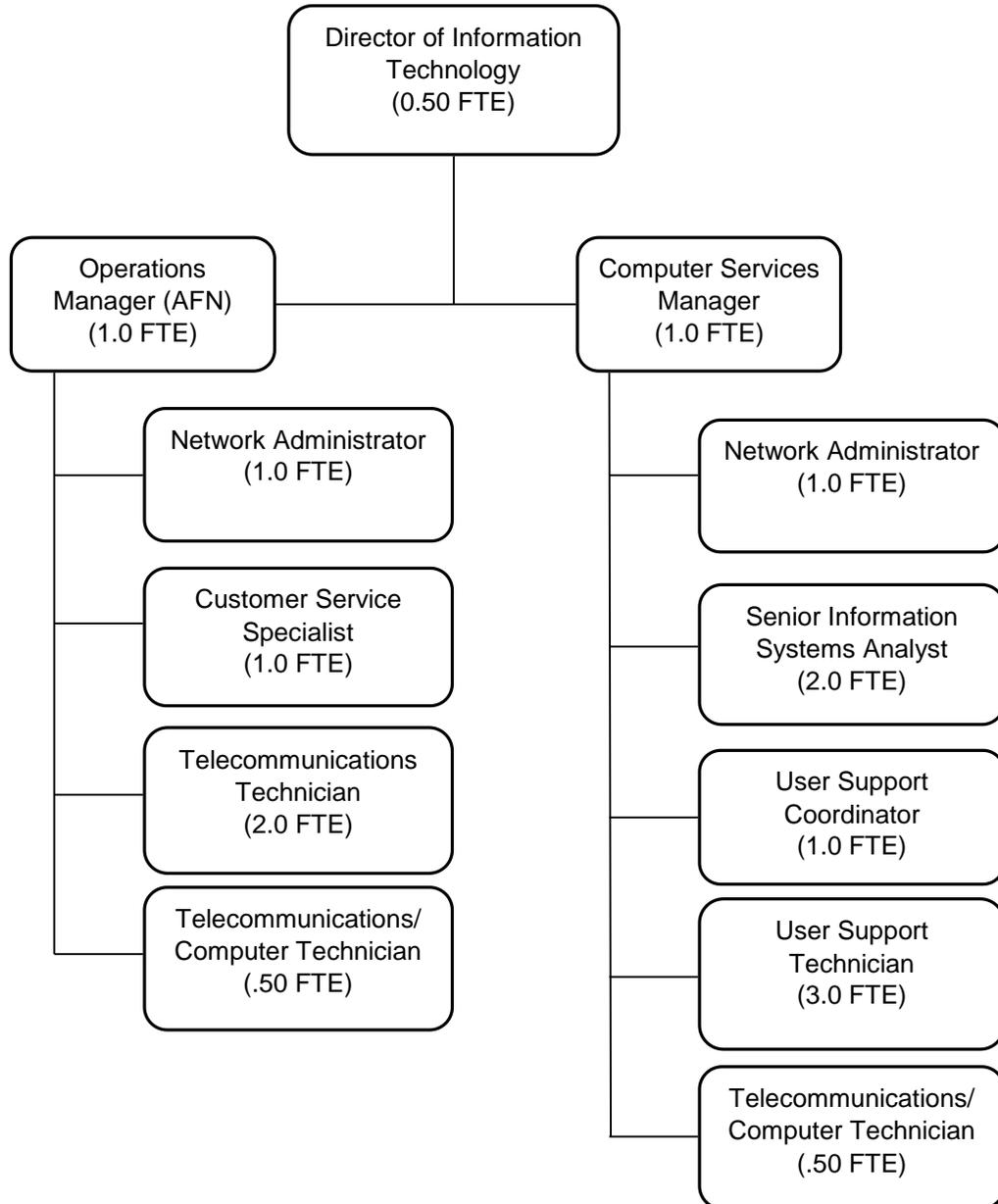
	GENERAL FUND ADMINISTRATION DEPARTMENT ECONOMIC AND CULTURAL SERVICES DIVISION						
<u>Description</u>	<u>FY 2012-13 Actual</u>	<u>BN 2013-15 Actual</u>	<u>BN 2015-17 Amended</u>	<u>BN 2015-17 Estimate</u>	<u>BN 2017-19 Proposed</u>	<u>BN 2017-19 Approved</u>	<u>BN 2017-19 Adopted</u>
Fund# 110							
Materials and Services							
609 Grants	\$ 623,419	\$ 1,304,744	\$ 1,695,033	\$ 1,476,022	\$ 1,601,300	\$ 1,601,300	\$ 1,601,300
Total Materials and Services	\$ 623,419	\$ 1,304,744	\$ 1,695,033	\$ 1,476,022	\$ 1,601,300	\$ 1,601,300	\$ 1,601,300

Economic and Cultural Services Division resided in the Administrative Services Department in 2013 and BN 2013-15.

Those expenses are included in the Administrative Services Summary for 2013 and BN 2013-15.

Information Technology Department

14.50 FTE



DEPARTMENT OVERVIEW

The Information Technology (IT) Department consists of two divisions: Information Systems and Telecommunications.

The Information Systems (IS) Division identifies and delivers solutions which enhance the capabilities, facilitate the efficiency, and support the decision-making process of city government. Information Systems Division provides a wide range of technology services including systems hardware, software, telephony, systems analysis/design, IT project management, data/information security, and end-user helpdesk support.

The Telecommunications Division is known externally as Ashland Fiber Network (AFN). AFN provides high performance, reliable and cost competitive telecommunication services to the City and citizens of Ashland. The Telecommunications Division is responsible for all the operational activities of AFN. AFN works in partnership with local Internet Service Providers (ISP) to offer a wide selection of value added services to the community.

TELECOMMUNICATIONS FUND INFORMATION TECHNOLOGY DEPARTMENT							
Description	FY 2012-13	BN 2013-15	BN 2015-17	BN 2015-17	FY 2017-18	BN 2017-19	BN 2017-19
	Actual	Actual	Amended	Estimate	Proposed	Approved	Adopted
Department Total By Category							
Personal Services	\$ 1,284,252	\$ 3,072,534	\$ 3,265,740	\$ 3,210,582	\$ 1,739,866	\$ 3,547,482	\$ 3,547,482
Materials and Services	1,414,329	3,143,730	3,482,132	3,256,624	1,684,973	3,387,388	3,387,388
Capital Outlay	107,676	359,644	599,500	679,225	97,500	192,500	192,500
	\$ 2,806,257	\$ 6,575,908	\$ 7,347,372	\$ 7,146,432	\$ 3,522,339	\$ 7,127,370	\$ 7,127,370
Department Total by Fund							
Telecommunications Fund	\$ 1,910,249	\$ 4,179,137	\$ 4,439,734	\$ 4,374,173	\$ 2,145,163	\$ 4,316,095	\$ 4,316,095
Central Services	896,008	2,396,771	2,907,638	2,772,259	1,377,176	2,811,275	2,811,275
	\$ 2,806,257	\$ 6,575,908	\$ 7,347,372	\$ 7,146,432	\$ 3,522,339	\$ 7,127,370	\$ 7,127,370

Information Technology Department – Information Systems Division

INFORMATION SYSTEMS DIVISION

Information Systems Division, or IS, employs 8.5 FTE who are responsible for network infrastructure, systems analysis, personal productivity/communications systems, technical support and systems administration.

The IS Division is responsible for network design, installation, and support. The IS Division has primary responsibility for network communications throughout the City, including: fiber optic links between City sites, network wiring, wireless networking, internet access, and mobile data networks for safety personnel and first-responders. In addition, the Division supports and maintains the City's email, telephone, and voicemail systems.

The IS Division includes the City's IT Help Desk. The IT Help Desk provides remote and onsite technical support for a range of applications and technologies. The IS Division supports the entire information lifecycle, from requirements definition to systems design, through information creation/collection/sharing, communications, data security/recovery, and replacement/maintenance.

IS administers and maintains the City's business systems, database applications, data center operations, information security operations, and disaster recovery preparedness. The Department is responsible for technology and security policy development, establishing organizational technology standards, central coordination of IT procurement, technology inventory. The Department works with other departments on the deployment of new services. In addition, IS provides limited back up customer service and technical support for Ashland Fiber Network (AFN).

Significant Issues, Changes, Highlights

Issues:

Age and capabilities of existing phone system. Due to the age of the existing City telephone system, it is increasingly difficult – and may soon be impossible – to obtain replacement parts and service. There is a substantial risk of failure of the City's primary voice communication system. (As a required stop-gap measure, the associated failed voicemail system was replaced two years ago, in BN2015-17.) Solution: Replace City phone system. A new City telephone system will provide modern, advanced functionality, integrate with current software, and provide features that allow more efficient communications with employees and citizens.

Highlights:

- Replacement of outdated and failing phone system
- Continue deployment of additional personal productivity services available through Microsoft Office 365
- Completion of years-long migration of critical City data from outdated, standalone file servers to redundant virtual servers
- Reducing data center complexity and power consumption through continued consolidation of network servers

Information Technology Department – Information Systems Division

Performance Measures

Measure	BN 2013-15	BN 2015-17	BN 2017-19 Target
Number of IT Service Requests Closed	5,805	6,281	6,350
Network Availability Excluding Planned Maintenance	99.94%	99.98%	99.99%
Server/Application Availability, Excluding Planned Maintenance	99.92%	99.95%	99.99%
Analyst Projects Completed	62	78	85

**CENTRAL SERVICE FUND
INFORMATION TECHNOLOGY DEPARTMENT
INFORMATION SERVICES DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	FY 2017-18 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 710							
Personal Services							
510 Salaries and Wages	\$ 479,679	\$ 1,142,721	\$ 1,231,980	\$ 1,223,184	\$ 631,020	\$ 1,280,580	\$ 1,280,580
520 Fringe Benefits	228,798	630,478	690,530	687,730	397,446	818,327	818,327
Total Personal Services	708,477	1,773,199	1,922,510	1,910,913	1,028,466	2,098,907	2,098,907
Materials and Services							
601 Supplies	4,412	26,712	35,900	29,191	16,950	33,900	33,900
602 Rental, Repair, Maintenance	66,208	129,240	133,300	134,512	66,300	132,600	132,600
603 Communications	35,694	207,597	264,700	181,723	107,850	215,700	215,700
604 Contractual Services	1,935	8,215	6,000	-	3,000	6,000	6,000
605 Misc. Charges and Fees	42,830	171,370	170,528	216,264	121,410	260,268	260,268
606 Other Purchased Services	2,307	18,131	25,200	20,431	10,700	21,400	21,400
Total Materials and Services	153,386	561,265	635,628	582,121	326,210	669,868	669,868
Capital Outlay							
703 Equipment	34,145	-	-	-	-	-	-
704 Internal Projects	-	62,307	349,500	279,225	22,500	42,500	42,500
Total Capital Outlay	34,145	62,307	349,500	279,225	22,500	42,500	42,500
	\$ 896,008	\$ 2,396,771	\$ 2,907,638	\$ 2,772,259	\$ 1,377,176	\$ 2,811,275	\$ 2,811,275

TELECOMMUNICATIONS DIVISION (Ashland Fiber Network)

The Telecommunication Division provides high-speed, robust, broadband telecommunication services to residential, commercial, health care and educational customers in the Ashland area. Services are offered directly through the Telecommunications Division (AFN) or through retail partners. Approximately 4,200 homes and businesses rely on AFN for all the right connections.

AFN presently has nine cable modem service levels enabling customers to select the service level that best fits their needs. AFN does not differentiate between residential and business accounts. All customers pay the same rate. AFN's direct fiber service provides connections up to 1Gigabit per second, with 99.9% connection availability, and 24/7 local technical support. AFN also offers up to 24Mbps wireless service via a tower serving residential customers living outside the urban growth boundary.

Cable TV is provided to the community through a lease agreement between AFN and a local retail partner. The cable TV signals transit AFN's network. AFN is responsible for the maintenance and compliance of the network along with performing hot-connects and disconnects for TV installations and responding to majority of the cable TV service calls. The City data network transits through AFN connections as the City government operation relies on the Telecommunications Division for critical connectivity. AFN's facilities include a combination of 119 miles of coaxial network and 25 miles of fiber on 1,750 utility poles or buried in underground conduits. AFN's outside plant includes 40 optical nodes and more than 1,000 amplifiers, power supplies and other active devices. AFN's Headend and Network Operations Center is configured with industry standard equipment. With the recent upgrade of the Headend, the current internet bandwidth capacity is now 20 Gigabits. AFN continues to provide competitive services to our customers and to create valuable products and services for our community.

In addition, the Telecommunications division provides network infrastructure for the City of Ashland and limited back up technical support for the Information Systems department.

Significant Changes and Highlights

- In late 2017, AFN will install a Juniper MX104 with dual hardware routing to increase system reliability and enable the plants edge routers to operate on a common platform
- The 2017-2019 biennium upgrades will include adding an additional Aris C4 router which will provide additional system scalability and retire the remainder of the fiber optic plant legacy equipment
- Equipment upgrades will enable an upgrade from 16 channel bonding to 24 channel bonding allowing the Plant to support faster speeds. In addition AFN will be expanding from 16 to 24 node groups

Information Technology Department – Telecommunications Division

Performance Measures

Measure	BN 2013-15	BN 2015-17	BN 2017-19 Target
Service Interruptions Caused by Node Issue	480 minutes	240 Minutes	240 Minutes
Customer Outages Corrected the Same Day	95%	98%	99.99%
New Customer Connects Within 2 Business Days	90%	98%	99.99%
Network Latency	20ms	20ms	20ms
Network Uptime	99.9%	99.9%	99.9%
Facilities Inspected % Plan Completed	100%	100%	100%
Facility Remediation	100%	100%	100%

**TELECOMMUNICATIONS FUND
INFORMATION TECHNOLOGY DEPARTMENT
TELECOMMUNICATIONS DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	FY 2017-18 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 691							
Personal Services							
510 Salaries and Wages	\$ 390,722	\$ 846,378	\$ 860,110	\$ 836,364	\$ 443,260	\$ 897,390	\$ 897,390
520 Fringe Benefits	185,053	452,957	483,120	463,305	268,140	551,185	551,185
Total Personal Services	575,775	1,299,335	1,343,230	1,299,669	711,400	1,448,575	1,448,575
Materials and Services							
601 Supplies	249,736	504,582	566,000	391,655	173,506	347,006	347,006
602 Rental, Repair, Maintenance	90,496	175,674	180,328	180,328	48,980	97,960	97,960
603 Communications	6,708	11,431	11,764	11,473	4,900	9,800	9,800
604 Contractual Services	3,487	15,228	22,200	22,200	5,500	11,000	11,000
605 Misc. Charges and Fees	886,401	1,826,168	1,948,700	1,951,335	1,046,227	2,092,454	2,092,454
606 Other Purchased Services	24,115	49,382	117,512	117,512	79,650	159,300	159,300
Total Materials and Services	1,260,943	2,582,465	2,846,504	2,674,503	1,358,763	2,717,520	2,717,520
Capital Outlay							
703 Equipment	46,692	59,842	-	150,000	20,000	40,000	40,000
704 Improvements Other Than Bldgs.	26,839	237,495	250,000	250,000	55,000	110,000	110,000
Total Capital Outlay	73,531	297,337	250,000	400,000	75,000	150,000	150,000
	\$ 1,910,249	\$ 4,179,137	\$ 4,439,734	\$ 4,374,173	\$ 2,145,163	\$ 4,316,095	\$ 4,316,095

Information Technology Department – Telecommunications Division

Project #: 3

Project Name: Fiber and Cable Plant Installation

Total Project cost: \$40,000

Duration: 2017/19 BN

Department: Information Technology

Division: AFN

Contact: Donald Kewley

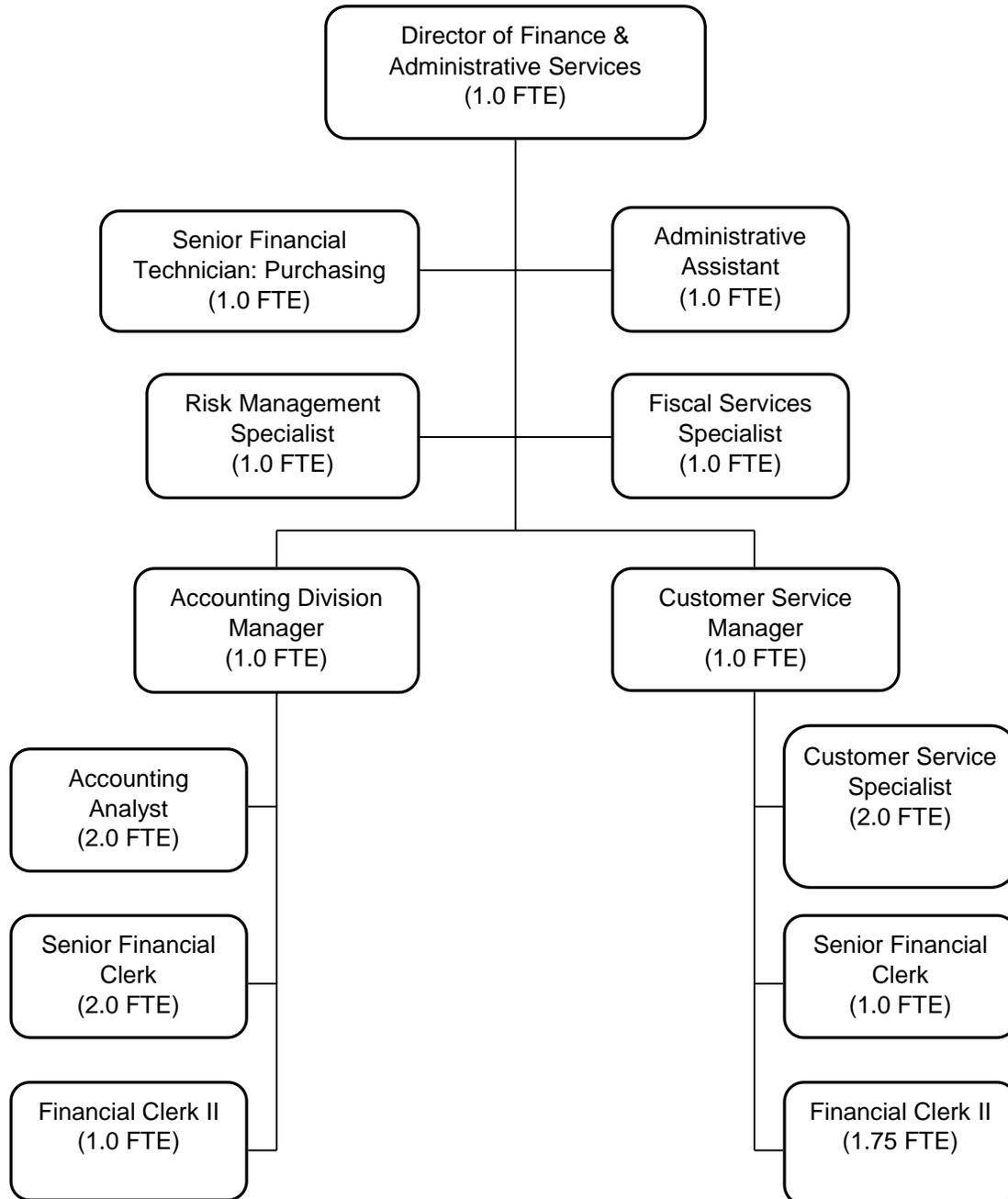
Description: The 2017-2019 biennium fiber and cable plant installation funds will be utilized for new fiber and coaxial cable extensions related to new construction and business expansion projects. Fiber and Cable expansion allows the extension of services to new business and enhance the competitiveness of existing businesses.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Fiber and Cable Plant Installation</i>		<i>20,000</i>	<i>20,000</i>	<i>40,000</i>
Totals		20,000	20,000	40,000
Funding Sources				
<i>Fees and Rates</i>		<i>20,000</i>	<i>20,000</i>	<i>40,000</i>
Totals		20,000	20,000	40,000



Administrative Services Department

16.75 FTE



DEPARTMENT OVERVIEW

It is the mission of the Administrative Services Department to provide for and protect the financial health of the City of Ashland. This department is divided into three divisions of Finance, Accounting and Customer Services with oversight of the City's risk management activities which are budgeted within the Insurance Services Fund.

Administrative Services provide primarily internal services through the Finance and Accounting Divisions, with significant external services provided by the Customer Services Division.

Funding of this department is through internal charges for services rendered to other departments or to the public on behalf of the enterprise funds. Internal charges are offset by the operational revenue allocable to this department.

ADMINISTRATIVE SERVICES DEPARTMENT

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total By Category							
Personal Services	\$ 1,453,413	\$ 3,084,148	\$ 3,371,940	\$ 3,334,006	\$ 3,641,586	\$ 3,641,586	\$ 3,641,586
Materials and Services	1,976,555	13,161,626	13,089,387	11,576,411	14,232,848	14,232,848	14,232,848
Capital Outlay	278,743	808,193	4,092,252	1,039,866	2,571,545	2,571,545	2,571,545
Debt Service	2,659,975	3,666,693	4,270,200	3,673,010	3,740,387	3,740,387	3,740,387
	\$ 6,368,686	\$ 20,720,660	\$ 24,823,779	\$ 19,623,293	\$ 24,186,366	\$ 24,186,366	\$ 24,186,366

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total by Division:							
Operating Divisions							
Administration	\$ 631,028	\$ 1,243,421	\$ 1,335,272	\$ 1,277,175	\$ 1,840,910	\$ 1,840,910	\$ 1,840,910
Accounting	650,284	1,442,875	2,137,180	2,012,153	1,834,755	1,834,755	1,834,755
Customer Services	592,957	1,180,410	1,394,645	1,370,877	1,536,784	1,536,784	1,536,784
	\$ 1,874,269	\$ 3,866,706	\$ 4,867,097	\$ 4,660,206	\$ 5,212,449	\$ 5,212,449	\$ 5,212,449
Non-Operating Divisions							
Band	\$ 55,594	\$ 114,017	\$ 130,550	\$ 129,865	\$ 131,540	\$ 131,540	\$ 131,540
Social Services	123,394	254,205	-	-	-	-	-
Economic and Cultural	623,419	1,304,744	-	741,608	-	-	-
Parks Contracted Services	-	8,856,000	9,560,000	7,120,000	10,601,400	10,601,400	10,601,400
Miscellaneous	43,776	185,715	269,000	110,905	38,000	38,000	38,000
S.D.C. - Parks Open Space	236,465	816,727	3,707,182	1,481,271	1,894,640	1,894,640	1,894,640
Bancroft Debt	-	-	400,000	-	-	-	-
Notes and Contracts Debt	808,962	89,011	135,240	138,857	195,479	195,479	195,479
GO Bonds	1,906,689	3,579,222	3,734,960	3,534,953	3,544,908	3,544,908	3,544,908
Insurance	696,118	1,654,314	2,019,750	1,705,629	2,567,950	2,567,950	2,567,950
	\$ 4,494,417	\$ 16,853,954	\$ 19,956,682	\$ 14,963,087	\$ 18,973,917	\$ 18,973,917	\$ 18,973,917
	\$ 6,368,686	\$ 20,720,660	\$ 24,823,779	\$ 19,623,293	\$ 24,186,366	\$ 24,186,366	\$ 24,186,366

For the 2013-15 biennium, the Health Benefits expenditures were included in the Administrative Services Department.

For the 2015-17 biennium, the Health Benefits are included in the Administration Department.

Administrative Services Department – Finance / Administration Division

FINANCE / ADMINISTRATION DIVISION

The Finance Division manages the department-wide and city-wide financial activities. This division provides services and oversight of financial management and reporting, budget preparation, rate modeling and cost allocation systems, parking enforcement, purchasing, tax collections, debt management, risk management and various other services.

Significant Issues, Changes, Highlights

Issues:

One pressing internal financial assessment need that affects every department and budget is that of a cost allocation study. A cost allocation study incorporates departmental data, allocation and cost factors, and financing strategies into a customized financial model to calculate indirect costs and properly allocate them in compliance with regulatory requirements. The City's current cost allocation practices are based on outdated and inconsistent criteria, resulting in inconsistent and unevenly placed financial burden among departments. Cost allocation plans are important to ensuring that overhead costs are properly allocated throughout the organization and among departments. For these reasons, a cost allocation study was determined to be a high priority and an estimated \$27,000 for the study has been included in contracted services.

Changes/Highlights:

- Postage expense - \$56,000 transferred from the Accounting Division budget into Finance budget
- City Recorder department reallocation of duties - \$650,000 of banking fees and \$4,000 of armored car expenses transferred from the City Recorders budget into the Finance budget
- Personal Services – budget decrease due to the recent turnover in positions within the department
- Other Contracted Services – a one-time charge of \$5,000 in relocation costs
- Contracted Services - a 78% budget decrease due to the transfer of Diamond Parking expense from the Finance budget into the General Fund budget where the offset of revenue resides

Administrative Services Department – Finance / Administration Division

Performance Measures

Performance	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Estimated	2017/19 Projected
<i>Adopt budget and/or a property tax rate set within legal limits by June 30.</i>	100%	100%	100%	100%	100%
<i>Manage revenue and expenses to 100% meet (exceed) minimum operational ending fund balances.</i>	82%	61%	56%	53%	55%
<i>Maintain cash reserves and coverage ratios as required: Water revenue bonds >1.30</i>	5.06	2.91	1.42	1.5	1.5

**CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ADMINISTRATION DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 710							
Personal Services							
510 Salaries and Wages	\$ 303,580	\$ 589,805	\$ 628,950	\$ 614,002	\$ 602,240	\$ 602,240	\$ 602,240
520 Fringe Benefits	147,863	312,868	345,450	297,809	370,918	370,918	370,918
Total Personal Services	451,443	902,673	974,400	911,811	973,158	973,158	973,158
Materials and Services							
601 Supplies	8,761	15,356	14,200	16,321	14,200	14,200	14,200
602 Rental, Repair, Maintenance	7,799	14,310	17,982	17,336	6,600	6,600	6,600
603 Communications	772	2,684	2,770	2,994	56,950	56,950	56,950
604 Contractual Services	131,720	247,889	260,000	271,236	57,400	57,400	57,400
605 Misc. Charges and Fees	20,000	40,000	40,120	40,120	701,402	701,402	701,402
606 Other Purchased Services	10,533	20,509	25,800	17,357	31,200	31,200	31,200
Total Materials and Services	179,585	340,748	360,872	365,365	867,752	867,752	867,752
	\$ 631,028	\$ 1,243,421	\$ 1,335,272	\$ 1,277,175	\$ 1,840,910	\$ 1,840,910	\$ 1,840,910

Administrative Services Department – Customer Services (Utility Billing) Division

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. 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 13,000 bills are prepared each month with most of them including charges for multiple systems including electricity, water, wastewater, telecommunications, transportation and storm water services; these services generate over \$26 million in receipts each year. Approximately 47% of all payments received are done through automated processing (online web payments or automated bank account transfers).

Several Customer Service employees manage the various taxes collected through the utility bills and other specific billing systems. This division is responsible for business licenses, tobacco licensing, transient occupancy taxes (hotel/motel), food & beverage taxes, and the electric user tax. Over \$7.6 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, 595 customers were assisted with either an ongoing commitment due to age or disability or short-term support to pay winter heating bills. Approximately \$150,000 is distributed to assist with paying utility bills in these programs.

Performance Measures

City-funded Assistance Program	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Target	FY 2019 Target
Low Income Energy Assistance							
Applications	456	445	510	507	494	502	505
Distributed	\$ 99,902	\$ 98,568	\$ 82,967	\$ 88,012	\$ 85,812	\$ 88,000	\$ 88,500
Average relief/applicant-family	\$ 219	\$ 222	\$ 163	\$ 174	\$ 174	\$ 175	\$ 175
Senior/Disabled Program							
Applications	140	150	136	165	178	185	190
Distributed	\$ 36,385	\$ 38,967	\$ 39,434	\$ 45,523	\$ 48,710	\$ 51,000	\$ 52,500
Average relief/applicant-family	\$ 260	\$ 260	\$ 290	\$ 276	\$ 274	\$ 276	\$ 276

Donation-funded Assistance Program	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Target	FY 2019 Target
Donations from the Public							
Heat	\$ 2,762	\$ 3,191	\$ 2,987	\$ 2,906	\$ 2,900	\$ 2,850	\$ 2,850
Roundup	3,599	3,555	3,311	2,990	2,600	2,500	2,400
Total Donated	\$ 6,361	\$ 6,746	\$ 6,298	\$ 5,896	\$ 5,500	\$ 5,350	\$ 5,250

Total Assistance Programs	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Target	FY 2019 Target
Distributed Amount							
Low Income Energy Assistance	\$ 99,902	\$ 98,568	\$ 82,967	\$ 88,012	\$ 85,812	\$ 88,000	\$ 88,500
Senior/Disabled Program	36,385	38,967	39,434	45,523	48,710	51,000	52,500
Heat Program	4,200	5,304	4,100	5,500	5,500	5,500	5,500
	\$ 140,487	\$ 142,839	\$ 126,501	\$ 139,035	\$ 140,022	\$ 144,500	\$ 146,500
Budget	\$ 110,500	\$ 112,200	\$ 84,809	\$ 149,500	\$ 156,500	\$ 156,000	\$ 159,120
% of Distributed/Budget	127%	127%	149%	93%	89%	93%	92%

Administrative Services Department – Customer Services (Utility Billing) Division

Payment Processing	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Target	FY 2019 Target
Automatic payment ACH or Credit Card # of Payments	39,359	31,939	36,556	39,267	42,016	44,957	48,104
Telephone Credit Card # of Payments	9,919	8,710	8,228	8,465	8,525	8,575	8,600
On Line # of Payments	11,007	30,452	35,352	37,665	40,302	43,123	46,141
Total	60,285	71,101	80,136	85,397	90,842	96,654	102,845
Percentage of Total Processing	43%	54%	60%	64%	68%	72%	77%

Business Licenses Processed	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Target	FY 2019 Target
Renewals Completed	2,005	2,012	2,040	2,035	2,177	2,199	2,221
Applications Completed	250	262	250	445	449	454	458
Revenue Collected	\$ 207,000	\$ 208,247	\$ 209,121	\$ 217,544	\$ 225,000	\$ 227,000	\$ 229,270

**CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
CUSTOMER SERVICES DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 710							
Personal Services							
510 Salaries and Wages	\$ 266,636	\$ 544,090	\$ 597,910	\$ 608,403	\$ 649,360	\$ 649,360	\$ 649,360
520 Fringe Benefits	161,775	341,686	408,200	401,015	485,458	485,458	485,458
Total Personal Services	428,411	885,776	1,006,110	1,009,418	1,134,818	1,134,818	1,134,818
Materials and Services							
601 Supplies	17,855	27,493	39,000	35,930	42,000	42,000	42,000
602 Rental, Repair, Maintenance	1,229	2,198	7,200	4,733	6,000	6,000	6,000
603 Communications	49,622	92,397	145,740	123,419	132,600	132,600	132,600
604 Contractual Services	28,843	67,539	86,825	109,641	100,000	100,000	100,000
605 Miscellaneous Charges and Fees	21,127	104,528	106,270	74,654	114,366	114,366	114,366
606 Other Purchased Services	698	479	3,500	13,081	7,000	7,000	7,000
Total Materials and Services	119,374	294,634	388,535	361,459	401,966	401,966	401,966
Capital Outlay							
703 Equipment	45,172	-	-	-	-	-	-
Total Capital Outlay	45,172	-	-	-	-	-	-
	\$ 592,957	\$ 1,180,410	\$ 1,394,645	\$ 1,370,877	\$ 1,536,784	\$ 1,536,784	\$ 1,536,784

Administrative Services Department – Accounting Division

ACCOUNTING DIVISION

The Accounting Division manages and performs accounting activities necessary for the biennium 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. Both 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 new financial software – Munis. Stewardship of city funds is the primary focus.

Performance Measures

Comprehensive Annual Financial Report (CAFR)	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Goal	FY 2018 Goal
On site audit complete within 75 days of end of fiscal year	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Audit Committee acceptance of the Financial Report within 120 days after year end	Yes	Yes	Yes	Yes	Yes	Yes	Yes
City Council acceptance of the Financial Report within 150 days after year end	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Issue Financial Report within six months of year end per State requirement	Yes	Yes	Yes	Yes	Yes	Yes	Yes
GFOA Award received	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Auditor Comments	2	1	0	0	0	0	0
Comments cleared the following year	1	1	0	0	0	0	0

Performance Measures	FY 2013 Actual		FY 2014 Actual		FY 2015 Actual		FY 2016 Actual		FY 2017 Goal		FY 2018 Goal		FY 2019 Goal	
	City	Parks	City	Parks	City	Parks	City	Parks	City	Parks	City	Parks	City	Parks
Pay Checks	5,125	1,954	5,206	2,099	6,734	2,214	6,792	2,175	6,600	2,100	6,200	2,100	6,200	2,100
Percentage as Direct Deposit	79%	61%	79%	62%	80%	50%	80%	52%	81%	60%	85%	70%	85%	70%
Payable Checks Processed	7210	2593	7252	2576	7296	2327	7408	2212	7200	2100	7200	2100	7200	2100
Electronic Fund Transfers	317	209	344	249	359	212	457	222	576	210	864	252	864	252
Percentage electronically	4%	8%	5%	10%	5%	9%	6%	10%	8%	10%	12%	12%	12%	12%
Accounts Receivable Billed	1,557	215	1,579	194	1,788	192	1,588	211	1,600	220	2,000	225	2,100	230
Collection Rate	97%	97%	97%	97%	95%	97%	95%	97%	95%	97%	97%	97%	97%	97%

**CENTRAL SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ACCOUNTING DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 710							
Personal Services							
510 Salaries and Wages	\$ 316,079	\$ 701,218	\$ 743,880	\$ 759,554	\$ 775,380	\$ 775,380	\$ 775,380
520 Fringe Benefits	176,099	407,925	434,990	442,753	517,150	517,150	517,150
Total Personal Services	492,178	1,109,143	1,178,870	1,202,307	1,292,530	1,292,530	1,292,530
Materials and Services							
601 Supplies	6,541	23,668	26,000	23,081	26,000	26,000	26,000
602 Rental, Repair, Maintenance	2,564	4,741	8,220	6,772	-	-	-
603 Communications	26,695	51,793	60,800	44,845	4,600	4,600	4,600
604 Contractual Services	39,893	82,983	98,200	102,851	112,330	112,330	112,330
605 Misc. Charges and Fees	76,504	163,971	179,290	194,656	191,590	191,590	191,590
606 Other Purchased Services	5,909	6,576	10,800	9,044	10,800	10,800	10,800
Total Materials and Services	158,106	333,732	383,310	381,251	345,320	345,320	345,320
Capital Outlay							
703 Equipment	-	-	575,000	428,595	196,905	196,905	196,905
Total Capital Outlay	-	-	575,000	428,595	196,905	196,905	196,905
	\$ 650,284	\$ 1,442,875	\$ 2,137,180	\$ 2,012,153	\$ 1,834,755	\$ 1,834,755	\$ 1,834,755

Administrative Services Department – Risk Management Program

RISK MANAGEMENT PROGRAM

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

This program is also responsible for administering the City’s insurance program making sure adequate insurance coverage is in place for general liability, auto liability, auto physical damage, property, earthquake, flood, crime, and cyber liability. Risk Management works closely with Citycounty Insurance Services (CIS), the City’s insurance pool, on both the claims handled through CIS and on insurance coverage for the City’s properties, vehicles and mobile equipment. Subrogation claims do not go through CIS; they are handled entirely by the Risk Management Program. This program also assists in obtaining insurance coverage through other companies for excess workers compensation, airport insurance, flood insurance, and other insurances as needed.

The Risk Management Program also plays a role in the City-wide Safety Committee, including facility inspections and safety trainings for staff. Certificates of insurance are prepared by this program.

Performance Measures

Evaluate/obtain appropriate insurance levels, track/cost losses, assist in safety training of staff, protect the public and minimize property damage to control premiums, cost of claims, and number of claims.

**Only includes claims handled through CIS*

	2014 Actual	2015 Actual	BN 2015-17 Yr 1 Actual	BN 2015-17 Yr 2 Projected	BN 2017-19 Yr 1 Projected	BN 2017-19 Yr 2 Projected
Insurance Premiums	\$335,256	\$410,082	\$446,147	\$482,784	\$497,000	\$505,000
Cost of Claims *	\$28,121	\$32,753	\$318,689	\$22,000	\$30,000	\$30,000
Number of Claims *	23	43	25	21	25	25

**INSURANCE SERVICES FUND
ADMINISTRATIVE SERVICES DEPARTMENT
ADMINISTRATION DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 720							
Personal Services							
510 Salaries and Wages	\$ 52,454	\$ 111,278	\$ 126,600	\$ 124,195	\$ 135,960	\$ 135,960	\$ 135,960
520 Fringe Benefits	25,268	67,949	78,360	78,501	97,200	97,200	97,200
Total Personal Services	77,722	179,227	204,960	202,696	233,160	233,160	233,160
Materials and Services							
601 Supplies	796	2,216	1,980	1,207	1,680	1,680	1,680
604 Contractual Services	21,688	228,618	88,000	66,275	82,000	82,000	82,000
605 Misc. Charges and Fees	26,734	53,000	57,110	57,110	60,010	60,010	60,010
606 Other Purchased Services	152	2,948	7,700	1,342	7,700	7,700	7,700
607 Insurance	565,637	1,188,105	1,640,000	1,376,371	1,703,400	1,703,400	1,703,400
610 Programs	3,389	200	20,000	628	-	-	-
Total Materials and Services	618,396	1,475,087	1,814,790	1,502,933	1,854,790	1,854,790	1,854,790
Capital Outlay							
704 Improvements Other Than Bldgs.	\$ -	\$ -	\$ -	\$ -	\$ 480,000	\$ 480,000	\$ 480,000
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 480,000	\$ 480,000	\$ 480,000
	\$ 696,118	\$ 1,654,314	\$ 2,019,750	\$ 1,705,629	\$ 2,567,950	\$ 2,567,950	\$ 2,567,950

Administrative Services Department – Non Operating

ADMINISTRATIVE SERVICES – NON OPERATING

								GENERAL FUND
								ADMINISTRATIVE SERVICES DEPARTMENT
								BAND DIVISION
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted	
Fund# 110								
Personal Services								
510 Salaries and Wages	\$ 3,350	\$ 6,700	\$ 6,700	\$ 7,075	\$ 7,000	\$ 7,000	\$ 7,000	
520 Fringe Benefits	309	629	900	698	920	920	920	
Total Personal Services	3,659	7,329	7,600	7,773	7,920	7,920	7,920	
601 Supplies	2,149	6,864	11,000	7,725	11,000	11,000	11,000	
602 Rental, Repair, Maintenance	5,242	10,550	14,600	11,875	14,600	14,600	14,600	
604 Contractual Services	38,543	76,894	83,000	89,091	83,000	83,000	83,000	
605 Misc. Charges and Fees	6,000	12,330	13,350	13,350	14,020	14,020	14,020	
606 Other Purchased Services	-	50	1,000	50	1,000	1,000	1,000	
Total Materials and Services	51,935	106,688	122,950	122,091	123,620	123,620	123,620	
	\$ 55,594	\$ 114,017	\$ 130,550	\$ 129,865	\$ 131,540	\$ 131,540	\$ 131,540	

								GENERAL FUND
								ADMINISTRATIVE SERVICES DEPARTMENT
								MISCELLANEOUS
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted	
Fund# 110								
Materials and Services								
604 Contractual Services	\$ 3,300	\$ 79,764	\$ 175,000	\$ 19,837	\$ 16,000	\$ 16,000	\$ 16,000	
605 Misc. Charges and Fees	40,476	105,951	94,000	91,068	22,000	22,000	22,000	
Total Materials and Services	\$ 43,776	\$ 185,715	\$ 269,000	\$ 110,905	\$ 38,000	\$ 38,000	\$ 38,000	

								GENERAL FUND
								ADMINISTRATIVE SERVICES DEPARTMENT
								Parks Contracted Services
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted	
Fund# 110								
Materials and Services								
604 Contractual Services - Parks	\$ -	\$ 8,856,000	\$ 9,560,000	\$ 7,120,000	\$ 10,601,400	\$ 10,601,400	\$ 10,601,400	
Total Materials and Services	\$ -	\$ 8,856,000	\$ 9,560,000	\$ 7,120,000	\$ 10,601,400	\$ 10,601,400	\$ 10,601,400	

Administrative Services Department – Non Operating

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 410							
Materials and Services							
605 Misc. Charges and Fees	\$ 2,894	\$ 2,979	\$ 189,930	\$ -	\$ -	\$ -	\$ -
Total Materials and Services	2,894	2,979	189,930	-	-	-	-
Capital Outlay							
701 Land	-	-	800,000	-	-	-	-
704 Improvements Other Than Bldgs.	233,571	808,193	2,717,252	611,271	1,894,640	1,894,640	1,894,640
Total Capital Outlay	233,571	808,193	3,517,252	611,271	1,894,640	1,894,640	1,894,640
Debt Service							
801 Debt Service - Principal	-	304	-	-	-	-	-
802 Debt Service - Interest	-	5,251	-	-	-	-	-
Total Debt Service	-	5,555	-	-	-	-	-
	\$ 236,465	\$ 816,727	\$ 3,707,182	\$ 611,271	\$ 1,894,640	\$ 1,894,640	\$ 1,894,640

DEBT SERVICE FUND
ADMINISTRATIVE SERVICES DEPARTMENT
BANCROFT DEBT DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 530							
Debt Service							
801 Debt Service - Principal	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Total Debt Service	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -

DEBT SERVICE FUND
ADMINISTRATIVE SERVICES DEPARTMENT
NOTES AND CONTRACTS DEBT DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 530							
Materials and Services							
604 Contractual Services	\$ 55,676	\$ 7,094	\$ -	\$ 800	\$ -	\$ -	\$ -
Total Materials and Services	55,676	7,094	-	800	-	-	-
Debt Service							
801 Debt Service - Principal	706,458	67,178	72,700	\$ 113,000	166,000	166,000	166,000
802 Debt Service - Interest	46,828	14,738	62,540	25,057	29,479	29,479	29,479
Total Debt Service	753,286	81,917	135,240	138,057	195,479	195,479	195,479
	\$ 808,962	\$ 89,011	\$ 135,240	\$ 138,857	\$ 195,479	\$ 195,479	\$ 195,479

Administrative Services Department – Non Operating

DEBT SERVICE FUND
ADMINISTRATIVE SERVICES DEPARTMENT
GO BONDS DEBT DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 530							
Debt Service							
801 Debt Service - Principal	\$ 1,000,000	\$ 2,675,000	\$ 2,990,000	\$ 2,790,000	\$ 2,945,000	\$ 2,945,000	\$ 2,945,000
802 Debt Service - Interest	906,689	904,222	744,960	744,953	599,908	599,908	599,908
Total Debt Service	1,906,689	3,579,222	3,734,960	3,534,953	3,544,908	3,544,908	3,544,908
	\$ 1,906,689	\$ 3,579,222	\$ 3,734,960	\$ 3,534,953	\$ 3,544,908	\$ 3,544,908	\$ 3,544,908



City Recorder 1.0 FTE

City Recorder
Elected
(1.0 FTE)

DEPARTMENT OVERVIEW

Currently the City Recorder Department provides election, municipal code, record maintenance and Council/Commission support among other services. The budget for this department includes the elected position for the City Recorder.

The City Recorder's Department is funded within the Central Service Fund.

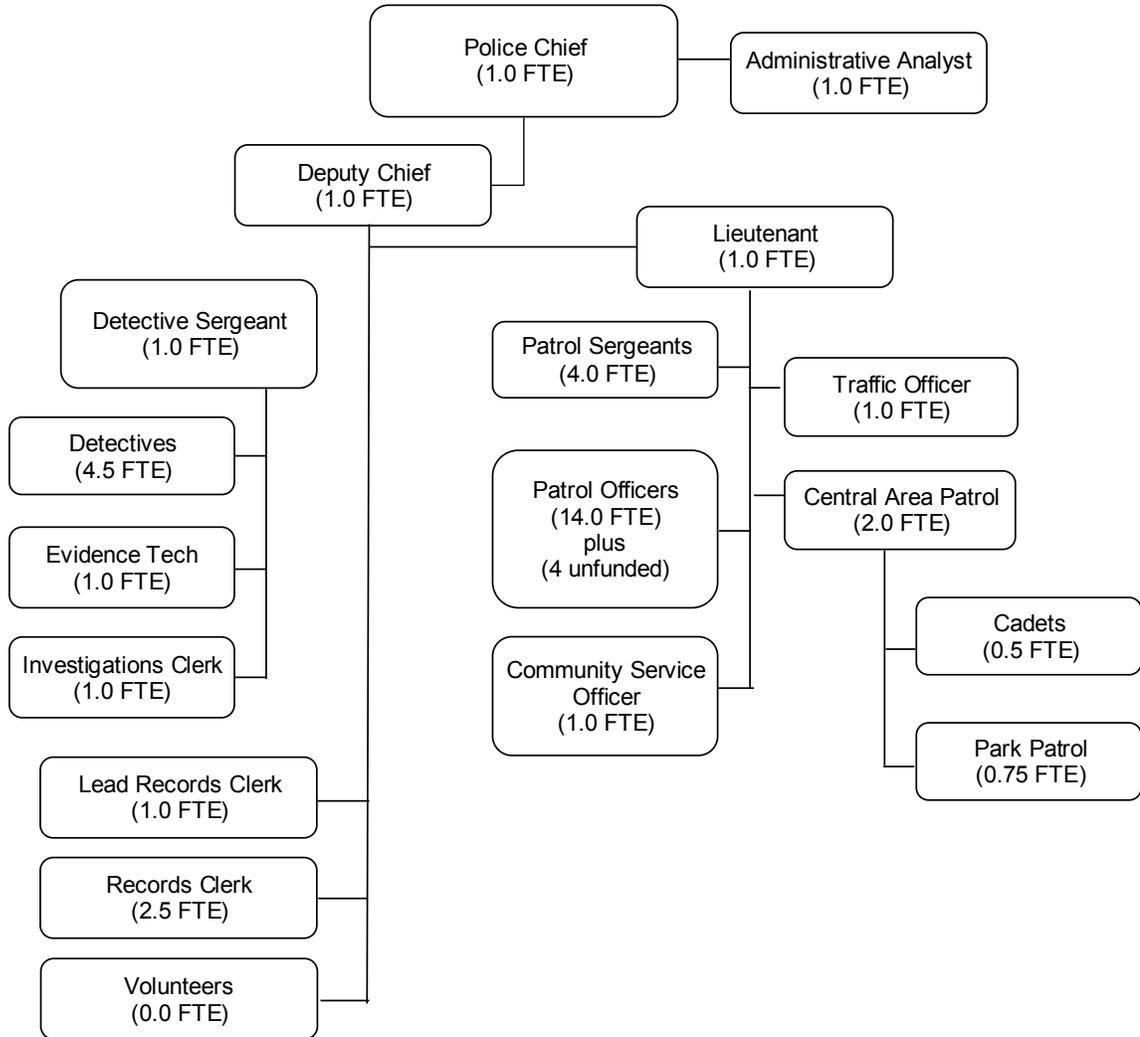
Significant Issues, Changes, Highlights

The City's long-time City Recorder, Barbara Christensen, retired on April 30, 2017. As this is an elected position established by City Charter, it creates a mid-term vacancy for City Council to fill until the November 2018 election at which time the position will be open to the electors to decide.

Along with the position change, there will also be changes in the duties of the office of City Recorder. More in keeping with current times, the treasury duties which include banking transactions, cash management and the investment of City funds will be managed by the Administrative Services/Finance department.

CENTRAL SERVICE FUND CITY RECORDER DEPARTMENT						
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 710						
Personal Services						
510 Salaries and Wages	\$ 121,760	\$ 266,293	\$ 283,330	\$ 293,220	\$ 293,220	\$ 133,220
520 Fringe Benefits	55,567	148,939	162,230	192,720	192,720	192,720
Total Personal Services	177,327	415,232	445,560	485,940	485,940	325,940
Materials and Services						
601 Supplies	7,721	16,271	16,400	17,300	17,300	17,300
602 Rental, Repair, Maintenance	-	598	1,200	1,200	1,200	1,200
603 Communications	461	1,057	1,100	1,000	1,000	1,000
604 Contractual Services	6,921	14,595	16,600	7,980	7,980	7,980
605 Misc. Charges and Fees	165,883	417,147	502,430	22,430	22,430	22,430
606 Other Purchased Services	1,997	3,855	9,300	8,600	8,600	8,600
Total Materials & Services	182,983	453,523	547,030	58,510	58,510	58,510
	\$ 360,310	\$ 868,755	\$ 992,590	\$ 544,450	\$ 544,450	\$ 384,450

Police Department 42.25 FTE



DEPARTMENT OVERVIEW

The Ashland Police Department (APD) enhances community livability by working in partnership with citizens to promote public safety, public order, and crime prevention while providing professional and courteous service.

The Ashland Police Department strives to work with all residents, businesses and visitors to make our community one of the safest in the country. The men and women of the Ashland Police Department take great pride in their work and support our core values: Fairness; Accountability; Integrity; and Respect for all people. The members of the APD strive to embody these values while providing a wide range of professional public safety and law enforcement services. The department is largely responsible for creating the feeling of personal safety that the citizens of Ashland enjoy and that is such a significant factor in Ashland's quality of life. According to the most recent citizen survey, 84% of Ashland residents report an overall feeling of safety, 84% feel safe downtown and in commercial areas, and 95% feel safe in their neighborhoods.

Significant Issues, Changes, Highlights

The APD faces some new challenges and some old challenges going forward. A lack of jail space and few or no sanctions for some commonly seen criminal and disorderly behavior continue to be a problem for both the APD and most police agencies. Many of the most significant issues facing the Police Department are beyond its control and relate primarily to reductions in funding for services to support local law enforcement at the Federal, State, and County level. While we will always face certain issues such as these, we have also been able to use new tools to assist us in improving quality of life in Ashland, especially in the downtown area. The Enhanced Law Enforcement Area (ELEA) has proven to be very useful in addressing some of these issues. While the ELEA has been very successful, the initial implementation of it has also allowed us to see some of its shortcomings. The APD staff is working with other city departments in an effort to make adjustments to the existing ELEA program so we can have even greater success going forward.

The Police Department has several goals for the coming biennium in support of the City Council goals.

- Successfully fund and bring on five additional officers
- Develop and implement a new four year strategic plan
- Successful disengagement from the You Have Options Program in a sustainable manner
- Continue training and education on sexual assault prevention and support to sexual assault victims and/or survivors
- Continue seasonal enhancement of the Cadet Program
- Maintain department-wide fitness program
- Acquire additional grant funding to help improve traffic safety city wide
- Maintain increased coverage in downtown with an additional CAP officer
- Fund and complete phase 2 construction of EOC/Training facility
- Continue and enhance use of rented jail beds
- Continue and stabilize drug amnesty program
- Continue and enhance implicit bias and procedural justice training
- Continue de-escalation training for all officers
- Locate and participate in key community partnerships such as Ashland Culture of Peace Commission, Ashland High School Drug and Alcohol Coalition, etc.
- Structure career planning for all team members
- Plan and execute a coordinated active shooter response exercise

Police Department

Performance Measures

Measures	2015	2016	2017-2019 Target per year
Reduce Quality of Life calls for service in the downtown area.	322 calls	335 calls	Less than 270 per year
Maintain response times to emergency calls less than 264 seconds.	265 seconds	281 seconds	Less than 264 seconds
Maintain a Part 1 crime clearance rate of 30% or greater.	Part 1 crime clearance rate was 48%	Part 1 crime clearance rate was 40%	Part 1 crime clearance rate of 30% or greater

Part 1 crimes are those that are reported annually to the FBI for inclusion into the Uniform Crime Report. Part 1 crime includes: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Auto Theft and Larceny.

**GENERAL FUND
POLICE DEPARTMENT**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total By Category							
Personal Services	\$ 4,069,568	\$ 9,038,443	\$ 9,861,210	\$ 9,560,139	\$ 11,167,521	\$ 11,167,521	\$ 11,387,521
Materials and Services	1,557,546	3,251,981	3,746,325	3,619,958	3,860,604	3,860,604	3,860,604
Capital Outlay	249,011	25,964	30,000	30,344	-	-	-
	\$ 5,876,125	\$ 12,316,387	\$ 13,637,535	\$ 13,210,441	\$ 15,028,125	\$ 15,028,125	\$ 15,248,125

Police Department – Administrative Division

ADMINISTRATIVE DIVISION

The Administrative Division consists of the Chief of Police and an Administrative Analyst. The cost of maintaining and administering all contracts is included in this division. The Administrative Division oversees department budget, purchasing, hiring, expenditure tracking, payroll, and accreditation.

Description	GENERAL FUND POLICE DEPARTMENT ADMINISTRATION DIVISION						
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 163,830	\$ 353,210	\$ 358,880	\$ 353,505	\$ 399,750	\$ 399,750	\$ 399,750
520 Fringe Benefits	83,781	176,497	199,920	181,390	229,725	229,725	229,725
Total Personal Services	247,611	529,707	558,800	534,895	629,475	629,475	629,475
Materials and Services							
602 Rental, Repair, Maintenance	102	-	-	34	-	-	-
604 Contractual Services	442,347	931,252	1,020,332	980,126	1,276,722	1,276,722	1,276,722
605 Misc. Charges and Fees	73,000	148,110	161,970	161,970	149,432	149,432	149,432
606 Other Purchased Services	7,483	16,327	29,300	22,186	29,300	29,300	29,300
Total Materials and Services	522,932	1,095,689	1,211,602	1,164,317	1,455,454	1,455,454	1,455,454
Capital Outlay							
704 Improvements Other Than Buildings	227,163	-	-	-	-	-	-
Total Capital Outlay	227,163	-	-	-	-	-	-
	\$ 997,706	\$ 1,625,396	\$ 1,770,402	\$ 1,699,212	\$ 2,084,929	\$ 2,084,929	\$ 2,084,929

Police Department – Support Division

SUPPORT DIVISION

The Support Division is overseen by the Deputy Chief of Police. The Support Division includes the records team and the detective section. The records team is responsible for processing all police reports and citations, and ensuring that all applicable state laws and local procedures are followed for the retention and dissemination of reports.

The detective unit is responsible for investigating significant and long-term crimes, conducting background investigations on all police applicants, and managing the department's new problem solving unit (PSU). The PSU is a two-detective team that will work to address acute issues as they come up, using a combination of uniformed patrol and plain clothes operations as needed. The detective unit also oversees the property and evidence section of the department.

The Support Division is also responsible for administrative functions such as technological support, training, communications liaison to the Emergency Communications of Southern Oregon (ECSO) dispatch center, internal affairs investigations, policy and procedures, and coordination of the Citizen Volunteer in Policing Services (VIP) Program. A recently appointed volunteer crime prevention specialist has been very successful in engaging the community in crime prevention efforts over the last two years.

GENERAL FUND POLICE DEPARTMENT SUPPORT DIVISION							
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 524,838	\$ 1,215,418	\$ 1,187,130	\$ 1,174,730	\$ 2,011,184	\$ 2,011,184	\$ 2,011,184
520 Fringe Benefits	273,489	664,815	666,610	685,888	1,318,910	1,318,910	1,318,910
Total Personal Services	798,327	1,880,233	1,853,740	1,860,618	3,330,094	3,330,094	3,330,094
Materials and Services							
601 Supplies	51,445	73,456	114,050	107,618	104,790	104,790	104,790
602 Rental, Repair, Maintenance	40,790	87,946	91,000	88,141	27,000	27,000	27,000
603 Communications	13,715	25,288	32,200	30,939	32,200	32,200	32,200
604 Contractual Services	327	-	-	-	-	-	-
605 Misc. Charges and Fees	129,000	261,930	282,180	282,180	339,050	339,050	339,050
606 Other Purchased Services	9,459	15,783	34,350	23,769	37,710	37,710	37,710
Total Materials and Services	244,736	464,403	553,780	532,647	540,750	540,750	540,750
	\$ 1,043,063	\$ 2,344,636	\$ 2,407,520	\$ 2,393,265	\$ 3,870,844	\$ 3,870,844	\$ 3,870,844

OPERATIONS DIVISION

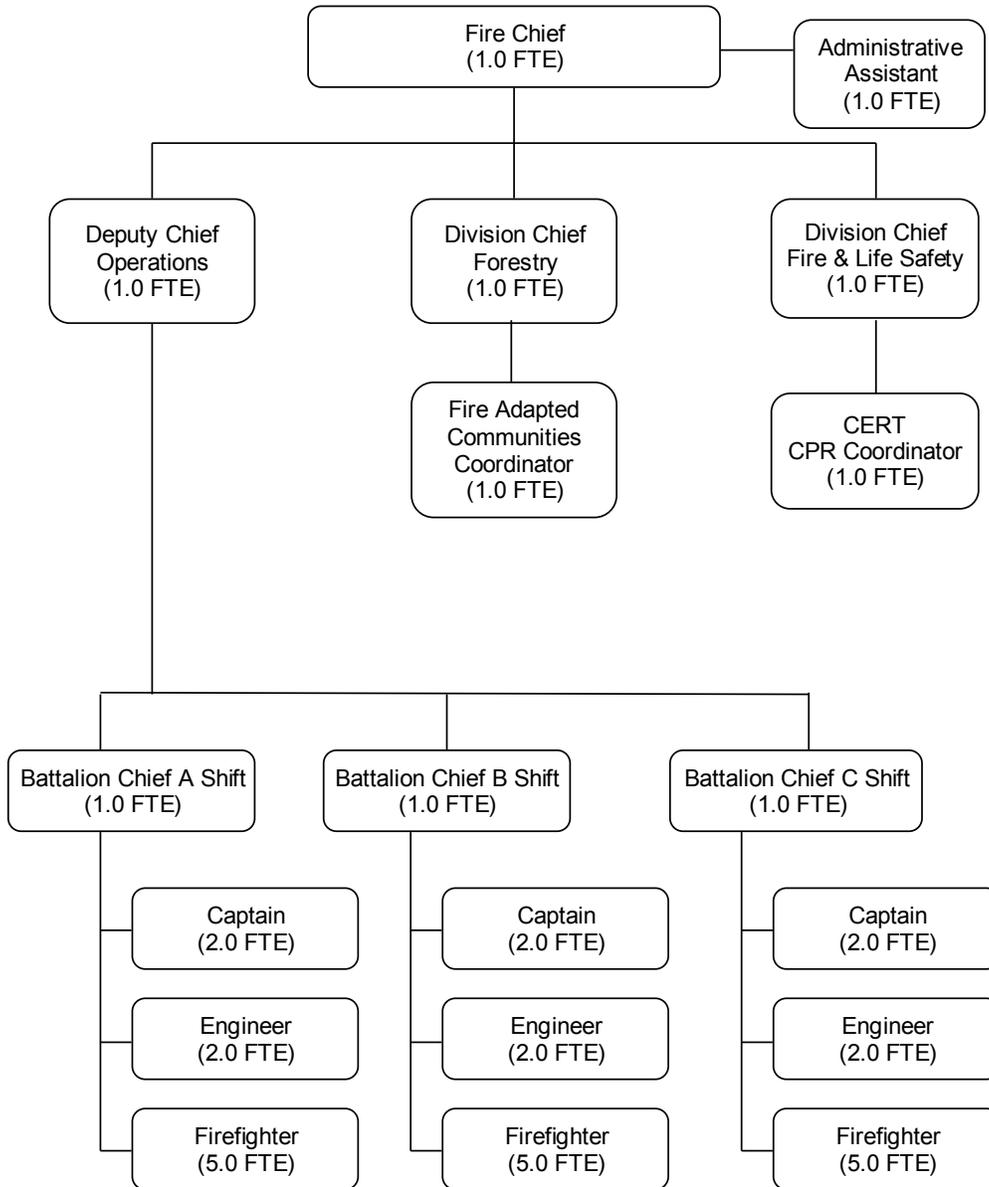
The Ashland Police Department Operations Division is responsible for providing most of the field services, such as patrol and traffic enforcement. This Division is overseen by a Patrol Lieutenant, who in turn reports to the Deputy Police Chief. The Community Service Officer (CSO) is another addition to the Operations Division and the CSO’s primary responsibilities are graffiti eradication, code enforcement and abandoned vehicles.

The School Resource Officer (SRO) and Central Area Patrol officers are part of the Operations Division as well. The SRO, which the department hopes to re-institute soon, acts as a valuable liaison between the Police Department and the Ashland School District. The Central Area Patrol officers are a vital part of the Department’s attempts to maintain a safe and welcoming environment downtown.

The Patrol Unit is the backbone of the Police Department and provides the patrol staff that responds to all emergency and non-emergency calls within the city. The Patrol Unit has one Traffic Officer who responds to the majority of traffic accidents, conducts traffic accident investigations, provides traffic enforcement and provides support for special events which occur in the city.

Description	GENERAL FUND POLICE DEPARTMENT OPERATIONS DIVISION						
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 1,941,273	\$ 4,206,847	\$ 4,742,015	\$ 4,573,768	\$ 4,400,670	\$ 4,400,670	\$ 4,620,670
520 Fringe Benefits	1,082,357	2,421,655	2,706,655	2,590,858	2,807,280	2,807,280	2,807,280
Total Personal Services	3,023,630	6,628,503	7,448,670	7,164,626	7,207,950	7,207,950	7,427,950
Materials and Services							
601 Supplies	74,817	154,539	248,436	316,994	163,660	163,660	163,660
602 Rental, Repair, Maintenance	245,497	528,687	613,512	525,876	221,540	221,540	221,540
603 Communications	56,436	119,896	143,160	125,218	143,160	143,160	143,160
604 Contractual Services	-	-	-	1,195	-	-	-
605 Misc. Charges and Fees	365,025	751,158	816,030	798,000	1,232,250	1,232,250	1,232,250
606 Other Purchased Services	48,103	137,608	159,805	155,712	103,790	103,790	103,790
Total Materials and Services	789,878	1,691,888	1,980,943	1,922,995	1,864,400	1,864,400	1,864,400
Capital Outlay							
703 Equipment	21,848	25,964	30,000	30,344	-	-	-
Total Capital Outlay	21,848	25,964	30,000	30,344	-	-	-
	\$ 3,835,356	\$ 8,346,355	\$ 9,459,613	\$ 9,117,965	\$ 9,072,350	\$ 9,072,350	\$ 9,292,350

Fire and Rescue Department 37 FTE



DEPARTMENT OVERVIEW

Ashland Fire & Rescue (AF&R) is dedicated to protecting lives, property, and the environment. By delivering fire suppression, emergency medical, disaster management, fire prevention and public education services by professionally trained, dedicated personnel, we strive to achieve the highest quality of public service to our customers.

Description	FIRE & RESCUE DEPARTMENT						
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total By Category							
Personal Services	\$ 4,456,642	\$ 10,109,063	\$ 11,379,708	\$ 11,128,826	\$ 12,427,195	\$ 12,427,195	\$ 12,427,195
Materials and Services	3,808,253	3,930,270	5,085,546	4,110,240	5,018,810	5,018,810	5,018,810
Capital Outlay	-	-	454,632	602,792	-	-	-
	\$ 8,264,895	\$ 14,039,332	\$ 16,919,886	\$ 15,841,858	\$ 17,446,005	\$ 17,446,005	\$ 17,446,005
Department Total By Fund							
General Fund	\$ 5,804,809	\$ 13,149,854	\$ 16,919,886	\$ 15,841,858	\$ 17,446,005	\$ 17,446,005	\$ 17,446,005
Water Fund	2,460,085	889,478	-	-	-	-	-
	\$ 8,264,894	\$ 14,039,332	\$ 16,919,886	\$ 15,841,858	\$ 17,446,005	\$ 17,446,005	\$ 17,446,005

Fiscal year 2012-13 and Biennium 2013-15, the Forest Interface Division expenditures were in the Fire & Rescue Department of the Water Fund. 2015-17 Biennium, the Forest Interface Division expenditures were in the Fire & Rescue Department of the General Fund.

Fire and Rescue Department – Operations Division (Fire & EMS)

OPERATIONS DIVISION (FIRE & EMS)

The Operations Division is primarily tasked with providing the day to day emergency and non-emergency responses to the public we serve. Typical responses include: wildland fires, structure fires, public assistance, traumatic injuries, hazardous materials, technical rescues, medical emergencies and various other hazardous conditions. As AF&R is also the transporting ambulance for Southern Jackson County, our department routinely transports those persons who need to be seen by emergency department physicians to nearby hospitals.

When not responding to calls for service, personnel perform station and vehicle maintenance, conduct company level fire prevention and life safety inspections, teach CPR, CERT and other public education classes, give station tours, install Child Safety Seats and participate in daily firefighting and EMS training. Department personnel are also assigned organizational duties, greatly reducing the need for additional administrative staff.

Significant Issues, Changes, Highlights

The number of 911 responses continues to steadily increase. The department documented a 9% increase in 2015 and another 5% increase in 2016. Since the early 2000's the department has seen a 33% increase in calls for service, while staffing has held steady at 27 firefighters. Understanding our predicament, the City gave AF&R permission to hire three additional firefighters in 2016, bringing total line staff to 10 per shift. These additional firefighters, as well as significant increases in PERS and health insurance cost, added considerably to the Personal Services category of this budget.

While we are grateful for the additional firefighters, a 10% increase in staffing does not make up for the 33% increase in 911 responses. For this and other various reasons, fire department staffing was identified as the number one priority in our 2015-2020 Strategic Plan by both internal and external stakeholders. Fire staffing was also the number one priority as identified by the community of Ashland in the most recent Citizen Survey. In order to continue serving the public in a safe and effective manner, the department will continue to seek funding for three additional firefighters in an effort to bring staffing up to 11 firefighters per shift.

The department also struggles to carry out realistic, hands-on firefighting training within the City of Ashland. Lack of dedicated space has forced us to utilize our fire stations, parking lots, city streets, our parks and other buildings owned by the City and SOU. As the needs and use of these facilities and spaces change over time, we are forced to move to new areas, often requiring us to redevelop our training programs to match the constraints of the physical parameters we must work within. Identified as the number two most important action item for the department, the funding of a fire training facility remains a top priority.

The Division was successful in receiving an Assistance to Firefighters Grant in the amount of \$256,000 this last biennium. The grant funds were used to replace all of the department's cardiac monitors/defibrillators.

Operations Division (Fire & EMS) Performance Measures

- Measure #1: Total calls for service up 14% over the last two years (4181 calls in 2016)
- Measure #2: Successful resuscitation of 21 cardiac arrest patients (51 total cardiac events)
- Measure #3: Property Value/Loss - \$34,220,000 in property saved (\$274,000 in losses)
- Measure #4: Wildland fires were contained to just 9.6 acres (primarily grass and brush)

Fire and Rescue Department – Operations Division (Fire & EMS)

GENERAL FUND
FIRE & RESCUE DEPARTMENT
OPERATIONS DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 1,429,460	\$ 3,386,858	\$ 3,928,323	\$ 3,826,447	\$ 3,766,495	\$ 3,766,495	\$ 3,766,495
520 Fringe Benefits	777,059	1,871,730	2,138,020	2,055,998	2,357,986	2,357,986	2,357,986
Total Personal Services	2,206,519	5,258,588	6,066,343	5,882,445	6,124,481	6,124,481	6,124,481
Materials and Services							
601 Supplies	26,057	160,730	104,015	124,726	221,025	221,025	221,025
602 Rental, Repair, Maintenance	310,154	638,065	752,818	701,868	180,900	180,900	180,900
603 Communications	40,679	52,398	72,294	63,881	126,300	126,300	126,300
604 Contractual Services	43,615	120,754	133,371	121,285	458,420	458,420	458,420
605 Misc. Charges and Fees	255,025	523,671	567,370	567,370	1,194,842	1,194,842	1,194,842
606 Other Purchased Services	14,723	57,675	70,750	67,009	78,100	78,100	78,100
610 Programs	10,915	58,602	84,682	53,414	84,200	84,200	84,200
Total Materials and Services	701,168	1,611,896	1,785,300	1,699,553	2,343,787	2,343,787	2,343,787
	\$ 2,907,687	\$ 6,870,484	\$ 7,851,643	\$ 7,581,998	\$ 8,468,268	\$ 8,468,268	\$ 8,468,268

GENERAL FUND
FIRE & RESCUE DEPARTMENT
EMERGENCY SERVICES DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 1,167,169	\$ 2,578,142	\$ 2,651,482	\$ 2,700,261	\$ 3,139,630	\$ 3,139,630	\$ 3,139,630
520 Fringe Benefits	653,284	1,392,340	1,451,120	1,484,143	1,982,186	1,982,186	1,982,186
Total Personal Services	1,820,453	3,970,483	4,102,602	4,184,404	5,121,816	5,121,816	5,121,816
Materials and Services							
601 Supplies	7,134	18,868	24,354	24,495	720	720	720
602 Rental, Repair, Maintenance	124,535	232,389	259,247	259,102	29,000	29,000	29,000
603 Communications	16,104	40,839	63,312	35,927	19,000	19,000	19,000
604 Contractual Services	224,355	459,820	497,690	498,792	214,100	214,100	214,100
605 Misc. Charges and Fees	397,646	670,666	744,810	640,760	867,008	867,008	867,008
606 Other Purchased Services	47,076	99,179	121,680	112,248	104,800	104,800	104,800
610 Programs	86	957	800	300	-	-	-
Total Materials and Services	816,936	1,522,718	1,711,893	1,571,624	1,234,628	1,234,628	1,234,628
Capital Outlay							
703 Equipment	-	-	454,632	365,364	-	-	-
Total Capital Outlay	-	-	454,632	365,364	-	-	-
	\$ 2,637,389	\$ 5,493,201	\$ 6,269,127	\$ 6,121,393	\$ 6,356,444	\$ 6,356,444	\$ 6,356,444

Fire and Rescue Department – Forest Division

FOREST DIVISION

The AF&R Forest Division is charged with reducing wildfire risk to all facets of our community. Forest Division staff partners with citizens, state and federal agencies, non-profit groups, schools, and businesses to create awareness and actions that lead to healthier and safer forests, neighborhoods and homes prepared for wildfire, and resistant and resilient infrastructure and economy. The division manages the City forestlands, forest patrol, Fire Adapted Communities (including Firewise), the Ashland Forest Resiliency Stewardship Project (AFR), and delivers wildland firefighting training. These efforts are supported by citizen volunteers on the City's Forest Lands and Wildfire Mitigation Commissions.

Significant Issues, Changes, Highlights

The Forest Division's work has reached an exciting period of growth with increasing positive impact on the well-being of our citizens and environment. At the end of the 2015-2017 BN we began the first phase of the Oregon Watershed Enhancement Board Focused Implementation Partnerships grant, a \$6 million investment by the State of Oregon. The 2017-2019 BN is the busiest period in this 6-year program where staff will work with partners to target forest restoration and fire safety work on private, federal, and City/Parks lands totaling over 1800 acres.

To help manage the magnitude of these projects, the department has requested a grant funded FTE to be added to the division. The FTE will have the title of Ashland Forest Resiliency Community Engagement Coordinator. The Coordinator position would be a limited duration appointment and only filled as long as grant funding is available.

The Ashland Forest Resiliency Stewardship Project (AFR) will finish the current 7,600 acre footprint and increase the acres of maintenance burning. The last round of commercial thinning (logs to the mill) will wrap up in the fall of 2017 and the remaining small tree and brush thinning will wrap up over the biennium period. A significant challenge is getting weather windows to burn piles of cut material as well as reintroducing fire's natural role through "underburning". We will roll out a campaign in partnership with local organizations to create awareness of the benefits of "good fire" while educating the community on how to cope with small amounts of smoke from burning and longer duration smoke from wildfires.

Led by Mayor Stromberg, we expect to complete an update of the City's Wildfire Hazard Zone overlay and wildfire lands ordinance language to significantly increase community wildfire safety. This effort may also include a targeted outreach campaign to reduce the flammability of existing vegetation on already built lots across the City using a hazard assessment approach and a mitigation fund.

The Ashland Firewise program will continue to lead the state in successful mitigation efforts in neighborhoods, with a projection to add at least 3 certified communities per year, bringing the total to 34 Firewise Communities in the city. While successful, the Firewise program is challenged by the time required by staff to court neighborhoods, guide them through the process, while keeping already certified neighborhoods improving their conditions and maintaining their status every year as required. The program will "max out" under the current model at some point in the next 3-5 years.

Forest Division Goals

Goal # 1: Complete 1800 acres of vegetation thinning under the OWEB grant

Goal # 2: Finish initial phase of work on the 7,600 acre AFR Project footprint while increasing maintenance burning to at least 200 acres per year

Goal # 3: Secure and maintain at least 33 Firewise Communities by end of the biennium

Goal # 4: Complete the update of Wildfire Lands overlay and associated wildfire lands ordinance

Fire and Rescue Department – Forest Division

GENERAL FUND
FIRE & RESCUE DEPARTMENT
FOREST INTERFACE DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 146,031	\$ 190,688	\$ 344,664	\$ 244,514	\$ 343,390	\$ 343,390	\$ 343,390
520 Fringe Benefits	68,379	101,081	111,610	119,583	217,760	217,760	217,760
Total Personal Services	214,410	291,769	456,274	364,097	561,150	561,150	561,150
Materials and Services							
601 Supplies	-	-	-	1,981	12,150	12,150	12,150
602 Rental, Repair, Maintenance	-	-	-	1,482	2,400	2,400	2,400
604 Contractual Services	2,243,767	589,354	1,208,014	596,732	1,143,271	1,143,271	1,143,271
606 Other Purchased Services	1,649	8,137	6,178	16,392	56,058	56,058	56,058
608 Commissions	-	-	-	1,109	2,142	2,142	2,142
610 Programs	259	218	2,142	-	61,000	61,000	61,000
Total Materials and Services	2,245,675	597,709	1,216,334	617,712	1,277,021	1,277,021	1,277,021
	\$ 2,460,085	\$ 889,478	\$ 1,672,608	\$ 981,808	\$ 1,838,171	\$ 1,838,171	\$ 1,838,171

Fiscal year 2012-13 and Biennium 2013-15, the Forest Interface Division expenditures were in the Fire & Rescue Department of the Water Fund. 2015-17 Biennium, the Forest Interface Division expenditures were in the Fire & Rescue Department of the General Fund.

Fire and Rescue Department – Fire & Life Safety Division

FIRE & LIFE SAFETY DIVISION

The Fire & Life Safety Division (F&LS) provides services related to the education about and compliance with the Oregon Fire Code, fire related provisions of the Ashland Municipal Code and nationally recognized safe practices. The Division provides fire plans review services, building fire inspections, fire code research, fire safety education, fire code compliance and consultation services to the community. F&LS conducts fire investigations for cause determination and provides training to department members on these topics. The Division is responsible for oversight of the Ashland Community Emergency Response Team (CERT). The Division is also responsible for providing public education programs, such as fall prevention to our seniors and fire and life safety education to our elementary schools.

Significant Issues, Changes, Highlights

The Division was successful in securing a Fire Prevention Grant from FEMA in 2015. The \$111,000 grant was used to build a fire sprinkler demonstration trailer with the intent of educating the public about the importance and practicality of residential fire sprinklers. The grant funds will be entirely expended just prior to the beginning of the BN 2017-19.

The end of the 2015-2017 BN finds the F&LS Division without its Division Chief. The hiring of a new Fire Marshal creates an opportunity within the Division to expand the fire department's role in emergency planning and disaster preparedness. As the City of Ashland continues to look for ways to become more self-reliant and understanding that the fire department can only do so much during a major catastrophic event, the need to prepare our citizenry for this eventuality is particularly important. Currently (with the exception of our CERT group), disaster preparedness is handled on a "as we are able to" basis. Staff feels that disaster preparedness deserves more attention than it is presently getting. The 2016 Ashland Citizen Survey states, "About 9 in 10 respondents indicated that fire staffing, funding for affordable housing and emergency preparedness should be high or medium priorities for the City". Larger cities, such as Medford, have been able to find the funding to hire an "Emergency Manager". While an Emergency Manager would be a great addition to the City, the costs of a full time manager would be hard to justify at this time. Staff feels that the Division Chief of Fire & Life Safety could continue to move the City forward in regards to emergency planning if some of their daily duties were shared by another person within the Division. Therefore, staff is recommending one additional FTE to establish a Deputy Fire Marshal position in the upcoming biennium. By sharing the duties identified above, the Deputy Fire Marshal position will give the Division Chief of Fire & Life Safety an opportunity to expand the City's disaster preparedness and emergency planning capabilities.

Fire & Life Safety Division Performance Measures

Measure #1: Completion of fire plan reviews within five days – 45% effective

Measure #2: Initiate code violation complaints within five working days – 90% effective

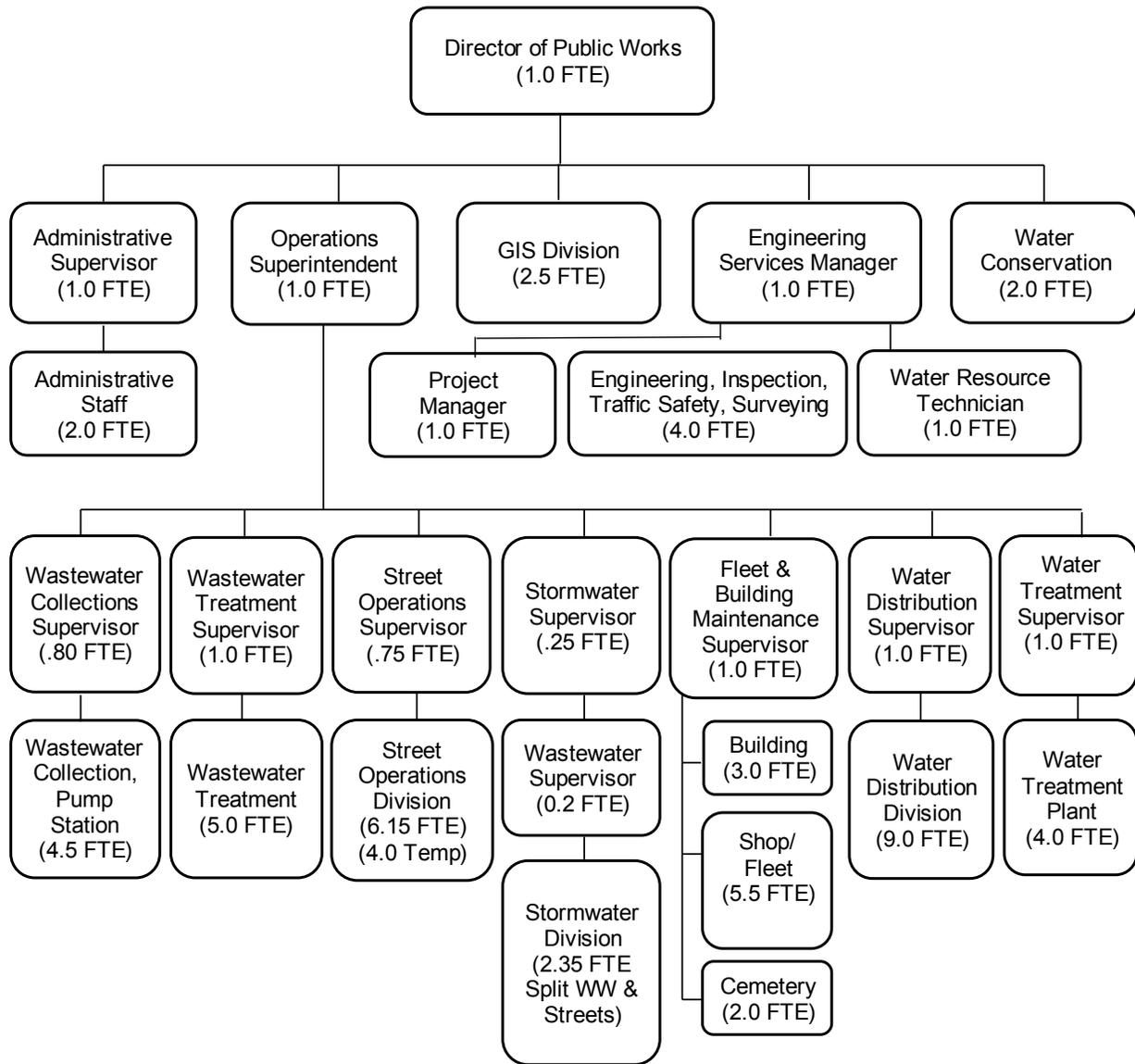
Measure #3: Completed 500 fire inspections in 2015 and 665 inspections in 2016

Fire and Rescue Department – Fire & Life Safety Division

GENERAL FUND
FIRE & RESCUE DEPARTMENT
FIRE AND LIFE SAFETY DIVISION

<u>Description</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>BN 2013-15</u> <u>Actual</u>	<u>BN 2015-17</u> <u>Amended</u>	<u>BN 2015-17</u> <u>Estimate</u>	<u>BN 2017-19</u> <u>Proposed</u>	<u>BN 2017-19</u> <u>Approved</u>	<u>BN 2017-19</u> <u>Adopted</u>
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 144,637	\$ 377,206	\$ 480,989	\$ 443,205	\$ 378,054	\$ 378,054	\$ 378,054
520 Fringe Benefits	70,623	211,017	273,500	254,675	241,694	241,694	241,694
Total Personal Services	215,260	588,223	754,489	697,880	619,748	619,748	619,748
Materials and Services							
601 Supplies	3,961	13,496	21,231	16,074	16,700	16,700	16,700
602 Rental, Repair, Maintenance	6,844	15,755	23,130	19,167	4,200	4,200	4,200
603 Communications	288	9,993	19,715	10,138	18,000	18,000	18,000
604 Contractual Services	1,451	4,730	110,717	-	-	-	-
605 Misc. Charges and Fees	2,838	5,914	6,162	6,238	23,304	23,304	23,304
606 Other Purchased Services	1,872	10,225	18,423	6,016	18,100	18,100	18,100
610 Programs	27,220	137,834	172,641	160,954	83,070	83,070	83,070
Total Materials and Services	44,474	197,947	372,019	218,588	163,374	163,374	163,374
	\$ 259,734	\$ 786,170	\$ 1,126,508	\$ 1,027,186	\$ 783,122	\$ 783,122	\$ 783,122

Public Works Department 68 FTE



DEPARTMENT OVERVIEW

The City of Ashland Public Works Department supports and enhances community livability by providing highly utilized services to the citizens of Ashland on a daily basis. Public Works ensures the safe and effective treatment and distribution of potable water and the safe and efficient collection and treatment of wastewater. We strive to provide a safe traveling environment within the right of way for pedestrians, bicycles and vehicles and provide for the collection of stormwater runoff from the roadway network.

Public Works also supports the maintenance of the City's fleet including keeping emergency service vehicles in continuous operation. Dependable infrastructure systems are the linchpins of many of the City's most important functions as a community.

In addition, the Public Works Department maintains the City's three historic cemeteries, maintains all City owned buildings and oversees the operation of the Ashland Municipal Airport.

The Public Works Department is the largest City department and is comprised of five divisions: Administration & Engineering, Fleet and Facilities Maintenance, Water, Wastewater, and Streets. Within the water fund there are four divisions. Water supply is responsible for the watershed, reservoir and dam. Water Conservation oversees several programs and resources to assist customer with the efficient use of water. Water treatment is responsible for treating water to meet Oregon Health Authority requirements and the Distribution Division is responsible for the maintenance and repair of the potable water conveyance system. The Wastewater fund is comprised of two divisions. The Wastewater Collections Division is responsible for the maintenance and repair of the network of sewer pipes and lift stations that comprise our collections system. The Wastewater Treatment Plant is responsible for treating all of the wastewater in town to comply with Department of Environmental Quality regulations. This year marks the first year the Storm Drain fund has been separated from the Street fund. Operationally things will stay the same but this will allow for the future expansion and better management of storm drain related programs and activities.

The department employs 64 full-time equivalent (FTE) and 4 temporary FTE employees. Department employees are responsible for regulatory compliance, long range planning, construction, maintenance, customer service, commission staffing, right of way permitting, surveying and engineering feasibility and design as it relates to the City's critical public infrastructure.

Public Works Department

PUBLIC WORKS DEPARTMENT

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total By Category							
Personal Services	\$ 5,160,409	\$ 11,666,208	\$ 13,582,390	\$ 12,987,072	\$ 14,779,336	\$ 14,779,336	\$ 14,779,336
Materials and Services	7,873,617	16,896,016	22,670,118	19,956,455	24,149,015	24,149,015	24,149,015
Capital Outlay	6,887,438	9,891,910	42,638,810	7,442,283	60,995,364	60,995,364	61,015,364
Debt Service	2,201,197	5,506,073	6,315,158	5,033,041	6,217,485	6,217,485	6,217,485
	\$ 22,122,661	\$ 43,960,207	\$ 85,206,476	\$ 45,418,850	\$ 106,141,200	\$ 106,141,200	\$ 106,161,200
Department Total By Fund							
General Fund	\$ 282,274	\$ 663,518	\$ 755,365	\$ 732,943	\$ 851,778	\$ 851,778	\$ 851,778
Street Fund	3,868,291	6,475,606	18,027,734	7,841,389	21,648,263	21,648,263	21,648,263
Airport Fund	111,076	255,327	591,015	264,418	794,455	794,455	814,455
Capital Improvement Fund	3,975,987	2,109,209	2,820,650	2,273,822	2,458,100	2,458,100	2,458,100
Water Fund	4,299,539	14,398,511	32,543,203	13,622,140	44,678,879	44,678,879	44,678,879
Wastewater Fund	6,624,035	12,347,366	22,609,625	13,384,476	24,305,778	24,305,778	24,305,778
Stormwater Fund					1,734,213	1,734,213	1,734,213
Central Services Fund	1,440,649	3,266,434	3,566,522	3,350,669	3,644,262	3,644,262	3,644,262
Equipment Fund	1,520,810	4,444,236	4,292,360	3,948,994	6,025,472	6,025,472	6,025,472
	\$ 22,122,661	\$ 43,960,207	\$ 85,206,474	\$ 45,418,851	\$ 106,141,200	\$ 106,141,200	\$ 106,161,200

Public Works Department – Cemetery and Fleet Maintenance Divisions

CEMETERY DIVISION

GENERAL FUND PUBLIC WORKS DEPARTMENT CEMETERY DIVISION							
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 106,384	\$ 232,043	\$ 254,710	\$ 241,510	\$ 267,600	\$ 267,600	\$ 267,600
520 Fringe Benefits	53,679	145,975	169,760	163,482	199,964	199,964	199,964
Total Personal Services	160,063	378,018	424,470	404,992	467,564	467,564	467,564
Materials and Services							
601 Supplies	16,687	39,742	44,900	22,613	44,800	44,800	44,800
602 Rental, Repair, Maintenance	53,498	126,761	154,490	193,943	152,400	152,400	152,400
603 Communications	929	1,956	2,725	1,957	2,700	2,700	2,700
604 Contractual Services	-	13,614	-	1,679	1,500	1,500	1,500
605 Misc. Charges and Fees	49,833	101,477	109,605	107,210	148,614	148,614	148,614
606 Other Purchased Services	1,264	1,950	4,175	550	4,200	4,200	4,200
Total Materials and Services	122,211	285,500	315,895	327,951	354,214	354,214	354,214
Capital Outlay							
703 Equipment	-	-	15,000	-	30,000	30,000	30,000
Total Capital Outlay	-	-	15,000	-	30,000	30,000	30,000
	\$ 282,274	\$ 663,518	\$ 755,365	\$ 732,943	\$ 851,778	\$ 851,778	\$ 851,778

FLEET MAINTENANCE DIVISION

Continue to evaluate the fleet and purchase the most fuel efficient vehicles available. With currently available technology, alternative fuel vehicles are not available to replace our heavy duty fleet. Approximately 30 to 40 percent of our light duty fleet may be able to be replaced with currently available alternative technologies. As technologies evolve we expect this percentage to increase.

Performance Measures

Measure	FY 2015	FY 2016	FY2017	Biennium 17-19 Target
% of light-duty fleet replaced with fuel efficient hybrid, electric, or alternative technologies.	11.7%	12.6%	15.3%	22%

Public Works Department – Fleet Maintenance and Purchasing & Acquisition Divisions

EQUIPMENT FUND
PUBLIC WORKS DEPARTMENT
MAINTENANCE PROPERTY & EQUIPMENT DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 730							
Personal Services							
510 Salaries and Wages	\$ 254,287	\$ 558,077	\$ 682,670	\$ 640,228	\$ 658,190	\$ 658,190	\$ 658,190
520 Fringe Benefits	157,843	365,297	469,560	433,127	500,466	500,466	500,466
Total Personal Services	412,130	923,374	1,152,230	1,073,354	1,158,656	1,158,656	1,158,656
Materials and Services							
601 Supplies	25,653	33,323	60,150	59,213	60,150	60,150	60,150
602 Rental, Repair, Maintenance	359,934	719,966	1,252,510	1,216,388	1,461,000	1,461,000	1,461,000
603 Communications	3,053	4,866	7,020	6,630	7,400	7,400	7,400
604 Contractual Services	166	71	-	-	-	-	-
605 Misc. Charges and Fees	198,225	397,833	430,200	426,649	481,666	481,666	481,666
606 Other Purchased Services	2,595	4,912	6,750	6,079	7,600	7,600	7,600
Total Materials and Services	589,626	1,160,971	1,756,630	1,714,958	2,017,816	2,017,816	2,017,816
Capital Outlay							
703 Equipment	-	-	-	-	-	-	-
704 Improvements Other Than Bldgs.	-	-	53,000	50,050	-	-	-
Total Capital Outlay	-	-	53,000	50,050	-	-	-
	\$ 1,001,756	\$ 2,084,345	\$ 2,961,860	\$ 2,838,363	\$ 3,176,472	\$ 3,176,472	\$ 3,176,472

PURCHASING AND ACQUISITION DIVISION

EQUIPMENT FUND
PUBLIC WORKS DEPARTMENT
PURCHASING AND ACQUISITION DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 730							
Materials and Services							
601 Supplies	\$ 131,054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
605 Misc. Charges and Fees	-	9,000	-	-	-	-	-
606 Other Purchased Services	216	-	-	-	-	-	-
Total Materials and Services	131,270	9,000	-	-	-	-	-
Capital Outlay							
703 Equipment	381,426	2,350,891	1,330,500	1,110,631	2,849,000	2,849,000	2,849,000
704 Improvements Other Than Bldgs.	6,358	-	-	-	-	-	-
Total Capital Outlay	387,784	2,350,891	1,330,500	1,110,631	2,849,000	2,849,000	2,849,000
	\$ 519,054	\$ 2,359,891	\$ 1,330,500	\$ 1,110,631	\$ 2,849,000	\$ 2,849,000	\$ 2,849,000

Public Works Department – Street Division

STREET DIVISION

The Street Division’s core focus continues to be maintenance and preservation of the existing city street system. With the voter approved reallocation of food and beverage dollars to support pavement overlay projects, division staff will be challenged in preparing additional streets for slurry seal and pavement overlays.

Performance Measures

With additional voter approved funding for road repairs in the coming biennium, there will be an increased focus on preparation for overlay and maintenance projects.

Measure	FY 2016	FY 2017	Biennium 17-19 Target
Prepare the road network for minimum of 30,000 sq yards of slurry seals to be completed each year.	100%	100%	120%
Repair the road network by completing 28,000 sq feet of full depth patching each year.	100%	100%	130%

**STREET FUND
PUBLIC WORKS DEPARTMENT
GROUNDS MAINTENANCE**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 260							
Materials and Services							
601 Supplies	\$ -	\$ -	\$ 6,400	\$ -	\$ 6,400	\$ 6,400	\$ 6,400
602 Rental, Repair, Maintenance	33,038	63,235	85,000	84,286	89,500	89,500	89,500
604 Contractual Services	167,080	330,600	403,000	428,265	406,000	406,000	406,000
Total Materials and Services	200,118	393,835	494,400	512,550	501,900	501,900	501,900
	\$ 200,118	\$ 393,835	\$ 494,400	\$ 512,550	\$ 501,900	\$ 501,900	\$ 501,900

Public Works Department – Street Division

STREET FUND
PUBLIC WORKS DEPARTMENT
OPERATIONS DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 260							
Personal Services							
510 Salaries and Wages	\$ 411,662	\$ 885,365	\$ 1,061,190	\$ 1,067,656	\$ 1,143,087	\$ 1,143,087	\$ 1,143,087
520 Fringe Benefits	243,389	524,710	591,330	602,061	786,090	786,090	786,090
Total Personal Services	655,051	1,410,075	1,652,520	1,669,717	1,929,177	1,929,177	1,929,177
Materials and Services							
601 Supplies	17,117	28,089	26,600	38,166	108,200	108,200	108,200
602 Rental, Repair, Maintenance	335,918	744,135	1,146,204	939,761	1,362,000	1,362,000	1,362,000
603 Communications	7,357	18,536	22,280	19,696	22,450	22,450	22,450
604 Contractual Services	61,834	298,935	600,000	431,975	300,000	300,000	300,000
605 Misc. Charges and Fees	565,091	1,230,508	1,342,220	1,290,626	1,776,370	1,776,370	1,776,370
606 Other Purchased Services	3,636	10,317	18,200	20,593	20,200	20,200	20,200
608 Commissions	4,326	9,391	11,000	1,266	-	-	-
Total Materials and Services	995,279	2,339,911	3,166,504	2,742,083	3,589,220	3,589,220	3,589,220
Capital Outlay							
701 Land	42,547	-	-	-	-	-	-
703 Equipment	9,897	11,699	336,000	342,022	32,000	32,000	32,000
704 Improvements Other Than Bldgs.	1,049,043	880,788	7,836,746	716,529	13,145,535	13,145,535	13,145,535
Total Capital Outlay	1,101,487	892,487	8,172,746	1,058,552	13,177,535	13,177,535	13,177,535
Debt Service							
801 Principal	-	151,490	186,586	186,586	201,701	201,701	201,701
802 Interest	-	86,334	60,124	60,123	50,009	50,009	50,009
Total Debt Service	-	237,824	246,710	246,708	251,711	251,711	251,711
	\$ 2,751,817	\$ 4,880,297	\$ 13,238,480	\$ 5,717,060	\$ 18,947,643	\$ 18,947,643	\$ 18,947,643

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 260							
Materials and Services							
604 Contractual Services	\$ 147	\$ -	\$ 450,000	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
Total Materials and Services	147	-	450,000	-	250,000	250,000	250,000
Capital Outlay							
704 Improvements Other Than Bldgs.	82,914	91,028	2,224,754	401,438	1,948,720	1,948,720	1,948,720
Total Capital Outlay	82,914	91,028	2,224,754	401,438	1,948,720	1,948,720	1,948,720
	\$ 83,061	\$ 91,028	\$ 2,674,754	\$ 401,438	\$ 2,198,720	\$ 2,198,720	\$ 2,198,720

Public Works Department – Street Division

Project #: 2011-30 **Project Name:** Hersey St.- N. Main St. to Oak St. Sidewalk project (CMAQ)

Total Project cost: \$781,000 **Duration:** 12 Months

Department: Public Works **Division:** Engineering **Contact:** Scott Fleury

Description: Engineering and construction of new sidewalk on Hersey Street between N. Main Street and Oak Street. This is a Safe Routes to School Project and is funded through the CMAQ Grant program. The City received a \$531,000 grant to assist in the funding of the complete project. This is a pass through grant and the City does not directly receive any of the grant funding. The City provides for at a minimum the 10.3% grant match or any extra funding required to complete the project. The CMAQ program is managed by the Oregon Department of Transportation. Improvement elements include construction of a six-foot wide sidewalk on the north side of Hersey Street to fill in existing areas without sidewalk currently.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Capital Outlay</i>		<i>781,000</i>	<i>0</i>	<i>781,000</i>
	Totals	781,000	0	781,000

Funding Sources		Year 1	Year 2	Total Expenditures
<i>Street SDC's</i>		<i>62,500</i>	<i>0</i>	<i>62,500</i>
<i>Grants (City does not directly receive grant funding)</i>		<i>531,000</i>	<i>0</i>	<i>531,000</i>
<i>Fees and Rates</i>		<i>187,500</i>	<i>0</i>	<i>187,500</i>
	Totals	781,000	0	781,000

Project #: **Project Name:** Downtown ADA Ramp Replacement

Total Project cost: \$88,950 **Duration:** 12 Months

Department: Public Works **Division:** Engineering **Contact:** Scott Fleury

Description: Downtown ADA Ramp Replacement: The City of Ashland, through an intergovernmental agreement and grant with the Oregon Department of Transportation, will manage the engineering and replacement of various handicap ramps within the downtown corridor. The first phase of the project will address ramps along the Lithia Way Corridor at 3rd Street.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Capital Outlay</i>		<i>88,950</i>	<i>0</i>	<i>88,950</i>
	Totals	88,950	0	88,950

Funding Sources		Year 1	Year 2	Total Expenditures
<i>Grants</i>		<i>88,950</i>	<i>0</i>	<i>88,950</i>
	Totals	88,950	0	88,950

Public Works Department – Airport Division

AIRPORT DIVISION

The Airport will update its master plan as required by the Federal Aviation Administration (FAA). To support completion of the master plan, the City was able to obtain a grant to cover the FAA required match for the project.

AIRPORT FUND PUBLIC WORKS DEPARTMENT							
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 280							
Materials and Services							
602 Rental, Repair, Maintenance	\$ 45,291	\$ 49,543	\$ 85,753	\$ 69,074	\$ 91,280	\$ 91,280	\$ 91,280
604 Contractual Services	-	14,500	290,000	5,000	300,000	300,000	300,000
605 Misc. Charges and Fees	27,049	69,036	47,590	29,739	30,400	30,400	30,400
606 Other Purchased Services	200	172	600	145	700	700	700
608 Commissions	-	42	2,000	400	3,000	3,000	3,000
Total Materials and Services	72,540	133,293	425,943	104,359	425,380	425,380	425,380
Capital Outlay							
704 Improvements Other Than Bldgs.	-	44,962	88,000	82,988	292,000	292,000	312,000
Total Capital Outlay	-	44,962	88,000	82,988	292,000	292,000	312,000
Debt Service							
801 Debt Service - Principal	26,286	57,261	64,136	64,136	71,836	71,836	71,836
802 Debt Service - Interest	12,250	19,811	12,936	12,936	5,239	5,239	5,239
Total Debt Service	38,536	77,072	77,072	77,072	77,075	77,075	77,075
	\$ 111,076	\$ 255,327	\$ 591,015	\$ 264,418	\$ 794,455	\$ 794,455	\$ 814,455

CIP PROJECTS

Project #: **Project Name:** Pavement Maintenance Program
Total Project cost: \$20,000 **Duration:** 12 Months
Department: Public Works **Division:** Engineering **Contact:** Scott Fleury

Description: Pavement Maintenance Program: On a three year cycle the Oregon Department of Aviation manages a pavement inspection and maintenance program for all Airports within the State of Oregon that receive federal funding for improvement projects. The City of Ashland is slated to receive a grant for various pavement maintenance work to be done at the airport in the biennium including, crack sealing, asphalt patching and slurry seals.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Capital Outlay</i>		20,000	0	20,000
	Totals	20,000	0	20,000

Funding Sources		Year 1	Year 2	Total Expenditures
<i>Grants</i>		20,000	0	20,000
	Totals	20,000	0	20,000

Project #: **Project Name:** Entitlement Grant - Taxiway Rehabilitation
Total Project cost: \$222,000 **Duration:** 12 Months
Department: Public Works **Division:** Engineering **Contact:** Scott Fleury

Description: Entitlement Grant – Taxiway Rehabilitation (Environmental Planning): The City of Ashland will being the engineering and environmental phase of a Federal Aviation approved airport project which includes the pavement and drainage rehabilitation of the main taxiway.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Capital Outlay</i>		0	222,000	222,000
	Totals	0	222,000	222,000

Funding Sources		Year 1	Year 2	Total Expenditures
<i>Grants</i>		0	222,000	222,000
	Totals	0	222,000	222,000

Public Works Department – Water Division

WATER DIVISION

The Water Division will continue to be involved in the construction of capital projects as outlined in the adopted master plan; however, large scale capital projects including the new water treatment plant and Crowson II reservoir will strain limited staff resources. Water division staff will be part of the technical advisory committee during the engineering design process of the water plant and reservoir.

Maintaining aging infrastructure is a continuous and expensive challenge but critical to the City. Prioritizing replacement and repair activities while working within the limitations of the budget and available staff time will continue to be a mission of the Water Division. Water Division staff maintain a system that provides clean and safe drinking water to nearly 10,000 water services while also supplying water in sufficient volume for firefighting to over 1,200 hydrants.

WATER SUPPLY DIVISION

WATER FUND PUBLIC WORKS DEPARTMENT SUPPLY DIVISION							
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 670							
Personal Services							
510 Salaries and Wages	\$ -	\$ 14,597	\$ -	\$ 17,598	\$ 64,970	\$ 64,970	\$ 64,970
520 Fringe Benefits	-	2,386	-	4,498	46,960	46,960	46,960
Total Personal Services	-	16,983	-	22,096	111,930	111,930	111,930
Materials and Services							
601 Supplies	-	1,467	-	239	-	-	-
602 Rental, Repair, Maintenance	-	28,146	-	18,618	30,002	30,002	30,002
604 Contractual Services	34,853	108,811	350,300	290,844	521,600	521,600	521,600
605 Misc. Charges and Fees	112,533	285,892	309,610	307,274	325,362	325,362	325,362
606 Other Purchased Services	63,664	246,565	299,800	223,888	300,000	300,006	300,006
Total Materials and Services	211,050	670,881	959,710	840,863	1,176,970	1,176,970	1,176,970
Capital Outlay							
703 Equipment	13,902	-	-	-	-	-	-
704 Improvements Other Than Bldgs.	45,599	4,131,999	1,598,225	1,579,945	1,462,250	1,462,250	1,462,250
Total Capital Outlay	59,501	4,131,999	1,598,225	1,579,945	1,462,250	1,462,250	1,462,250
Debt Service							
801 Debt Service - Principal	18,750	40,750	16,500	16,500	495,750	495,750	495,750
802 Debt Service - Interest	2,666	4,037	2,471	2,470	141,008	141,008	141,008
Total Debt Service	21,416	44,787	18,971	18,970	636,758	636,758	636,758
	\$ 291,967	\$ 4,864,650	\$ 2,576,906	\$ 2,461,874	\$ 3,387,908	\$ 3,387,908	\$ 3,387,908

Public Works Department – Water Treatment Division

WATER TREATMENT DIVISION

Provide treated drinking water to all Ashland water users in sufficient volume to meet the demand.

Performance Measures

Measure	FY 2013	FY 2014	FY 2015	FY 2016
Gallons of water treated to Oregon Health Authority (OHA) standards in each calendar year.	1,058,790,000	951,230,000	916,010,000	1,000,030,000

**WATER FUND
PUBLIC WORKS DEPARTMENT
TREATMENT DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 670							
Personal Services							
510 Salaries and Wages	\$ 312,259	\$ 641,302	\$ 706,530	\$ 745,860	\$ 810,670	\$ 810,670	\$ 810,670
520 Fringe Benefits	154,592	335,886	407,080	397,744	508,434	508,434	508,434
Total Personal Services	466,851	977,188	1,113,610	1,143,604	1,319,104	1,319,104	1,319,104
Materials and Services							
601 Supplies	148,521	367,278	501,900	247,500	437,200	437,200	437,200
602 Rental, Repair, Maintenance	59,450	137,965	146,254	127,947	156,000	156,000	156,000
603 Communications	7,990	23,180	23,420	17,319	27,900	27,900	27,900
604 Contractual Services	7,701	5,059	26,000	26,000	38,000	38,000	38,000
605 Misc. Charges and Fees	292,533	589,191	621,020	612,450	661,232	661,232	661,232
606 Other Purchased Services	16,583	30,555	49,440	33,542	52,800	52,800	52,800
Total Materials and Services	532,778	1,153,228	1,368,034	1,064,756	1,373,132	1,373,132	1,373,132
Capital Outlay							
703 Equipment	22,652	15,919	93,800	30,000	80,000	80,000	80,000
704 Improvements Other Than Bldgs.	75,381	142,866	11,366,440	517,039	21,611,400	21,611,400	21,611,400
Total Capital Outlay	98,033	158,785	11,460,240	547,039	21,691,400	21,691,400	21,691,400
Debt Service							
801 Debt Service - Principal	172,533	382,753	-	217,055	231,909	231,909	231,909
802 Debt Service - Interest	48,330	84,680	-	64,636	50,268	50,268	50,268
Total Debt Service	220,863	467,434	1,630,263	281,691	282,177	282,177	282,177
	\$ 1,318,525	\$ 2,756,635	\$ 15,572,147	\$ 3,037,089	\$ 24,665,813	\$ 24,665,813	\$ 24,665,813



Public Works Department – Water Distribution Division

WATER DISTRIBUTION DIVISION

Maintain and provide capital upgrades that ensure the safe delivery of potable water to the citizens of Ashland. In addition, ensure the operational use of critical infrastructure related to firefighting activities.

Performance Measures

Measure	FY2016	FY2017	FY2018 Target	FY2019 Target
Respond to customer calls within 24 hours. Number of customer calls received.	289	325	300	300
Respond to customer calls within 24 hours. % of calls responded to within 24 hours.	100%	100%	100%	100%

**WATER FUND
PUBLIC WORKS DEPARTMENT
DISTRIBUTION DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 670							
Personal Services							
510 Salaries and Wages	\$ 537,596	\$ 1,237,843	\$ 1,291,470	\$ 1,049,805	\$ 1,312,880	\$ 1,312,880	\$ 1,312,880
520 Fringe Benefits	301,271	744,266	805,510	804,853	930,336	930,336	930,336
Total Personal Services	838,867	1,982,109	2,096,980	1,854,658	2,243,216	2,243,216	2,243,216
Materials and Services							
601 Supplies	15,967	35,934	91,600	70,189	131,700	131,700	131,700
602 Rental, Repair, Maintenance	258,243	516,416	672,450	641,499	461,000	461,000	461,000
603 Communications	6,456	15,055	20,840	10,947	21,000	21,000	21,000
604 Contractual Services	21,110	56,641	210,000	119,679	134,000	134,000	134,000
605 Misc. Charges and Fees	808,951	1,688,350	1,845,060	1,778,146	2,176,426	2,176,426	2,176,426
606 Other Purchased Services	14,125	28,863	49,400	42,681	57,400	57,400	57,400
610 Programs	-	730,000	-	-	-	-	-
612 Franchises	356,283	-	837,277	838,922	1,260,560	1,260,560	1,260,560
Total Materials and Services	1,481,135	3,071,259	3,726,627	3,502,063	4,242,086	4,242,086	4,242,086
Capital Outlay							
703 Equipment	7,322	10,295	11,000	-	-	-	-
704 Improvements Other Than Bldgs.	76,875	301,012	3,761,100	661,164	4,322,150	4,322,150	4,322,150
Total Capital Outlay	84,197	311,307	3,772,100	661,164	4,322,150	4,322,150	4,322,150
Debt Service							
801 Debt Service - Principal	120,000	537,250	-	401,450	486,950	486,950	486,950
802 Debt Service - Interest	17,064	125,551	-	100,683	105,151	105,151	105,151
Total Debt Service	137,064	662,801	502,133	502,133	592,101	592,101	592,101
	\$ 2,541,263	\$ 6,027,476	\$ 10,097,840	\$ 6,520,018	\$ 11,399,553	\$ 11,399,553	\$ 11,399,553

Public Works Department – Water Distribution Division

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 670							
Materials and Services							
604 Contractual Services	\$ 1,600	\$ 28,040	\$ -	\$ 103,430	\$ -	\$ -	\$ -
Total Materials and Services	1,600	28,040	-	103,430	-	-	-
704 Improvements Other Than Bldgs.	30,537	135,973	3,170,335	514,601	4,056,348	4,056,348	4,056,348
Total Capital Outlay	30,537	135,973	3,170,335	514,601	4,056,348	4,056,348	4,056,348
	\$ 32,137	\$ 164,013	\$ 3,170,335	\$ 618,031	\$ 4,056,348	\$ 4,056,348	\$ 4,056,348

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 670							
Debt Service							
801 Debt Service - Principal	\$ 33,750	\$ 376,913	\$ 203,147	\$ 203,147	\$ 216,669	\$ 216,669	\$ 216,669
802 Debt Service - Interest	4,799	47,590	158,511	158,510	145,130	145,130	145,130
Total Debt Service	38,549	424,503	361,658	361,657	361,799	361,799	361,799
	\$ 38,549	\$ 424,503	\$ 361,658	\$ 361,657	\$ 361,799	\$ 361,799	\$ 361,799

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 670							
Debt Service							
801 Debt Service - Principal	\$ 67,500	\$ 146,700	\$ 59,400	\$ 59,400	\$ 62,100	\$ 62,100	\$ 62,100
802 Debt Service - Interest	9,598	14,533	8,892	8,892	6,471	6,471	6,471
Total Debt Service	77,098	161,233	68,292	68,292	68,571	68,571	68,571
	\$ 77,098	\$ 161,233	\$ 68,292	\$ 68,292	\$ 68,571	\$ 68,571	\$ 68,571

Public Works Department – Water Distribution Division

Project #: **Project Name:** Waterline Replacement - Parker Street - Walker Avenue to Lit Way

Total Project cost: \$205,000 **Duration:** 24 Months

Department: Public Works **Division:** Engineering **Contact:** Scott Fleury

Description: Replace 860 LF of 4-inch pipe with 6-inch pipe.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Capital Outlay</i>	0	25,000	25,000
Totals	0	25,000	25,000

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Fees and Rates</i>	0	25,000	25,000
Totals	0	25,000	25,000

Project #: **Project Name:** Waterline Replacement - Harmony Lane - Siskiyou Blvd to Lit Way

Total Project cost: \$82,300 **Duration:** 24 Months

Department: Public Works **Division:** Engineering **Contact:** Scott Fleury

Description: Replace 340 LF of 4-inch pipe with 6-inch pipe.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Capital Outlay</i>	0	12,300	12,300
Totals	0	12,300	12,300

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Fees and Rates</i>	0	12,300	12,300
Totals	0	12,300	12,300

Public Works Department – Water Conservation Division

WATER CONSERVATION DIVISION

The City's water conservation team will continue to offer several programs and resources to assist customers in managing their water use as efficiently as possible. These programs and resources have the City on track to meet the goal identified in the water master plan of reducing water use by at least 5% by 2032.

Performance Measures

The goal of water conservation is to implement programs in order to achieve permanent long term water reduction citywide by 5% over the next 20 years. Conservation will continue to implement programs as recommended in the 2012 adopted Water Master Plan to reach the objective.

Percent of water conservation savings achieved per year toward the 5% goal within 20 years	FY 2016	FY 2017	FY 2018 Target	FY 2019 Target
Percentages are a result of an estimated water savings analysis of current indoor & outdoor conservation programs as well as yearly comparisons of actual water demand (water sold).	.25%	.25%	.25%	.25%

**WATER FUND
PUBLIC WORKS DEPARTMENT
CONSERVATION DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 670							
Personal Services							
510 Salaries and Wages	\$ 51,505	\$ 165,442	\$ 214,220	\$ 196,592	\$ 226,480	\$ 226,480	\$ 226,480
520 Fringe Benefits	22,384	86,821	132,530	117,552	158,728	158,728	158,728
Total Personal Services	73,889	252,263	346,750	314,144	385,208	385,208	385,208
Materials and Services							
601 Supplies	500	2,126	10,100	3,682	5,900	5,900	5,900
602 Rental, Repair, Maintenance	6,239	12,648	12,670	12,738	300	300	300
603 Communications	450	1,086	500	1,278	1,500	1,500	1,500
604 Contractual Services	-	8,271	4,000	3,180	4,000	4,000	4,000
605 Misc. Charges and Fees	34,570	70,560	76,505	75,140	91,478	91,478	91,478
606 Other Purchased Services	3,175	8,378	16,500	20,518	21,500	21,500	21,500
610 Programs	21,191	86,689	229,000	124,499	229,002	229,002	229,002
Total Materials and Services	66,125	189,758	349,275	241,034	353,680	353,680	353,680
	\$ 140,014	\$ 442,021	\$ 696,025	\$ 555,178	\$ 738,888	\$ 738,888	\$ 738,888

For fiscal year 2012-13 the Water Conservation Division was included in the Electric Department.

For the 2013-15 biennium, the Water Conservation Division was included in the Administration Department.

For the 2015-17 biennium, the Water Conservation Division is included in the Public Works Department.

Public Works Department – Wastewater Division

WASTEWATER DIVISION

The Wastewater Division will continue working on capital improvement projects recommended by the adopted Sanitary Sewer Master Plan, including the new effluent outfall relocation, Bear Creek shading (to meet temperature reduction requirements), a new oxidation ditch and wastewater collection system (pipeline) replacement projects.

The division will continue to meet all requirements imposed under federal and state regulations. These include meeting effluent permit limits and maintaining the collection system to eliminate sanitary sewer overflows as outlined by the Department of Environmental Quality.

Performance Measures

Maintain and provide capital upgrades that ensure the safe collection of wastewater minimizing potential overflows and regulatory violations.

Measure	FY2013	FY2014	FY2015	FY2016
Amount of wastewater treated in gallons.	690,000,000	870,000,000	858,000,000	875,000,000

WASTEWATER FUND PUBLIC WORKS DEPARTMENT COLLECTION DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 675							
Personal Services							
510 Salaries and Wages	\$ 253,416	\$ 541,976	\$ 690,890	\$ 651,346	\$ 715,130	\$ 715,130	\$ 715,130
520 Fringe Benefits	145,864	317,234	423,430	410,186	501,645	501,645	501,645
Total Personal Services	399,280	859,210	1,114,320	1,061,532	1,216,775	1,216,775	1,216,775
Materials and Services							
601 Supplies	31,669	56,153	111,100	102,413	121,800	121,800	121,800
602 Rental, Repair, Maintenance	171,579	326,988	521,390	384,223	314,200	314,200	314,200
603 Communications	4,059	8,404	7,850	7,786	8,900	8,900	8,900
604 Contractual Services	4,223	12,957	30,000	119,669	46,000	46,000	46,000
605 Misc. Charges and Fees	677,208	1,462,765	1,582,980	1,551,993	1,872,344	1,872,344	1,872,344
606 Other Purchased Services	709	6,356	14,700	8,685	15,700	15,700	15,700
612 Franchises	316,299	709,765	861,278	820,399	948,255	948,261	948,261
Total Materials and Services	1,205,746	2,583,388	3,129,298	2,995,169	3,327,205	3,327,205	3,327,205
Capital Outlay							
703 Equipment	40,223	-	-	-	5,000	5,000	5,000
704 Improvements Other Than Bldgs.	367,790	411,890	1,105,896	370,115	1,539,950	1,539,950	1,539,950
Total Capital Outlay	408,013	411,890	1,105,896	370,115	1,544,950	1,544,950	1,544,950
Debt Service							
801 Debt Service - Principal	16,086	101,630	108,188	153,829	112,112	112,112	112,112
802 Debt Service - Interest	12,485	49,442	39,271	60,292	32,545	32,545	32,545
Total Debt Service	28,571	151,072	147,459	214,121	144,656	144,656	144,656
	\$ 2,041,610	\$ 4,005,560	\$ 5,496,973	\$ 4,640,936	\$ 6,233,586	\$ 6,233,586	\$ 6,233,586

Public Works Department – Wastewater Division

WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
TREATMENT DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 675							
Personal Services							
510 Salaries and Wages	\$ 354,645	\$ 806,533	\$ 855,080	\$ 836,640	\$ 889,330	\$ 889,330	\$ 889,330
520 Fringe Benefits	184,662	472,489	494,390	494,811	574,873	574,873	574,873
Total Personal Services	539,307	1,279,022	1,349,470	1,331,451	1,464,203	1,464,203	1,464,203
Materials and Services							
601 Supplies	152,307	314,876	409,100	347,727	444,350	444,350	444,350
602 Rental, Repair, Maintenance	771,926	1,695,324	2,196,980	1,922,140	1,594,720	1,594,720	1,594,720
603 Communications	1,531	5,203	5,460	4,439	7,400	7,400	7,400
604 Contractual Services	28,544	139,330	120,000	162,011	175,000	175,000	175,000
605 Misc. Charges and Fees	465,484	969,630	1,084,230	1,055,471	1,610,170	1,610,170	1,610,170
606 Other Purchased Services	49,885	113,059	172,500	111,729	190,200	190,200	190,200
610 Programs	-	1,769	200	2,661	-	-	-
Total Materials and Services	1,469,677	3,239,191	3,988,470	3,606,179	4,021,840	4,021,840	4,021,840
Capital Outlay							
703 Equipment	40,495	197,774	-	54,979	-	-	-
704 Improvements Other Than Bldgs.	778,392	264,952	4,845,770	350,795	4,793,500	4,793,500	4,793,500
Total Capital Outlay	818,887	462,726	4,845,770	405,774	4,793,500	4,793,500	4,793,500
Debt Service							
801 Debt Service - Principal	1,160,000	2,400,000	2,530,000	2,530,000	3,116,916	3,116,916	3,116,916
802 Debt Service - Interest	479,100	853,029	707,300	707,097	615,708	615,708	615,708
Total Debt Service	1,639,100	3,253,029	3,237,300	3,237,097	3,732,624	3,732,624	3,732,624
	\$ 4,466,971	\$ 8,233,968	\$ 13,421,010	\$ 8,580,501	\$ 14,012,167	\$ 14,012,167	\$ 14,012,167

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 675							
Materials and Services							
Capital Outlay							
704 Improvements Other Than Bldgs.	\$ -	\$ 20,331	\$ 15,000	\$ 13,039	\$ 1,961	\$ 1,961	\$ 1,961
Total Capital Outlay	-	20,331	15,000	13,039	1,961	1,961	1,961
	\$ -	\$ 20,331	\$ 15,000	\$ 13,039	\$ 1,961	\$ 1,961	\$ 1,961

Public Works Department – Wastewater Division

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 675							
Materials and Services							
604 Contractual Services	\$ -	\$ 146	\$ 150,000	\$ -	\$ 175,000	\$ 175,000	\$ 175,000
Total Materials and Services	-	146	150,000	-	175,000	175,000	175,000
Capital Outlay							
704 Improvements Other Than Bldgs.	115,454	87,361	3,526,644	150,000	3,837,550	3,837,550	3,837,550
Total Capital Outlay	115,454	87,361	3,526,644	150,000	3,837,550	3,837,550	3,837,550
	\$ 115,454	\$ 87,507	\$ 3,676,644	\$ 150,000	\$ 4,012,550	\$ 4,012,550	\$ 4,012,550

**WASTEWATER FUND
PUBLIC WORKS DEPARTMENT
S.D.C. - REIMBURSEMENT - DEBT SERVICE**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 675							
Debt Service							
801 Debt Service - Principal	\$ -	\$ -	\$ -	\$ -	\$ 36,688	\$ 36,688	\$ 36,688
802 Debt Service - Interest	-	-	-	-	8,826	8,826	8,826
Total Debt Service	-	-	-	-	45,514	45,514	45,514
	\$ -	\$ -	\$ -	\$ -	\$ 45,514	\$ 45,514	\$ 45,514



Public Works Department – Stormwater Division

STORMWATER DIVISION

The purpose of the Stormwater Division is to maintain the City's stormwater infrastructure. In total the City has 93 miles of stormdrain mainline and 12 miles of open ditch to manage storm flows. The purpose of the stormwater system is to collect rainwater and snowmelt runoff to alleviate flooding in the City. Prior to this budget, the functions of the Stormwater division were included in the Street Fund budget and the Wastewater Fund budget.

The management of the stormwater infrastructure involves storm drain system inspections and maintenance, new line construction, line repair and replacement, along with both open ditch and sediment pond cleaning. Regulatory oversight of our stormwater infrastructure is conducted by the Department of Environmental Quality (DEQ).

The Stormwater Division is a self-supporting enterprise fund through stormwater utility fees.

STORMWATER FUND PUBLIC WORKS DEPARTMENT STORM WATER DIVISION							
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 680							
Personal Services							
510 Salaries and Wages	\$ 161,314	\$ 333,958	\$ 365,330	\$ 364,591	\$ 397,624	\$ 397,624	\$ 397,624
520 Fringe Benefits	104,084	210,092	244,330	244,411	299,029	299,029	299,029
Total Personal Services	265,398	544,050	609,660	609,002	696,653	696,653	696,653
Materials and Services							
601 Supplies	1,677	5,633	14,100	9,144	14,100	14,100	14,100
602 Rental, Repair, Maintenance	84,900	158,888	192,950	160,515	75,000	75,000	75,000
603 Communications	-	-	260	-	260	260	260
604 Contractual Services	17,677	43,179	40,000	39,232	52,000	52,000	52,000
605 Misc. Charges and Fees	148,715	307,457	335,030	326,791	469,700	469,700	469,700
606 Other Purchased Services	-	67	2,200	979	2,000	2,000	2,000
Total Materials and Services	252,969	515,224	584,540	536,662	613,060	613,060	613,060
Capital Outlay							
704 Improvements Other Than Bldgs.	154,556	20,185	118,500	39,368	150,000	150,000	150,000
Total Capital Outlay	154,556	20,185	118,500	39,368	150,000	150,000	150,000
Debt Service							
801 Principal	-	20,000	20,000	10,000	20,000	20,000	20,000
802 Interest	-	6,318	5,300	2,750	4,500	4,500	4,500
Total Debt Service	-	26,318	25,300	12,750	24,500	24,500	24,500
	\$ 672,923	\$ 1,105,777	\$ 1,338,000	\$ 1,197,782	\$ 1,484,213	\$ 1,484,213	\$ 1,484,213

Public Works Department – Stormwater Division

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

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 680							
Capital Outlay							
604 Contractual Services	\$ 7,377	\$ -	\$ 250,000	\$ 10	\$ 250,000	\$ 250,000	\$ 250,000
Total Materials and Services	7,377	-	250,000	10	250,000	250,000	250,000
704 Improvements Other Than Bldgs.	152,995	4,670	32,100	-	-	-	-
Total Capital Outlay	152,995	4,670	32,100	-	-	-	-
	\$ 160,372	\$ 4,670	\$ 282,100	\$ 10	\$ 250,000	\$ 250,000	\$ 250,000

Public Works Department – Administration and Engineering Division

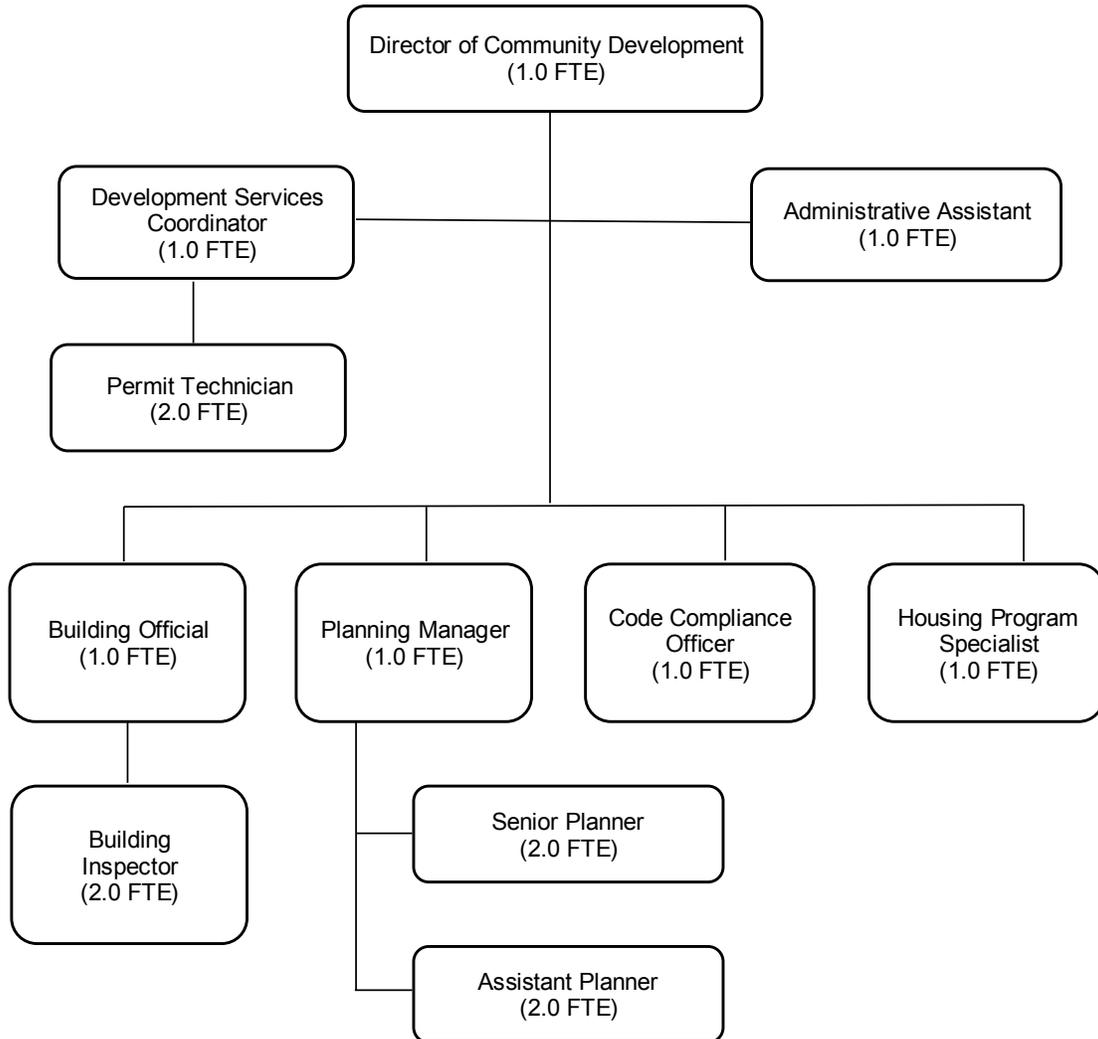
ADMINISTRATION AND ENGINEERING DIVISION

In the biennium ahead, we will continue to work on capital projects recommended in the adopted Transportation Systems, Water and Wastewater Master Plans. The primary focus will be the construction of the new water treatment plant, the wastewater treatment plant oxidation ditch and the street repair and replacement projects as outlined in the Transportation System Plan. Along with these large scale projects, several smaller but very important capital improvement projects are planned including upgrades to our water distribution and wastewater collections systems.

CENTRAL SERVICES FUND PUBLIC WORKS DEPARTMENT SUPPORT AND ADMINISTRATION DIVISION							
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 710							
Personal Services							
510 Salaries and Wages	\$ 812,351	\$ 1,856,139	\$ 1,932,290	\$ 1,871,475	\$ 1,902,650	\$ 1,902,650	\$ 1,902,650
520 Fringe Benefits	414,510	999,055	1,127,300	1,051,144	1,248,190	1,248,190	1,248,190
Total Personal Services	1,226,861	2,855,194	3,059,590	2,922,620	3,150,840	3,150,840	3,150,840
Materials and Services							
601 Supplies	41,099	93,219	100,154	83,610	135,650	135,650	135,650
602 Rental, Repair, Maintenance	25,005	49,519	69,222	42,038	26,782	26,782	26,782
603 Communications	11,389	19,049	14,596	21,596	25,900	25,900	25,900
604 Contractual Services	13,032	6,483	62,000	35,886	20,000	20,000	20,000
605 Misc. Charges and Fees	105,000	210,000	211,210	211,210	241,890	241,890	241,890
606 Other Purchased Services	11,246	32,970	49,750	33,709	43,200	43,200	43,200
Total Materials and Services	206,771	411,240	506,932	428,049	493,422	493,422	493,422
Capital Outlay							
703 Equipment	7,017	-	-	-	-	-	-
Total Capital Outlay	7,017	-	-	-	-	-	-
	\$ 1,440,649	\$ 3,266,434	\$ 3,566,522	\$ 3,350,669	\$ 3,644,262	\$ 3,644,262	\$ 3,644,262



Community Development Department 15.0 FTE



DEPARTMENT OVERVIEW

The Community Development Department is comprised of two divisions – Planning and Building Safety. The Planning Division is responsible for carrying out the community’s vision for land use planning as presented in Ashland’s Comprehensive Plan and other adopted supporting documents. To this end, staff evaluates new programs, creates long-range plans, crafts implementing standards and conducts design review for development applications all with an eye toward fulfilling the aspirations of the Plan. Administration of Ashland’s Housing Program is another priority for the Planning Division. The Housing Program is involved in all aspects of planning, organizing, and directing affordable housing related projects and activities, which include the annual management and award of Community Development Block and Social Service Grant funds. Additionally, the Planning Division manages city-wide code compliance activities that include enforcement of conditions of approval for all land use applications, follow-up on building code and land use violations, and seeking voluntary compliance with other sections of Ashland’s Municipal Code. Finally, the Building Safety Division provides complete building plan review and inspection services, as well as offering comprehensive, pre-development conferences and code explanations.

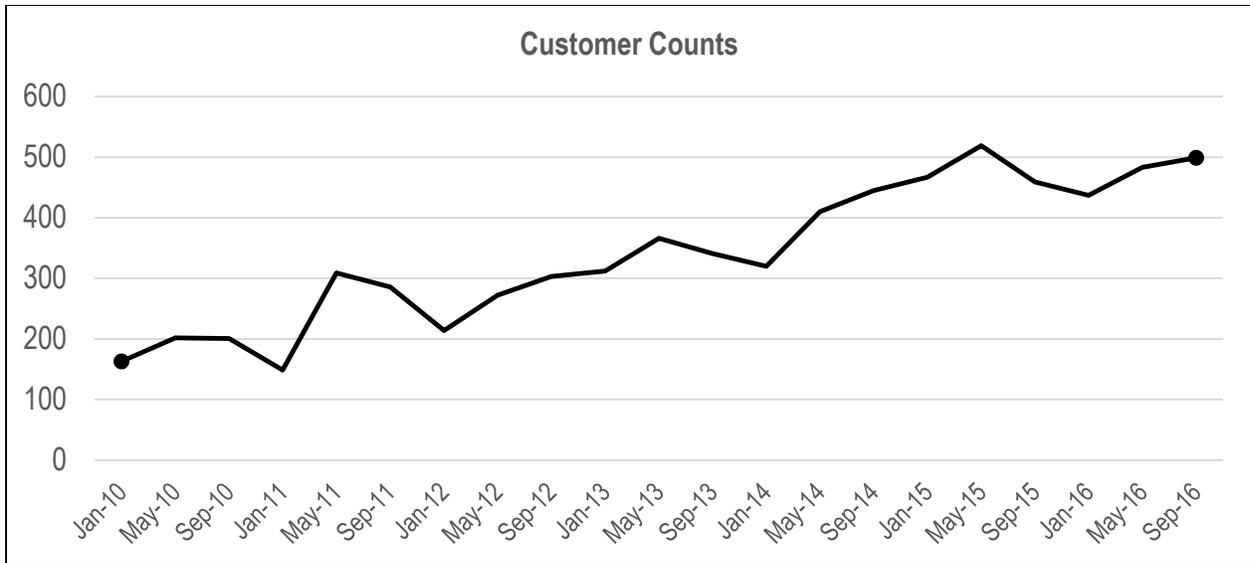
Significant Issues, Changes, Highlights

- Address Council Goals related to wildfire protection, affordable housing, redevelopment of employment lands, and implementation of the Climate and Energy Action Plan through education and outreach, program and policy development, and legislative amendments
- Permitting Software - In 2017 the City will be implementing new web based software (EnerGov) to process all planning actions, code compliance cases, building permits, and building inspections. This will allow staff and customers to take advantage of as well as benefit from mobile field technology and digital plan services
- Customer Service – The department will continue its commitment to customer service by implementing measures aimed at improving internal processes and increasing responsiveness by evaluating current and future resources
- Staffing – With recent turnover in staff, both building and planning divisions will be engaged in recruitment and training activities. Intergovernmental agreements with neighboring jurisdictions will be called upon as needed to maintain service levels until new employees are fully integrated into the department

Performance Measures

Customer Service Questionnaire Results		
5-Excellent 4-Good 3-Average 2-Needs Improvement 1-Unsatisfactory		
	2015	2016
Courteous Service	4.85	5.00
Clear Explanations & Instructions	4.58	5.00
Length of Processing Time	4.42	4.56
Information/Handouts Available	4.73	5.00
Our Service Compared to Elsewhere	4.86	5.00
Overall Quality of Service	4.52	4.94
Total Average:	4.66	4.92

Community Development Department



COMMUNITY DEVELOPMENT DEPARTMENT

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Personal Services	\$ 1,268,050	\$ 2,817,403	\$ 3,117,750	\$ 2,996,776	\$ 3,342,675	\$ 3,562,675	\$ 3,512,675
Materials and Services	643,917	1,392,394	1,667,701	1,446,023	2,147,065	2,147,065	2,147,065
	\$ 1,911,967	\$ 4,209,797	\$ 4,785,451	\$ 4,442,799	\$ 5,489,740	\$ 5,709,740	\$ 5,659,740
Department Total By Fund							
General Fund	\$ 1,810,055	\$ 3,874,733	\$ 4,345,653	\$ 4,155,706	\$ 5,035,955	\$ 5,255,955	\$ 5,205,955
CD Block Fund	101,912	335,064	439,798	287,093	453,785	453,785	453,785
	\$ 1,911,967	\$ 4,209,797	\$ 4,785,451	\$ 4,442,799	\$ 5,489,740	\$ 5,709,740	\$ 5,659,740

PLANNING DIVISION

The Planning Division helps create a community of lasting value by working with citizens to develop a unique vision for Ashland implemented through comprehensive goals, long range plans, and design standards. The Planning Division is also responsible for administering the community’s land use policies by reviewing current development proposals, building permits, and a variety of ministerial permits (e.g., sign permits, street tree removal, home occupation and fence) for consistency with Ashland’s development standards.

The Planning Division provides a wide range of professional planning services that play an important role in shaping the city now and in the future. Staff continually explores new opportunities to engage citizens in local planning initiatives, while routinely providing staff support for the Planning Commission and other advisory commissions including the Historic, Tree and Housing and Human Services Commissions.

This division has five programs: long range planning, current planning, housing, community development block grant (CDBG), and code compliance.

LONG RANGE PLANNING PROGRAM

The Long Range Planning Program section assists the community in meeting policy objectives and developing innovative plans that reflect the values of its citizens and anticipate changes that will likely affect the future of the city. This work includes periodically updating the document that symbolizes Ashland’s vision of land use for the community, the Comprehensive Plan, amending the land use ordinance, and crafting specific plans for neighborhoods.

Significant Issues, Changes, Highlights

- The Planning Division’s Long Range Program will focus on projects identified by the City Council including implementation phase of the infill strategy for transit corridors. In terms of land use ordinance amendments, changes to the wildfire lands and public arts ordinances, as well as a provision for cottage housing are in progress and upcoming ordinance projects include routine land use ordinance maintenance

Performance Measures

Measure	2015-2016 Goal	2015-2016 Results	2017-2018 Goal
Percent of long range plans completed within 18 months	> 85%	80%	> 85%

CURRENT PLANNING PROGRAM

The Current Planning Program reviews planning applications and building permits to ensure compliance with Ashland’s development standards and the Oregon Statewide Planning Program. These proposals include a wide range of requests, such as land divisions, the design and layout of multi-family units, as well as commercial building and mixed-use projects. City land use codes aim to address a variety of complex issues, such as impacts associated with development adjacent and within floodplains, wetlands, riparian zones and on hillsides, protection of significant natural areas, integration of multiple forms of transportation in development projects, and protection of Ashland’s four nationally recognized historic districts by encouraging compatible development and redevelopment.

Community Development Department – Planning Division and Housing Program

Significant Issues, Changes, Highlights

- The Planning Division faces similar challenges as the last biennium as well as some new challenges. Similar to the last two years, moving forward with future planning initiatives and ordinance amendments will be a challenge given the steady increase in development activity including planning applications and permits, walk-in customers and phone inquiries. Current Planning Program activities are given top priority because state and city codes require noticing and processing planning applications within specific timelines

Performance Measures

Measure	2015-2016 Goal	2015 Results	2016 Results	2017-2018 Goal
Percent of land use applications complete at filing	> 85%	93%	89%	> 85%
Median review time to process a land use application	< 45 days – Type I < 120 days – Type II	55 days – Type I 58 days – Type II	50 days – Type I 44 days – Type II	< 45 days – Type I < 120 days – Type II

Planning Division Permit Activity								
	2009	2010	2011	2012	2013	2014	2015	2016
Zoning Permit [Sign, Fence, Home]	164	175	199	191	175	194	237	204
Pre-App	58	58	59	69	79	100	118	109
Type I	42	43	55	54	80	88	95	87
Type II	4	3	5	4	4	5	9	13
Type III	5	3	2	1	0	1	1	2
Misc PAs [Staff, Tree]	3	0	8	32	49	32	59	23
Misc Planning Approvals [Admin, DemOrd, Leg, TreeV, Zone]	38	32	23	13	21	27	18	37
Totals:	314	314	351	364	408	447	537	475

HOUSING PROGRAM

With a specific focus on affordable housing activities, administration of the Housing Program includes working closely with the Community Development Director, the Housing and Human Services Commission, the Planning Commission, and the City Council to accomplish the objectives identified by Council Goals and the Consolidated Plan for use of Community Development Block Grants. One full-time Housing Specialist is employed to carry out these activities. The Community Development Department's Housing Program administers the award and distribution of Community Development Block Grants and Social Service Grants. According to the 2016 National Citizen Survey for Ashland, when asked about various issues that should be addressed in the City of Ashland's upcoming biennial budget process, close to 9 in 10 survey participants indicated that funding for affordable housing should be at least a medium priority for the City, and a majority of respondents (58%) thought it should be a high priority for Ashland.

Community Development Department – Housing Program and Code Compliance

Significant Issues, Changes, Highlights

- Administer the award and distribution of available Ashland’s Affordable Housing Trust Funds
- Partner with jurisdictions throughout the Rogue Valley to develop a regional housing strategy required by the Greater Bear Creek Regional Plan and acknowledged in Ashland’s Comprehensive Plan
- Complete an update of the Housing Element of Ashland’s Comprehensive Plan
- Issues surrounding the basic social service needs of Ashland residents, including the homeless, will continue to be an area of focus and present funding challenges

Performance Measures

Measure	2015-2016 Goal	2015 Results	2016 Results	2017-2019 Goal
Award and delivery of Social Service Grant funds to eligible projects	100%	100%	100%	100%
Award and delivery of Housing Trust Funds to eligible projects	n/a	n/a	n/a	100%
Percent of newly developed housing units secured as affordable to lower and moderate income households	10%	0%	0%	10%
Number of homeless individuals, or those at risk of homelessness receiving direct benefits from city supported activities*.	>400 Households annually	1981	2125	>1000 Households annually

*Note: Measure has been amended to reflect persons assisted at the Pioneer Hall winter shelter facility.

CODE COMPLIANCE PROGRAM

The Code Compliance Program spends time coordinating efforts with other city departments and participates in the Police Department’s sponsored quarterly area command meetings. A significant portion of the code compliance specialist’s time is directed at land use issues, with a notable increase in nuisance complaints consuming a significant share of resources. Short-term rental properties that were operating in violation of the Ashland Municipal Code have been reduced and are currently handled as they are reported. Problem solving a wide range of citizen complaints and assisting other departments as needed resulted in over 1,419 calls for service in 2016.

Significant Issues, Changes, Highlights

- Projected increase in calls for service related to camping and other temporary housing facilities
- Assess neighborhood impacts associated with increased allowances for outdoor keeping of livestock and residential marijuana grows
- Monitor different sources in order to effectively address unlicensed short term vacation rentals
- Evaluate operational efficiencies to account for increases in calls for service

Community Development Department – Code Compliance Program

Performance Measures

The Code Compliance Program received requests for service in the past biennium from city departments and citizens that encompassed a wide variety of municipal code areas. Of the total number of complaints, approximately five percent were judged to have potentially posed a public safety or hazard to the public. This was a steady figure when compared to the previous year. Complaints related to public safety were acted on directly or forwarded to the appropriate city department with on-site verification and staff contact within 24 hours. Documented inquiries related to land use and zoning, building safety, and other sections of the municipal code were logged in and an initial site visit conducted within 72 hours of receipt.

Measure	2015-17 Goal	2015 Results	2016 Results	2017-2019 Goal
24 hour response to land use ordinance complaints related to public safety and potential hazards.	100%	100%	100%	100%
72 hour response to complaints related to general land use and zoning requirements	100%	87%	100%	100%

Code Compliance Activity		
	2015	2016
Land Use	904	983
Signs	152	176
Police	101	112
Streets	102	31
Building	45	25
Fire	43	19
Parks	10	14
Electric	7	8
Water	3	2
Public Works	6	18
Others	30	31
TOTAL:	1,403	1,419

Community Development Department – Planning Department

GENERAL FUND
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION (Including Housing Program)

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 550,160	\$ 1,239,564	\$ 1,344,050	\$ 1,312,627	\$ 1,416,278	\$ 1,636,278	\$ 1,586,278
520 Fringe Benefits	295,604	676,498	783,710	763,633	943,022	943,022	943,022
Total Personal Services	845,764	1,916,062	2,127,760	2,076,259	2,359,300	2,579,300	2,529,300
Materials and Services							
601 Supplies	8,472	17,479	20,250	19,587	19,455	19,455	19,455
602 Rental, Repair, Maintenance	12,486	13,958	16,148	14,527	10,750	10,750	10,750
603 Communications	1,620	3,877	4,700	4,785	5,300	5,300	5,300
604 Contractual Services	19,516	54,628	108,000	56,600	98,000	98,000	98,000
605 Misc. Charges and Fees	242,337	503,255	537,965	542,087	568,524	568,524	568,524
606 Other Purchased Services	13,791	25,049	33,100	31,399	32,800	32,800	32,800
608 Commissions	1,799	2,912	4,500	2,397	2,600	2,600	2,600
609 Grants	-	-	-	-	166,351	166,351	166,351
610 Programs	14,503	9,971	34,000	6,891	25,000	25,000	25,000
Total Materials and Services	314,524	631,129	758,663	678,273	928,780	928,780	928,780
Capital Outlay							
704 Land	-	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-	-
	\$ 1,160,288	\$ 2,547,191	\$ 2,886,423	\$ 2,754,532	\$ 3,288,080	\$ 3,508,080	\$ 3,458,080

Community Development Department – CDBG

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

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

Significant Issues, Changes, Highlights

- Annual CDBG appropriations to the City are determined through the federal budgeting process. Based on prior year appropriations the city estimates an annual CDBG appropriation of approximately \$158,726. However, the actual amount of CDBG funds available for distribution will be adjusted to reflect the final federal appropriation received

Performance Measures

Measure	2015-2016 Goal	2015 Results	2016 Results	2017-2019 Goal
Award and delivery of CDBG fund to eligible projects	100%	81%	79%	100%

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

EXPENDITURES Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 250							
Personal Services							
510 Salaries and Wages	\$ 20,746	\$ 44,436	\$ 42,580	\$ 40,051	\$ 38,650	\$ 38,650	\$ 38,650
520 Fringe Benefits	11,700	23,124	22,840	22,134	24,230	24,230	24,230
Total Personal Services	32,446	67,560	65,420	62,186	62,880	62,880	62,880
Materials and Services							
606 Other Purchased Services	360	374	800	275	400	400	400
609 Grants	69,106	267,130	373,578	224,632	390,505	390,505	390,505
Total Materials and Services	69,466	267,504	374,378	224,907	390,905	390,905	390,905
	\$ 101,912	\$ 335,064	\$ 439,798	\$ 287,093	\$ 453,785	\$ 453,785	\$ 453,785

BUILDING SAFETY DIVISION

The Building Safety Division implements Oregon’s statewide building codes program by administering a comprehensive municipal building inspection and plan review program. The enforcement of state building codes assist in ensuring building fire and life safety measures are met for the citizens and visitors within our community.

The Master Permit Program continues to increase the Division’s ability to better serve large facility customers, which include but are not limited to Southern Oregon University, Ashland School District, Ashland Community Hospital, and Oregon Shakespeare Festival. The Master Permit Program has proven to be an effective, excellent permit and inspection tool, saving both time and department resources while still allowing the Building Safety Division to continue to provide necessary services.

In an effort to increase the commitment to our customers, the Building Division continues to explore ways to sponsor code related training and continuing education classes. These classes are in cooperation with other neighboring jurisdictions in the Rogue Valley, with the intent of providing a consistent and uniform approach to the latest construction methods, technology, and building code enforcement practices to homeowners and members of the local construction industry.

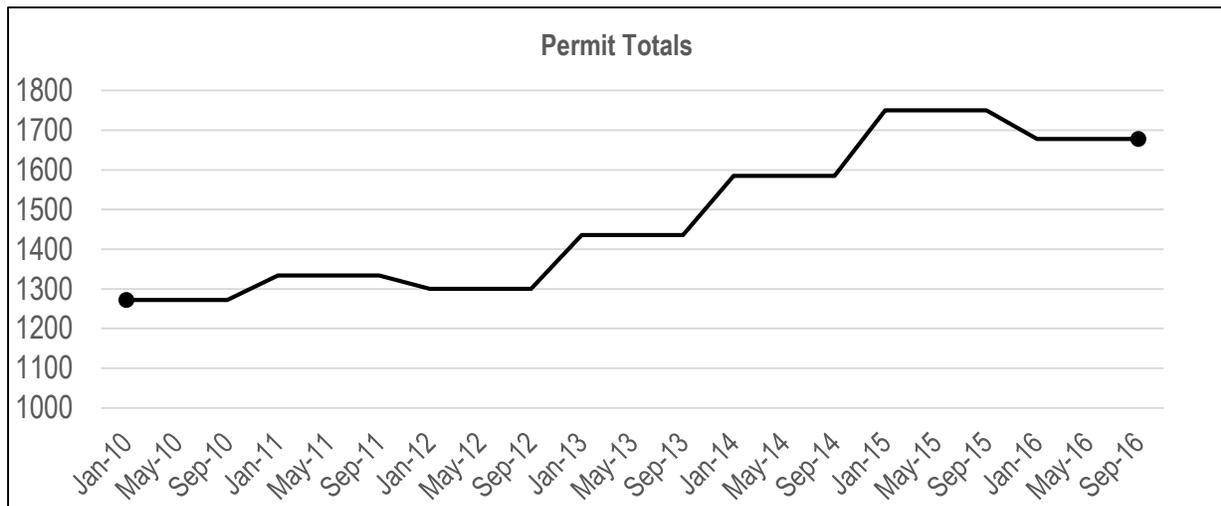
Significant Issues, Changes, Highlights

- Ensure high customer service by sponsoring annual public outreach and/or continuing education workshop
- Achieve combination inspector status for division staff through multi-certification training/testing
- Support transition to new plans review and permit processing software program
- Evaluate actions that result in reducing the seismic vulnerability of downtown structures

Performance Measures

Measure	2015-2017 Goal	2015 Results	2016 Results	2017-19 Goal
Percent of plan reviews completed within a 3-week period.	> 85%	90% - Residential 70% - Commercial*	71% - Residential 66% - Commercial*	> 85%

*Commercial building permits are not subject to plan review completion timelines in accordance with State statute.



Community Development Department – Building Safety Division

GENERAL FUND
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Personal Services							
510 Salaries and Wages	\$ 267,210	\$ 539,789	\$ 588,200	\$ 549,226	\$ 561,125	\$ 561,125	\$ 561,125
520 Fringe Benefits	122,630	293,992	336,370	309,105	359,370	359,370	359,370
Total Personal Services	389,840	833,781	924,570	858,331	920,495	920,495	920,495
Materials and Services							
601 Supplies	4,451	7,499	7,300	7,674	8,650	8,650	8,650
602 Rental, Repair, Maintenance	36,112	31,491	35,420	29,598	7,400	7,400	7,400
603 Communications	2,398	4,497	6,560	9,454	11,500	11,500	11,500
604 Contractual Services	5,010	33,822	35,000	40,992	35,000	35,000	35,000
605 Misc. Charges and Fees	202,110	407,457	434,880	439,013	481,690	481,690	481,690
606 Other Purchased Services	9,846	8,995	15,500	16,113	15,200	15,200	15,200
Total Materials and Services	259,927	493,761	534,660	542,843	559,440	559,440	559,440
	\$ 649,767	\$ 1,327,542	\$ 1,459,230	\$ 1,401,174	\$ 1,479,935	\$ 1,479,935	\$ 1,479,935

Community Development Department – Social Services Division

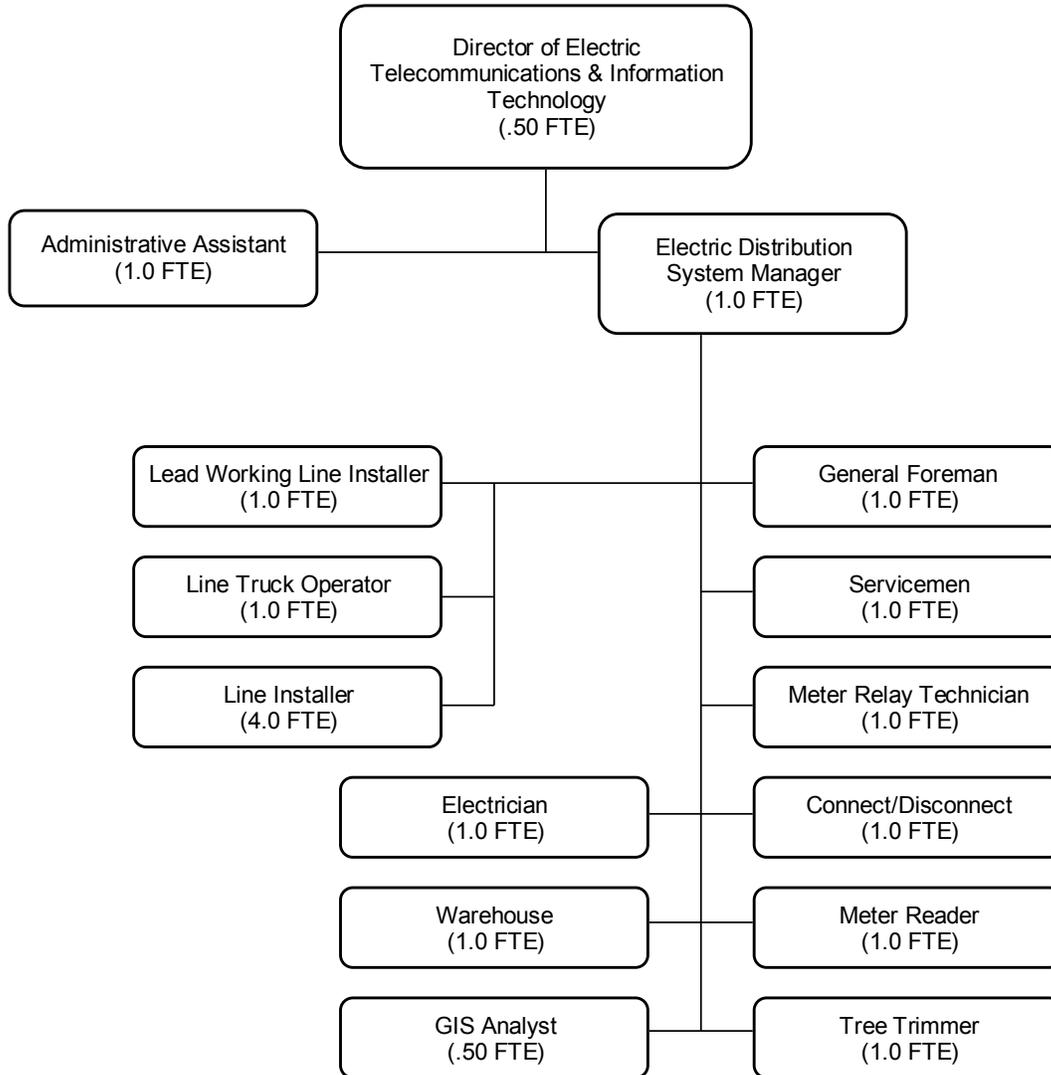
Description	GENERAL FUND COMMUNITY DEVELOPMENT DEPARTMENT SOCIAL SERVICES DIVISION						
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 110							
Materials and Services							
609 Grants	\$ 123,394	\$ 254,205	\$ 267,933	\$ 264,392	\$ 267,940	\$ 267,940	\$ 267,940
Total Materials and Services	\$ 123,394	\$ 254,205	\$ 267,933	\$ 264,392	\$ 267,940	\$ 267,940	\$ 267,940

Social Services Division resided in the Administrative Services Department in 2013 and BN 2013-15.

Those expenses are included in the Administrative Services Summary for 2013 and BN 2013-15.

Social Services Division resides in the Community Development Department starting with BN 2017-19

Electric Department 17.00 FTE



DEPARTMENT OVERVIEW

The Electric Department, also known as the Electric Utility, is responsible for the safe and reliable delivery of electricity to residents, businesses, educational, medical and commercial enterprises within the urban growth boundary of Ashland. Given the important part electricity plays in our daily lives, the Electric Utility provides an essential service to the citizens of Ashland.

With seventeen employees, the Electric Department maintains the Reeder Gulch generating station; provides electric service to over 12,500 customers; services 76 miles of underground and 53 miles of overhead lines; maintains 2,600 power poles, over 2,000 transformers, and more than 1,850 streetlights. In addition, the department is responsible for the operation and maintenance of the distribution (City) side of Mountain Avenue and Nevada Street substations.

The Department actively inspects and performs maintenance on the electric system to provide our City's citizens a reliable electrical supply and to minimize service interruptions. The Department has earned a national service Certificate of Excellence for system reliability in both 2016 and 2017. In the most recent Ashland National Citizens Survey 86% of Ashland's residence rate the Electric Utility as excellent or good.

The Electric Utility obtains its energy locally from Reeder Gulch hydro generating station, net-metered accounts (primarily solar), and regionally from the Bonneville Power Administration (BPA).

Significant Issues, Changes, Highlights

Issues:

- Maintaining an inventory of the electric infrastructure and ensuring the integrity of the data in the City standard GIS system. Solution: Software evaluations are in progress and resources have been identified to collect and maintain required data
- Managing long term energy costs within the Bonneville Power Administration (BPA) framework. Solution: Ashland in conjunction with industry/customer groups is successfully working with BPA to evaluate and improve BPA's cost structures
- Identifying resources for the implementation of the City's Climate Energy Action Plan (CEAP). Solution: In addition to the programs currently supported by the City's electric utility, other items identified will be prioritized within the CEAP framework

Changes:

- Planning and scheduling the acquisition, integration and development of substation purchases/builds identified in the Ten-Year Planning Study
- Identify potential resources (generation, storage, load, etc.) and integrate those resources with the City's electrical system in a responsible and fiscally prudent manner to support the adopted "Ten by Twenty" ordinance

Highlights:

- Anticipated adoption and implementation of a cost of service providing a more sustainable, clear and equitable financial model for the utility

Electric Department

Performance Measures

Measure	FY2014-2015	FY2016-2017	FY-2018-2019 (target)
Vegetation Management (% plan accomplished)	100%	100%	100%
Facility Inspections (% plan accomplished)	100%	100%	100%
Facility Remediation (% plan accomplished)	100%	100%	100%
ASAI avg. availability	99.99%	99.99%	Maintain or improve
SAIDI (minutes) avg. outage time per customer	63.63	40.94	Maintain or improve
SAIFI number of outages per customer	0.379	0.248	Maintain or improve
CAIDI (minutes) avg. time to restore	167.88	164.94	Maintain or improve
ASAI:	Average Service Availability Index – commonly used performance metric for service availability. ASAI measures the <i>percentage of time the electric service is available to the average customer</i> annually. The average for our region is 99.97%		
SAIDI:	System Average Interruption Duration Index – commonly used performance metric for outages. SAIDI measures the <i>total duration of an outage for the average customer</i> (in minutes) annually. The average in our region is 151 minutes.		
SAIFI:	System Average Interruption Frequency Index – commonly used performance metric for outages. SAIFI measures the <i>average number of times a customer experiences an outage</i> annually. The average in our region is 0.652		
CAIDI:	Customer Average Interruption Duration Index – commonly used performance metric for outages. CAIDI measures <i>the average time to restore service for all customers experiencing an outage</i> annually. The average in our region is 508.21 minutes.		
<p>Notes: ASAI, SAIDI, SAIFI and CAIDI. Industry practice recommends five years of data collection before establishing the significance of or developing comparisons/plans reacting to these statistics. The five-year period is recommended to reduce the influence of extreme weather and other uncommon or unusual events on the statistics. The Electric Department began data collection in November 2013. All average data from the 2016 APPA Annual report.</p>			

Electric Department

ELECTRIC DEPARTMENT

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total By Category							
Personal Services	\$ 2,242,079	\$ 4,365,315	\$ 4,810,060	\$ 2,332,903	\$ 5,264,710	\$ 5,264,710	\$ 5,264,710
Materials and Services	10,743,915	21,987,829	24,014,983	23,483,343	25,752,980	25,752,980	25,752,980
Capital Outlay	561,946	913,806	1,194,000	842,790	969,000	969,000	969,000
Debt Service	24,293	-	-	-	-	-	-
	\$ 13,572,233	\$ 27,266,950	\$ 30,019,043	\$ 26,659,036	\$ 31,986,690	\$ 31,986,690	\$ 31,986,690
Department Total By Fund							
Water Fund	\$ 140,014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electric Fund	13,432,219	27,266,950	30,019,043	26,659,036	31,986,690	31,986,690	31,986,690
	\$ 13,572,233	\$ 27,266,950	\$ 30,019,043	\$ 26,659,036	\$ 31,986,690	\$ 31,986,690	\$ 31,986,690

*For fiscal year 2012-13 both of the Conservation Divisions were included in the Electric Department.
 For the 2013-15 biennium, both of the Conservation Divisions were included in the Administration Department.
 For the 2015-17 biennium, the Water Conservation Division is included in the Public Works Department.
 For the 2015-17 biennium, the Electric Conservation Division is included in the Administration Department.*

**ELECTRIC FUND
 ELECTRIC DEPARTMENT
 SUPPLY DIVISION**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 690							
Personal Services							
510 Salaries and Wages	\$ -	\$ 8,320	\$ -	\$ -	\$ -	\$ -	\$ -
520 Fringe Benefits	-	843	-	-	-	-	-
Total Personal Services	-	9,163	-	-	-	-	-
Materials and Services							
602 Rental, Repair, Maintenance	47,363	50,227	190,000	119,946	190,000	190,000	190,000
605 Misc. Charges and Fees	355,300	691,670	751,783	751,783	792,206	792,206	792,206
606 Other Purchased Services	5,689,314	12,080,455	12,810,104	13,030,584	13,999,719	13,999,719	13,999,719
Total Materials and Services	6,091,977	12,822,352	13,751,887	13,902,313	14,981,925	14,981,925	14,981,925
	\$ 6,091,977	\$ 12,831,515	\$ 13,751,887	\$ 13,902,313	\$ 14,981,925	\$ 14,981,925	\$ 14,981,925

Electric Department

ELECTRIC FUND
ELECTRIC DEPARTMENT
TRANSMISSION DIVISION

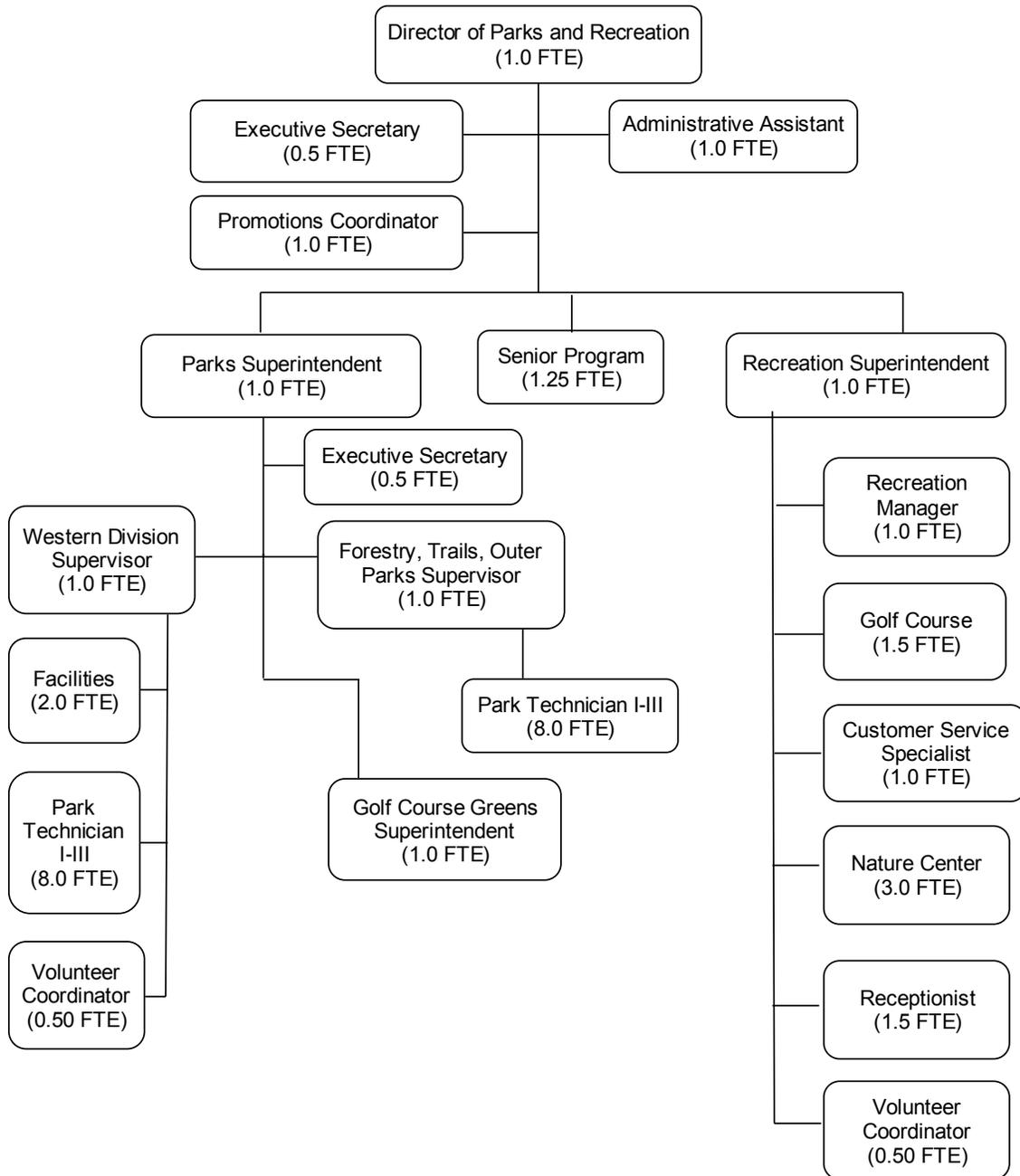
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 690							
Materials and Services							
602 Rental, Repair, Maintenance	\$ -	\$ 5,718	\$ -	\$ -	\$ -	\$ -	\$ -
606 Other Purchased Services	866,385	1,870,818	2,225,945	1,772,013	2,531,435	2,531,435	2,531,435
Total Materials and Services	\$ 866,385	\$ 1,876,536	\$ 2,225,945	\$ 1,772,013	\$ 2,531,435	\$ 2,531,435	\$ 2,531,435

ELECTRIC FUND
ELECTRIC DEPARTMENT
DISTRIBUTION DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 690							
Personal Services							
510 Salaries and Wages	\$ 1,340,070	\$ 2,869,687	\$ 3,173,390	\$ 1,543,561	\$ 3,339,460	\$ 3,339,460	\$ 3,339,460
520 Fringe Benefits	645,092	1,486,465	1,636,670	789,342	1,925,250	1,925,250	1,925,250
Total Personal Services	1,985,162	4,356,152	4,810,060	2,332,903	5,264,710	5,264,710	5,264,710
Materials and Services							
601 Supplies	64,858	86,106	100,828	95,189	114,549	114,549	114,549
602 Rental, Repair, Maintenance	313,471	788,414	928,508	832,504	423,136	423,136	423,136
603 Communications	10,735	25,027	57,707	56,434	38,079	38,079	38,079
604 Contractual Services	24,075	134,661	236,489	162,265	210,676	210,676	210,676
605 Misc. Charges and Fees	1,587,666	3,288,776	3,443,215	3,408,676	3,968,450	3,968,450	3,968,450
606 Other Purchased Services	112,256	189,032	256,600	242,892	269,730	269,730	269,730
610 Programs	8,911	14,371	14,500	13,286	15,000	15,000	15,000
612 Franchises	1,310,939	2,762,554	2,999,304	2,997,771	3,200,000	3,200,000	3,200,000
Total Materials and Services	3,432,911	7,288,941	8,037,151	7,809,017	8,239,620	8,239,620	8,239,620
Capital Outlay							
704 Improvements Other Than Bldgs.	561,946	913,806	1,194,000	842,790	969,000	969,000	969,000
Total Capital Outlay	561,946	913,806	1,194,000	842,790	969,000	969,000	969,000
	\$ 5,980,019	\$ 12,558,899	\$ 14,041,211	\$ 10,984,710	\$ 14,473,330	\$ 14,473,330	\$ 14,473,330

Parks and Recreation Department

37.25 FTE



DEPARTMENT OVERVIEW

The department is governed by a five-member elected Parks Commission with a mission of providing and promoting recreational opportunities and preserving and maintaining public lands. The Commission is responsible for three main divisions: Parks, Recreation and Golf.

Description	TOTAL PARKS & RECREATION DEPARTMENT						
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Department Total By Category							
Personal Services	\$ 3,079,122	\$ 6,910,531	\$ 7,718,250	\$ 7,596,083	\$ 8,338,144	\$ 8,338,144	\$ 8,338,144
Materials and Services	2,405,814	4,069,726	4,531,859	4,524,212	4,638,041	4,638,041	4,638,041
Capital Outlay	505,963	2,465,442	4,257,837	1,544,784	5,565,000	5,565,000	5,565,000
	\$ 5,990,899	\$ 13,445,699	\$ 16,507,946	\$ 13,665,080	\$ 18,541,185	\$ 18,541,185	\$ 18,541,185
Department Total by Fund							
Parks and Recreation Fund	\$ 5,459,855	\$ 11,007,310	\$ 12,061,127	\$ 11,914,411	\$ 12,996,185	\$ 12,996,185	\$ 12,996,185
Parks Capital Improvements Fund	531,044	2,438,389	4,007,819	1,390,459	5,095,000	5,095,000	5,095,000
Parks Equipment Replacement Fund	-	-	439,000	360,210	450,000	450,000	450,000
	\$ 5,990,899	\$ 13,445,699	\$ 16,507,946	\$ 13,665,080	\$ 18,541,185	\$ 18,541,185	\$ 18,541,185

Parks and Recreation Department – Parks Division

PARKS DIVISION

The Parks Division operates, maintains, plans and constructs parks and recreational facilities within its system. It develops new parks, administers open space areas, and rehabilitates existing infrastructure items. The Parks Division houses the Parks and Recreation Administration budget, park patrol, forestry, horticulture/arboriculture, trails, natural resources, and construction programs.

FORESTRY, TRAILS, NATURAL RESOURCES, AND CONSTRUCTION PROGRAMS

This program manages 767 acres of parks forest land and 48 miles of city trails/trail routes. Goals include:

- Managing for biological diversity of native plants and animals (mix of plant and animal versus a single community) and controlling non-native problematic species
- Preserving / improving wildlife habitat
- Managing for environmental values (air and water quality, soil health)
- Providing for and managing recreational use of park lands and trails on all city lands
- Reducing fire danger on Parks-managed forest lands in cooperation with Ashland Fire, USFS, the Forest Lands Commission, and other agencies
- Encouraging and maintaining a healthy ecosystem while incorporating multiple values of ecosystem health (includes managing/maintaining city wide woof waste program)
- Expanding trails opportunities by working with the Planning Department, AWTA, USFS, Ashland Master Trails Plan Committee, volunteers, and others
- Maintaining and improving trails for safety, access, water erosion mitigation, active transportation and ADA possibilities
- Providing and creating functional and effective natural areas and obtaining all necessary permits
- Providing other services to produce high levels of public satisfaction
- Performing construction work on Parks projects, including infrastructure improvements, maintenance, repairs

HORTICULTURE/ARBORICULTURE PROGRAM

This program, which includes urban forestry and environmental and ornamental horticulture, is responsible for maintaining trees within the urban setting that are safe, functional and aesthetically pleasing to park users. Staff manages healthy, diverse, and functionally effective natural areas (including riparian corridors and swales) that enhance habitats for wildlife and control erosion while providing aesthetic and educational values to park users. Goals of this program include:

- Providing parks that are well-canopied with trees and relatively safe for park users
- Planting appropriate species to enhance the effectiveness of natural areas
- Controlling erosion
- Managing native species
- Controlling problematic non-native species
- Enhancing users' appreciation of park environments
- Being historically sensitive about types of plants used in historic parks
- Integrating aspects of environmental horticulture with ornamental horticulture – e.g., using ornamental plants that are also used by wildlife

The Horticulture/Arboriculture program also includes *Athletic and Park Turf Programs*. The Parks Division maintains 46 acres of athletic fields at North Mountain Park and Hunter Park. Athletic fields include two baseball fields, two softball fields, one soccer field and two Little League fields. Goals of this program include:

- Implementing appropriate turf management principles and schedules for maintaining turf areas
- Maintaining vigorous and healthy stands of turf that are safe and appropriate for park users
- Mowing in such a manner as to ensure healthy and safe turf areas

Significant Issues, Changes, Highlights

A recent performance audit has confirmed that Ashland Parks and Recreation Commission [APRC] operates one of the most significant parks systems for a city of its size in the country. The system is significant not only due to its size, but the nature of landscaping, history and use by the public. The Parks division will face issues related to deferred maintenance and many large projects in the coming biennium. There are four major areas of work that will affect parks, they include a) major construction – Daniel Meyer Pool; b) property acquisition – such as Imperatrice and other high profile natural and development parcels; c) maintaining current levels of service; and, d) master planning – such as the Lithia Park Master Plan. Parks division staff will be instrumental in accomplishing the goals of the Commission and the four major areas of work mentioned above.

The following are some of the highlights from the previous biennium:

- Ashland Creek Park: Completed connecting trail from the playground area to creek side, installed new bench
- Ashland Creek Park: Installation of new shade shelters
- Daniel Meyer Pool: Completed upgrades
- Dog Park at Clay Street: In development stages
- Garfield Park: Completion of new water-play project
- Hunter Park: Completed playground replacement
- Oak Knoll Golf Course: Completed renovation of the clubhouse and cart path installation
- Lithia Park and The Grove offices: Completed renovation/remodels

Forestry / Trails Performance Measures

Measure	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Target 2017
Acres treated/ retreated for fuels reduction	88	80	75	87	107
Number of piles burned	705	690	1,442	255	1,363
Piles chipped *	536	555	585	600	600
Miles of trail maintained	31	31	34	46	48
Number of reported injuries	0	0	0	0	0
Noxious weeds treated in acres	106.5	118	97	43	62
Weed abatement program in acres	19	22	26	59	59

*Chipping piles have replaced burning when viable.

Horticulture / Arboriculture Performance Measures

Measure	2013	2014	2015	2016	Target 16/17
Trees maintained	5,140	5,200	5,220	5,230	5,245
Contract pruning and removal	140	100	10	0	0
In-house pruning and removal	120	130	341	605	600
Number of new trees planted	43	40	84	81	85
Ornamental beds maintained	50	50	56	64	64
Number of plants planted	*13,000	12,200	14,000	14,000	14,000

Note: Above numbers are approximate. * Some annual beds have been changed to ornamental color-spot shrubs to reduce material and labor costs.

Parks and Recreation Department – Parks Administration and Operations

PARKS ADMINISTRATION AND OPERATIONS DIVISION

Administration and Parks Operations reside in the budget as one Division. Administration is responsible for providing oversight and support to Parks Operations, Recreation and Golf. Goal setting, property acquisition, budgeting, contracting, commission and subcommittee activities, stakeholder/partner relations, public outreach and promotions coordination are included in the many roles served by the administration team.

The Senior Program, also overseen by Administration, strives to provide a support system for older residents of Ashland, helping them to live more independently and continue as contributing members of the community. The Senior Center provides a venue for social interaction through recreational and health-related activities along with educational and volunteer opportunities.

PARKS & RECREATION FUND PARKS & RECREATION DEPARTMENT PARKS OPERATIONS (ADMIN & OPS)							
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 211							
Personal Services							
510 Salaries and Wages	\$ 1,199,066	\$ 2,559,346	\$ 2,716,810	\$ 2,613,268	\$ 2,939,310	\$ 2,939,310	\$ 2,939,310
520 Fringe Benefits	732,690	1,678,594	1,802,120	1,780,882	2,105,970	2,105,970	2,105,970
Total Personal Services	1,931,756	4,237,940	4,518,930	4,394,150	5,045,280	5,045,280	5,045,280
Materials and Services							
601 Supplies	43,723	125,145	127,809	128,122	116,900	116,900	116,900
602 Rental, Repair, Maintenance	864,514	1,526,313	1,818,148	1,987,954	1,425,285	1,425,285	1,425,285
603 Communications	25,845	48,956	48,500	42,690	48,000	48,000	48,000
604 Contractual Services	529,841	517,813	575,760	453,184	482,330	482,330	482,330
605 Misc. Charges and Fees	435,127	912,000	888,600	886,922	1,420,692	1,420,692	1,420,692
606 Other Purchased Services	24,939	63,708	64,100	59,224	57,730	57,730	57,730
607 Post Retirement Benefits	-	12,850	-	22,766	23,000	23,000	23,000
Total Materials and Services	1,923,989	3,206,785	3,522,917	3,580,862	3,573,935	3,573,935	3,573,935
Capital Outlay							
703 Equipment	-	-	-	-	-	-	-
704 Improvements	-	28,384	86,000	12,318	20,000	20,000	20,000
Total Capital Outlay	-	28,384	86,000	12,318	20,000	20,000	20,000
	\$ 3,855,745	\$ 7,473,109	\$ 8,127,847	\$ 7,987,330	\$ 8,639,215	\$ 8,639,215	\$ 8,639,215

Parks and Recreation Department – Recreation Division

RECREATION DIVISION

The Recreation Division provides recreational and educational opportunities for participants of all ages including aquatics, health and fitness classes, environmental education programs and lifetime activities.

The Division oversees operations of the Daniel Meyer Pool, Ashland Rotary Centennial Ice Rink, VIP-Volunteers in Parks Program, North Mountain Park Nature Center, Calle Guanajuato, indoor and outdoor facility rentals and adult, youth and adapted recreation programming. The Division also coordinates and operates special events including the Ashland Community Bike Swap, Migratory Bird Day, 4th of July Run and the Bear Creek Festival.

Significant Issues, Changes, Highlights

The Recreation Division is tasked with providing high quality and relevant recreation classes and facilities, such as the Daniel Meyer Pool and Ice Rink, to the citizens of Ashland. While doing this, the Division is also asked to increase cost effectiveness and cost recovery. The Recreation Division works with Administration and the Commissioners to identify community values and adopt a cost recovery model that is consistent with those values. In the BN 2017-19, the Division will be working to expand services and increase cost recovery for some programs and offerings while still offering services that are accessible to our most vulnerable citizens.

- The Recreation Division moved from the Lithia Park Administration office location to the Grove during the BN 2015-17
- Since the addition of a seasonal cover to the ice rink during the BN 2015-17 there has been a significant increase in revenues at the Ashland Rotary Centennial Ice Rink
- Recreation Division has moved 50% of an assistant position from the Oak Knoll Golf Course to manage the Ashland Rotary Centennial Ice Rink therefore reducing the need for additional part time temporary staffing
- Leasing the Daniel Meyer Pool to the Ashland and Phoenix School Districts and the Rogue Valley Masters during the winter and spring months resulted in increased revenue and increased expenditures that were not budgeted in the BN 2015-17
- The Calle Commercial Use Policy was approved in the winter of 2017 and allows better regulation of the Calle rental space and increased rents

**PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
RECREATION DIVISION (ADMIN & CENTERS)**

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 211							
Personal Services							
510 Salaries and Wages	\$ 599,290	\$ 1,267,629	\$ 1,381,550	\$ 1,437,792	\$ 1,484,250	\$ 1,484,250	\$ 1,484,250
520 Fringe Benefits	283,902	665,002	825,240	803,505	959,786	959,786	959,786
Total Personal Services	883,192	1,932,631	2,206,790	2,241,297	2,444,035	2,444,035	2,444,035
Materials and Services							
601 Supplies	27,003	64,628	65,600	56,184	67,192	67,192	67,192
602 Rental, Repair, Maintenance	40,748	62,733	150,600	128,001	193,918	193,918	193,918
603 Communications	7,479	10,319	12,000	13,441	24,230	24,230	24,230
604 Contractual Services	90,625	161,868	135,640	116,607	202,646	202,646	202,646
605 Misc. Charges and Fees	8,967	23,188	22,000	22,157	23,400	23,400	23,400
606 Other Purchased Services	126,847	252,408	236,000	249,290	238,450	238,450	238,450
Total Materials and Services	301,669	575,144	621,840	585,680	749,836	749,836	749,836
	\$ 1,184,861	\$ 2,507,775	\$ 2,828,630	\$ 2,826,977	\$ 3,193,871	\$ 3,193,871	\$ 3,193,871

Parks and Recreation Department – Golf Division

GOLF DIVISION

The Golf Division operates and maintains the nine-hole Oak Knoll Golf Course which is Southern Oregon's only municipal golf course. The course is open year round and features a covered driving range, practice areas and a club house. The Golf Division also manages special events that are booked at the course such as weddings, family reunions, corporate events and golf tournaments.

Significant Issues, Changes, Highlights

The Oak Knoll Golf Course has been in operation since 1928. The course is valued among Ashland citizens as their "local course", however, deferred maintenance is becoming an issue that is affecting play at the course, and, in return, revenues. The course is in need of many significant repairs and in the coming biennium the Commissioners have prioritized the repair of the irrigation system in the CIP budget. The course is also in need of a major evaluation, in the form of a master plan for improvement, and major renovations based on that evaluation. During the BN 2015-17 the course received a few upgrades such as the decomposed granite cart path and an improvement to the club house. While these improvements are positive, they fall short of the broad level of improvements that are needed at the course. The major issue the staff will face at the golf course during the BN 2017-19 will be balancing the need for improvements while trying to maintain day to day operations. Although the improvement of the irrigation system will be positive in 2017/19 it still falls short of the total evaluation and rehab that will be needed in the coming years.

- Recreation Division has moved 50% of an assistant position from the Oak Knoll Golf Course to manage the Ashland Rotary Centennial Ice Rink therefore reducing the need for additional part time temporary staffing
- As part of the 2017-19 CIP budget, staff will begin replacement of worn irrigation lines and improve course drainage. Once upgraded, staff time replacing and fixing irrigation lines will drop significantly freeing up time to focus on other needed maintenance of the course

Based on the goals outlined in the Performance Audit completed in 2016, staff is working to increase the amount of new customers at the golf course by:

1. Making needed course improvements to maintain the asset. (Irrigation repairs, drainage problems).
2. Develop and implement a marketing and promotions plan that incorporates strategies to increase participation and revenue generation.
3. Consider a variety of expanded program opportunities and strategies to increase new customer base and revenue generation.

Performance Measures

Measures	2015	2016	2017-2019 Target
Total number of volunteer hours will remain stable or increase slightly each year	15,109 hours Equivalent to 7.26 FTE	16,364.10 hours Equivalent to 7.87 FTE	Meet or exceed 2016 numbers
Participation numbers for recreation programs will remain stable or continue to increase slightly	29,447 (Includes ice rink, pool, Nature Center school programs and general recreation classes)	36,070 (Includes ice rink, pool, Nature Center school programs and general recreation classes)	Meet or exceed 36,000 participants
Cost Recovery rate at the Daniel Meyer Pool	34%	50%	Meet or exceed 50% cost recovery
Total rounds of golf at the Oak Knoll Golf Course	17,859	16,619	Meet or exceed 2015 total rounds played (17,859)

Parks and Recreation Department

PARKS & RECREATION FUND
PARKS & RECREATION DEPARTMENT
GOLF DIVISION

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 211							
Personal Services							
510 Salaries and Wages	\$ 172,501	\$ 471,129	\$ 493,620	\$ 506,069	\$ 508,361	\$ 508,361	\$ 508,361
520 Fringe Benefits	91,673	268,831	308,980	291,381	340,468	340,468	340,468
Total Personal Services	264,174	739,960	802,600	797,450	848,830	848,830	848,830
Materials and Services							
601 Supplies	52,444	92,313	76,700	72,250	64,130	64,130	64,130
602 Rental, Repair, Maintenance	84,812	145,437	183,400	197,418	186,590	186,590	186,590
603 Communications	3,152	7,060	6,500	9,307	9,600	9,600	9,600
604 Contractual Services	5,981	24,214	8,200	7,869	8,000	8,000	8,000
605 Misc. Charges and Fees	-	-	7,000	-	34,000	34,000	34,000
606 Other Purchased Services	8,686	17,442	20,250	15,810	11,950	11,950	11,950
Total Materials and Services	155,075	286,466	302,050	302,654	314,270	314,270	314,270
	\$ 419,249	\$ 1,026,426	\$ 1,104,650	\$ 1,100,104	\$ 1,163,100	\$ 1,163,100	\$ 1,163,100

PARKS CAPITAL IMPROVEMENTS FUND
PARKS & RECREATION DEPARTMENT

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 411							
Personal Services							
510 Salaries and Wages	\$ -	\$ -	\$ 114,680	\$ 97,317	\$ -	\$ -	\$ -
520 Fringe Benefits	-	-	75,250	65,869	-	-	-
Total Personal Services	-	-	189,930	163,186	-	-	-
Materials and Services							
602 Rental, Repair, Maintenance	-	-	85,052	36,740	-	-	-
604 Contractual Services	24,459	1,331	-	18,276	-	-	-
605 Misc. Charges and Fees	622	-	-	-	-	-	-
Total Materials and Services	25,081	1,331	85,052	55,016	-	-	-
Capital Outlay							
703 Land	-	5,303	-	-	-	-	-
703 Equipment	205,610	551,215	-	-	-	-	-
704 Improvements	300,353	1,880,540	3,732,837	1,172,256	5,095,000	5,095,000	5,095,000
Total Capital Outlay	505,963	2,437,058	3,732,837	1,172,256	5,095,000	5,095,000	5,095,000
	\$ 531,044	\$ 2,438,389	\$ 4,007,819	\$ 1,390,459	\$ 5,095,000	\$ 5,095,000	\$ 5,095,000

PARKS EQUIPMENT FUND
PARKS & RECREATION DEPARTMENT

Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2015-17 Estimate	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Fund# 731							
Capital Outlay							
703 Equipment Replacement	\$ -	\$ -	\$ 439,000	\$ 360,210	\$ 450,000	\$ 450,000	\$ 450,000
Total Capital Outlay	\$ -	\$ -	\$ 439,000	\$ 360,210	\$ 450,000	\$ 450,000	\$ 450,000

Parks and Recreation Department

CIP PROJECTS

Project #: Parks 000023 **Project Name:** Repair Perozzi Fountain at Lithia Park

Total Project cost: \$70,000 **Duration:** Four years

Department: Parks **Division:** Operations **Contact:** Parks Director

Description: This project will fund the repair of the Butler-Perozzi Fountain in Lithia Park. The Fountain is a prominent, well-known and historic feature in Lithia Park.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Construction Repairs</i>	0	70,000	70,000
Totals	0	70,000	70,000

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	0	70,000	70,000
Totals	0	70,000	70,000

Project #: Parks 000053 **Project Name:** Calle Guanajuato (Bond Repayment)

Total Project cost: \$80,000 **Duration:** Through 2028

Department: Parks **Division:** Operations **Contact:** Parks Director

Description: This is for the bond repayment of the completed Calle Guanajuato project.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Bond Repayment</i>	40,000	40,000	80,000
Totals	40,000	40,000	80,000

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	40,000	40,000	80,000
Totals	40,000	40,000	80,000

Parks and Recreation Department

Project #: Parks 000060 **Project Name:** Garfield Park (Bond Repayment)
Total Project cost: \$200,000 **Duration:** through 2028
Department: Parks **Division:** Operations **Contact:** Parks Director

Description: Bond repayment of the Garfield Park Water Play and Park upgrade. This project was completed in the spring of 2017.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Bond Repayment</i>	<i>100,000</i>	<i>100,000</i>	<i>200,000</i>
Totals	100,000	100,000	200,000

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	<i>100,000</i>	<i>100,000</i>	<i>200,000</i>
Totals	100,000	100,000	200,000

Project #: Parks 000068 **Project Name:** Lithia Park Master Plan
Total Project cost: \$230,000 **Duration:** Two years
Department: Parks **Division:** Administration **Contact:** Parks Director

Description: An update of the Lithia Park Master Plan has been prioritized by the Commission and will include elements of the history of the park, an environmental review, current practices in the park and future development of the park. The plan will involve a wide swath of the public, government and other agencies in its creation and review. This project is created to cover the expense of a consultant and staff time dedicated to the project and materials such as a large-scale scanner for historical document.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Master Plan</i>	<i>230,000</i>	<i>0</i>	<i>230,000</i>
Totals	230,000	0	230,000

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	<i>230,000</i>	<i>0</i>	<i>230,000</i>
Totals	230,000	0	230,000

Parks and Recreation Department

Project #: Parks 000071

Project Name: Second Dog Park Construction

Total Project cost: \$265,000

Duration: Four years

Department: Parks

Division: Administration

Contact: Parks Director

Description: A second dog park has been identified as a priority by the Parks Commission. This project will fund the first phase of infrastructure at a second dog park on a property located on Clay Street, previously acquired by the APRC.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Construction</i>	265,000	0	265,000
Totals	265,000	0	265,000

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	265,000	0	265,000
Totals	265,000	0	265,000

Project #: Unassigned

Project Name: Project Manager

Total Project cost: \$120,000

Duration: Ongoing

Department: Parks

Division: Administration

Contact: Parks Director

Description: This item will provide funding for management of capital projects.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Project Manager</i>	60,000	60,000	120,000
Totals	60,000	60,000	120,000

Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	60,000	60,000	120,000
Totals	60,000	60,000	120,000

Parks and Recreation Department

Project #: Unassigned

Project Name: Land Acquisition

Total Project cost: \$1,815,000

Duration: Ongoing

Department: Parks

Division: Administration

Contact: Parks Director

Description: This project will fund the long-term goals of the APRC to locate a park within a quarter mile of all Ashland residents. The funds in this project are dedicated to the purchase of those properties identified in the master plan and by Commission direction.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Property Acquisition</i>	<i>915,000</i>	<i>900,000</i>	<i>1,815,000</i>
Totals	915,000	900,000	1,815,000
Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	<i>165,000</i>	<i>0</i>	<i>165,000</i>
<i>SDC</i>	<i>275,000</i>	<i>100,000</i>	<i>375,000</i>
<i>Other (grant/bond)</i>	<i>475,000</i>	<i>800,000</i>	<i>1,275,000</i>
Totals	915,000	900,000	1,815,000

Project #: Parks 000078

Project Name: Ashland Creek Park, Public Works Requirement

Total Project cost \$35,000

Duration: Two years

Department: Parks

Division: Operations

Contact: Parks Director

Description: This will fund the second phase of construction (public works requirements) at Ashland Creek Park.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Phase II construction</i>	<i>0</i>	<i>35,000</i>	<i>35,000</i>
Totals	0	35,000	35,000
Funding Sources	Year 1	Year 2	Total Expenditures
<i>Food and Beverage Tax</i>	<i>0</i>	<i>35,000</i>	<i>35,000</i>
Totals	0	35,000	35,000

Parks and Recreation Department

Project #: Parks 000073

Project Name: Winburn Way Sidewalk

Total Project cost: \$25,000

Duration: Four years

Department: Parks

Division: Administration

Contact: Parks Director

Description: Winburn Way through Lithia Park is a very popular route for walkers, especially those with dogs. Dogs are not allowed in the interior of Lithia Park; Winburn is the only route through the park where dogs are allowed, due to the fact that it is a public street. The street lacks sidewalks over most of its length, requiring people to walk in the street. This project will provide for the design and future construction of an appropriate sidewalk to provide a safer alternative to walking in the street.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Design</i>		25,000	0	25,000
	Totals	25,000	0	25,000
Funding Sources				
<i>Food and Beverage</i>		25,000	0	25,000
	Totals	25,000	0	25,000

Project #: Parks 000077

Project Name: Trails and Open Space Comp Plan Update

Total Project cost: \$30,000

Duration: Two years

Department: Parks

Division: Administration

Contact: Parks Director

Description: The Trails and Open Space Master Plan will be updated to include new properties and provide extensions to existing and future park trail systems.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Plan Update</i>		30,000	0	30,000
	Totals	30,000	0	30,000
Funding Sources				
<i>Food and Beverage</i>		30,000	0	30,000
	Totals	30,000	0	30,000

Parks and Recreation Department

Project #: Unassigned

Project Name: Daniel Meyer Pool – Rebuild and Cover

Total Project cost: \$3,250,000

Duration: Two years

Department: Parks

Division: Administration

Contact: Parks Director

Description: This project will provide funding for construction of a new municipal swimming pool and covering.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Construction</i>		<i>3,250,000</i>	<i>0</i>	<i>3,250,000</i>
	Totals	3,250,000	0	3,250,000

Funding Sources				
<i>Bond</i>		<i>3,250,000</i>	<i>0</i>	<i>3,250,000</i>
	Totals	3,250,000	0	3,250,000

Project #: Unassigned

Project Name: North Mountain Park Nature Play Area

Total Project cost: \$165,000

Duration: Three years

Department: Parks

Division: Administration

Contact: Parks Director

Description: This project will fund the construction and material of natural playground facility at the North Mountain Park Nature Center.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Construction</i>		<i>15,000</i>	<i>150,000</i>	<i>165,000</i>
	Totals	15,000	150,000	165,000

Funding Sources				
<i>Food and Beverage Tax</i>		<i>15,000</i>	<i>0</i>	<i>15,000</i>
<i>Other (grant/bonds)</i>		<i>0</i>	<i>150,000</i>	<i>150,000</i>
	Totals	15,000	150,000	165,000

Parks and Recreation Department

Project #: Unassigned **Project Name:** Master Plan for Park Shop/Yard Areas; Dog Parks; Skateboard Park

Total Project cost: \$75000 **Duration:** Four Years

Department: Parks **Division:** Administration **Contact:** Parks Director

Description: This project will fund a focused evaluation and plan for the shop at Lithia Park, Dog Parks and Skateboard Park.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Planning and design</i>		0	75,000	75,000
	Totals	0	75,000	75,000
Funding Sources				
<i>Food and Beverage Tax</i>		0	75,000	75,000
	Totals	0	75,000	75,000

Project #: Unassigned **Project Name:** Neighborhood Park Development (replacement of YMCA)

Total Project cost: \$750,000 **Duration:** Three years

Department: Parks **Division:** Operations **Contact:** Parks Director

Description: This project will fund the replacement of the YMCA neighborhood park facilities.

Expenditures for BN 2017-19		Year 1	Year 2	Total Expenditures
<i>Construction Repairs</i>		750,000	0	750,000
	Totals	750,000	0	750,000
Funding Sources				
<i>Other (grant/bonds)</i>		750,000	0	750,000
	Totals	750,000	0	750,000

Parks and Recreation Department

Project #: Unassigned

Project Name: Oak Knoll Improvements (Irrigation)

Total Project cost: \$70,000

Duration: Four years

Department: Parks

Division: Operations

Contact: Parks Director

Description: This project will fund irrigation improvements at the Oak Knoll Golf Course.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Construction Repairs</i>	<i>35,000</i>	<i>35,000</i>	<i>70,000</i>
Totals	<i>35,000</i>	<i>35,000</i>	<i>70,000</i>

Funding Sources			
<i>Food and Beverage Tax</i>	<i>35,000</i>	<i>35,000</i>	<i>70,000</i>
Totals	<i>35,000</i>	<i>35,000</i>	<i>70,000</i>

Project #: Unassigned

Project Name: Resurface/Reclaim Tennis and Pickle ball Courts

Total Project cost: \$55000

Duration: Four years

Department: Parks

Division: Operations

Contact: Parks Director

Description: This project will fund the improvement of several tennis and pickle ball courts for the increased availability of pickle ball courts.

Expenditures for BN 2017-19	Year 1	Year 2	Total Expenditures
<i>Construction Repairs</i>	<i>27,500</i>	<i>27,500</i>	<i>55,000</i>
Totals	<i>27,500</i>	<i>27,500</i>	<i>55,000</i>

Funding Sources			
<i>Food and Beverage Tax</i>	<i>27,500</i>	<i>27,500</i>	<i>55,000</i>
Totals	<i>27,500</i>	<i>27,500</i>	<i>55,000</i>

Parks and Recreation Department

Project #: Unassigned **Project Name:** Restoration of Beach Creek below Pedestrian Bridge

Total Project cost: \$75,000 **Duration:** Two years

Department: Parks **Division:** Operations **Contact:** Parks Director

Description: This project will fund the restoration of Beach Creek below the upper pedestrian bridge and at the lower pedestrian bridge and will address erosion and potential stream bed restoration.

<u>Expenditures for BN 2017-19</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Total Expenditures</u>
<i>Construction Repairs</i>	<i>75,000</i>	<i>0</i>	<i>75,000</i>
Totals	75,000	0	75,000

<u>Funding Sources</u>			
<i>Food and Beverage Tax</i>	<i>75,000</i>	<i>0</i>	<i>75,000</i>
Totals	75,000	0	75,000



Non-Departmental Activities

Non-Departmental Activities

		DEBT SERVICE					
Description	Due Date	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Budget	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
City Component							
Street Fund							
2013 New Construction Street - Principal	Oct 1	\$ -	\$ 120,000	\$ 120,000	\$ 130,000	\$ 130,000	\$ 130,000
2013 New Construction Street - Interest	April 1 / Oct 1	-	41,749	35,526	30,525	30,525	30,525
Total Street Fund		\$ -	\$ 161,749	\$ 155,526	\$ 160,525	\$ 160,525	\$ 160,525
Debt Service Fund							
New Debt Service		\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
2004 Revenue Bonds - Principal	July 15	695,000	1,505,000	-	-	-	-
2004 Revenue Bonds - Interest	July 15	734,028	82,154	-	-	-	-
2005 GO Fire Station #1 - Principal	June 1	190,000	405,000	440,000	490,000	490,000	490,000
2005 GO Fire Station #1 - Interest	Dec 1	84,874	147,497	108,250	63,000	63,000	63,000
2011 GO Fire Station #2 - Principal	June 1	115,000	235,000	245,000	255,000	255,000	255,000
2011 GO Fire Station #2 - Interest	June 1 / Dec 1	87,787	168,673	159,176	145,526	145,526	145,526
2013 FFC AFN Refinancing - Principal	Aug 1	-	470,000	2,045,000	2,140,000	2,140,000	2,140,000
2013 FFC AFN Refinancing - Interest	Feb 1 / Aug 1	-	485,436	460,170	376,420	376,420	376,420
2013 FFC Parks- Principal	Oct 1	-	60,000	60,000	60,000	60,000	60,000
2013 FFC Parks- Interest	April 1 / Oct 1	-	20,463	17,364	14,964	14,964	14,964
Total Debt Service Fund		\$ 1,906,689	\$ 3,579,223	\$ 3,734,960	\$ 3,544,910	\$ 3,544,910	\$ 3,544,910
Water Fund							
New Debt Service		\$ -	\$ -	\$ 1,348,720	\$ -	\$ -	\$ -
2009 Full Faith & Credit - Principal	Nov 15 / May 15	37,533	80,803	89,106	98,259	98,259	98,259
2009 Full Faith & Credit - Interest	Nov 15 / May 15	29,133	52,529	44,228	35,073	35,073	35,073
2013 Refi Full Faith & Credit - Principal	Oct 1	-	180,000	330,000	345,000	345,000	345,000
2013 Refi Full Faith & Credit - Interest	April 1 / Oct 1	-	63,107	49,400	35,950	35,950	35,950
2013 Full Faith & Credit - Principal	Oct 1	-	285,000	305,500	315,000	315,000	315,000
2013 Full Faith & Credit - Interest	April 1 / Oct 1	-	102,798	84,500	75,100	75,100	75,100
Total Water Fund		\$ 66,666	\$ 764,237	\$ 2,251,454	\$ 904,382	\$ 904,382	\$ 904,382
2013 New Construction Storm - Principal	Oct 1	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2013 New Construction Storm - Interest	April 1 / Oct 1	-	6,317	5,300	4,500	4,500	4,500
Total Stormwater Fund		\$ -	\$ 26,317	\$ 25,300	\$ 24,500	\$ 24,500	\$ 24,500
Wastewater Fund							
2009 Full Faith & Credit - Principal	Nov 15 / May 15	\$ 16,086	\$ 34,630	\$ 38,188	\$ 42,112	\$ 42,112	\$ 42,112
2009 Full Faith & Credit - Interest	Nov 15 / May 15	12,485	22,511	18,956	15,032	15,032	15,032
2010 Full Faith & Credit - Principal	Nov 1	1,160,000	2,400,000	1,378,000	2,695,000	2,695,000	2,695,000
2010 Full Faith & Credit - Interest	May 1 / Nov 1	479,100	853,050	707,100	514,200	514,200	514,200
2013 Full Faith & Credit - Principal	Oct 1	-	70,000	70,000	70,000	70,000	70,000
2013 Full Faith & Credit - Interest	April 1 / Oct 1	-	23,930	20,313	17,513	17,513	17,513
Total Wastewater Fund		\$ 1,667,671	\$ 3,404,121	\$ 2,232,557	\$ 3,353,857	\$ 3,353,857	\$ 3,353,857
Total Debt Service		\$ 3,641,026	\$ 7,909,330	\$ 8,374,497	\$ 7,963,674	\$ 7,963,674	\$ 7,963,674

Non-Departmental Activities

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.

INTERFUND LOANS						
Description	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Interfund Loans						
Loans:						
From Reserve Fund to Telecommunications Fund	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -
From Reserve Fund to Health Benefits Fund	-	900,000	450,000	-	1,050,000	1,050,000
From Central Services Fund to Debt Service Fund	364,795	-	-	-	-	-
From Equipment Fund to General Fund	-	-	126,200	-	-	-
From Equipment Fund to Airport Fund	19,000	-	-	-	-	-
From Equipment Fund to Central Service Fund	-	-	400,000	-	-	-
From City Equipment Fund to Parks Equipment Fund	-	-	439,000	-	-	-
	<u>\$ 383,795</u>	<u>\$ 900,000</u>	<u>\$ 1,815,200</u>	<u>\$ -</u>	<u>\$ 1,050,000</u>	<u>\$ 1,050,000</u>
Repayments:						
From General Fund to Equipment Fund	\$ -	\$ -	\$ 66,000	\$ -	\$ -	\$ -
From Airport Fund to Equipment Fund	-	19,000	-	-	-	-
From Capital Improvements Fund to Equipment Fund	208,000	1,000	-	-	-	-
From Debt Service Fund to Central Services Fund	-	364,795	-	-	-	-
From Water Fund to Equipment Fund	200,000	150,000	-	-	1,050,000	1,050,000
From Health Benefits Fund to Reserve Fund	-	250,000	650,000	-	-	-
From Parks Equipment Fund to City Equipment Fund	-	-	40,000	-	-	-
	<u>\$ 408,000</u>	<u>\$ 784,795</u>	<u>\$ 756,000</u>	<u>\$ -</u>	<u>\$ 1,050,000</u>	<u>\$ 1,050,000</u>
Total Interfund Loans	<u>\$ 791,795</u>	<u>\$ 1,684,795</u>	<u>\$ 2,571,200</u>	<u>\$ -</u>	<u>\$ 2,100,000</u>	<u>\$ 2,100,000</u>

OPERATING TRANSFERS OUT

Transfers from one fund to another are shown on this page as expenditures and also in each fund as revenues.

Description	OPERATING TRANSFERS OUT					
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Operating Transfers Out						
902 General Fund to:						
Debt Service Fund	\$ -	\$ 191,824	\$ 196,570	\$ 210,000	\$ 210,000	\$ 210,000
Cemetery Trust Fund	500	1,000	1,000	1,000	1,000	1,000
Parks & Recreation Fund	-	-	321,000	-	-	-
Total General Fund	500	192,824	518,570	211,000	211,000	211,000
Reserve Fund to:						
Central Service Fund	-	90,000	-	-	-	-
General Fund	-	100,000	-	-	-	-
Total Reserve Fund	-	190,000	-	-	-	-
Capital Improvements Fund to:						
Central Service Fund	-	-	-	1,667,000	1,667,000	1,667,000
Debt Service Fund	36,135	83,479	277,370	-	-	-
Total Capital Improvements Fund	36,135	83,479	277,370	1,667,000	1,667,000	1,667,000
Water Fund to:						
General Fund	-	-	500,000	500,000	500,000	500,000
Insurance Fund to:						
Capital Improvements Fund	-	-	100,000	-	-	-
Central Services Fund	-	-	417,000	-	-	-
Health Benefit Fund	-	500,000	500,000	-	-	-
Parks & Recreation Fund	-	-	52,500	-	-	-
Total Insurance Fund	-	500,000	1,069,500	-	-	-
Cemetery Trust Fund to:						
General Fund	4,826	9,139	10,800	13,000	13,000	13,000
Parks and Recreation Fund to:						
Parks Capital Improvement Fund	350,000	922,000	-	-	-	-
Parks Equipment Fund	-	-	80,000	-	-	-
Total Parks and Recreation Fund	350,000	922,000	80,000	-	-	-
Parks Capital Improvement Fund to:						
Parks and Recreation Fund	-	-	-	170,000	170,000	170,000
Debt Service Fund	-	-	-	270,440	270,440	270,440
Total Parks Capital Improvement Fund	-	-	-	440,440	440,440	440,440
Parks YAL Fund to:						
Parks and Recreation Fund	20,326	-	-	-	-	-
Total	\$ 411,787	\$ 1,897,442	\$ 2,456,240	\$ 2,831,440	\$ 2,831,440	\$ 2,831,440

Non-Departmental Activities

OPERATING CONTINGENCIES

In general, operating contingencies meet policy requirements. Total contingencies have decreased by \$448,500 from the BN 2015-17 amended budget. During BN 2015-17, \$409,430 was spent from contingencies.

Description	OPERATING CONTINGENCIES					
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
Operating Contingencies						
905 General Fund	\$ -	\$ -	\$ 675,570	\$ 800,000	\$ 800,000	\$ 800,000
Street Fund	-	-	99,000	100,000	100,000	100,000
Airport Fund	-	-	-	10,000	10,000	10,000
Capital Improvements Fund	-	-	200,000	60,000	60,000	60,000
Water Fund	-	-	170,000	810,000	810,000	810,000
Wastewater Fund	-	-	192,000	325,000	325,000	325,000
Stormwater Fund	-	-	-	30,000	30,000	30,000
Electric Fund	-	-	279,000	225,000	225,000	225,000
Telecommunications Fund	-	-	250,000	105,000	105,000	105,000
Central Services Fund	-	-	-	235,000	235,000	235,000
Insurance Services Fund	-	-	390,000	38,500	38,500	38,500
Health Benefits Fund	-	-	250,000	500,000	500,000	500,000
Equipment Fund	-	-	70,000	100,000	100,000	100,000
Total City	-	-	2,575,570	3,338,500	3,338,500	3,338,500
Parks and Recreation Fund	-	-	100,000	195,000	195,000	195,000
Total Parks	-	-	100,000	195,000	195,000	195,000
Total	\$ -	\$ -	\$ 2,675,570	\$ 3,533,500	\$ 3,533,500	\$ 3,533,500

Non-Departmental Activities

Description	UNAPPROPRIATED ENDING FUND BALANCES					
	FY 2012-13 Actual	BN 2013-15 Actual	BN 2015-17 Amended	BN 2017-19 Proposed	BN 2017-19 Approved	BN 2017-19 Adopted
General Fund:						
Forfeiture funds	\$ 14,579	\$ 29,678	\$ -	\$ 32,308	32,308	64,616
Housing	148,426	166,351	148,426	-	-	-
Tourism & Public Art	82,849	184,774	-	-	-	-
Parking	273,965	334,949	247,725	370,085	370,085	370,085
Other Restricted	22,230	78,822	-	22,235	22,235	22,235
Unreserved	2,843,632	2,825,690	(143,791)	1,478,346	1,478,346	1,446,040
	<u>\$ 3,385,681</u>	<u>\$ 3,620,264</u>	<u>\$ 252,360</u>	<u>\$ 2,012,976</u>	<u>\$ 1,902,974</u>	<u>\$ 1,902,976</u>
Community Block Grant Fund	33,801	33,797	1	1	1	1
Reserve Fund	1,019,580	196,279	38,580	25,435	25,435	25,435
Street Fund:						
S.D.C. - Storm Drain	-	-	-	-	-	-
S.D.C. - Transportation	2,376,108	2,415,789	(567,808)	229,751	229,751	229,751
Street Activities	1,341,013	2,685,243	2,381,425	-	-	-
New Construction	700,000	177,198	208,663	215,002	215,002	215,002
General Operations/Other	-	-	-	3,654,811	3,654,811	3,654,811
	<u>4,417,121</u>	<u>5,278,230</u>	<u>2,022,280</u>	<u>4,099,570</u>	<u>4,099,570</u>	<u>4,099,570</u>
Airport Fund	116,697	117,515	70,236	122,022	122,022	102,022
Capital Improvements Fund:						
S.D.C. Parks	459,458	557,297	91,474	84,139	84,139	84,139
Open Space	459,918	341,907	1,166,957	-	-	-
New Construction	680,921	1,663	-	1,280,245	1,280,245	1,280,245
General Operations/Other	494,410	1,848,620	278,522	(1,571,901)	(1,571,901)	(1,571,901)
	<u>2,094,707</u>	<u>2,749,487</u>	<u>1,536,953</u>	<u>164,922</u>	<u>164,922</u>	<u>164,922</u>
Debt Service Fund	1,150,618	861,562	849,354	1,223,803	1,223,803	1,223,803
Water Fund:						
S.D.C. - Reimbursements	1,183,362	1,619,572	1,751,280	2,159,955	2,159,955	2,159,955
S.D.C. - Improvements	728,996	262,592	(3,391,513)	(4,859,202)	(4,859,202)	(4,859,202)
Transfer from operations for SDC	-	-	1,640,233	-	-	-
New Construction	2,525,000	343,700	-	-	-	-
Bond Proceeds Reserve	-	-	-	-	-	-
General Operations/Other	2,000,217	2,982,727	2,072,024	8,646,467	8,646,467	8,646,467
	<u>6,437,575</u>	<u>5,208,591</u>	<u>2,072,024</u>	<u>8,646,467</u>	<u>8,646,467</u>	<u>8,646,467</u>
Wastewater Fund:						
S.D.C. - Reimbursements	1,725,368	1,867,209	\$1,962,385	2,125,606	2,054,258	2,054,258
S.D.C. - Improvements	(31,387)	(87,507)	(3,840,915)	(4,165,990)	(6,325,705)	(6,325,705)
Transfer from operations for SDC	-	-	1,878,530	-	2,145,841	2,145,841
New Construction	250,000	-	-	-	-	-
Debt & F&B Restricted	875,490	875,490	875,490	-	-	-
General Operations/Other	1,471,303	2,440,151	1,317,542	7,334,338	9,459,944	9,459,944
	<u>4,290,774</u>	<u>5,095,343</u>	<u>2,193,032</u>	<u>7,334,338</u>	<u>7,334,338</u>	<u>7,334,338</u>
Stormwater Fund	-	-	-	1,421,882	1,421,882	1,421,882
Electric Fund	2,327,540	1,755,163	368,237	928,874	928,874	928,874
Telecommunications Fund	587,624	305,058	327,302	227,510	227,510	227,510
Central Services Fund	853,280	900,608	16,549	270,359	160,360	260,360
Insurance Services Fund	848,857	1,766,285	136,638	164,995	164,995	164,995
Health Benefits Fund	-	473,726	33,370	329,693	329,693	329,693
Equipment Fund	3,357,663	2,937,106	1,968,694	1,691,123	1,691,123	1,691,123
Cemetery Trust Fund	874,045	922,666	974,046	1,009,771	1,009,771	1,009,771
Parks & Recreation Fund	1,783,435	503,628	4,014	5,579	5,579	5,579
Ashland Youth Activities Fund	-	-	-	-	-	-
Parks Capital Improvement Fund	387,632	209,302	308,617	460,485	460,485	460,485
Parks Equipment Fund	-	-	40,000	152,589	152,589	152,589
Total Funds	<u>\$ 33,966,630</u>	<u>\$ 32,934,610</u>	<u>\$ 13,212,287</u>	<u>\$ 30,292,394</u>	<u>\$ 30,072,393</u>	<u>\$ 30,152,395</u>
Reserved or Restricted	\$ 17,743,197	\$ 16,109,042	\$ 3,065,578	\$ 1,669,714	\$ (561,349)	\$ (529,041)
Operating	16,223,433	16,825,568	6,627,946	23,400,602	25,416,209	25,463,903
	<u>\$ 33,966,630</u>	<u>\$ 32,934,610</u>	<u>\$ 9,693,524</u>	<u>\$ 25,070,316</u>	<u>\$ 24,854,860</u>	<u>\$ 24,934,862</u>

