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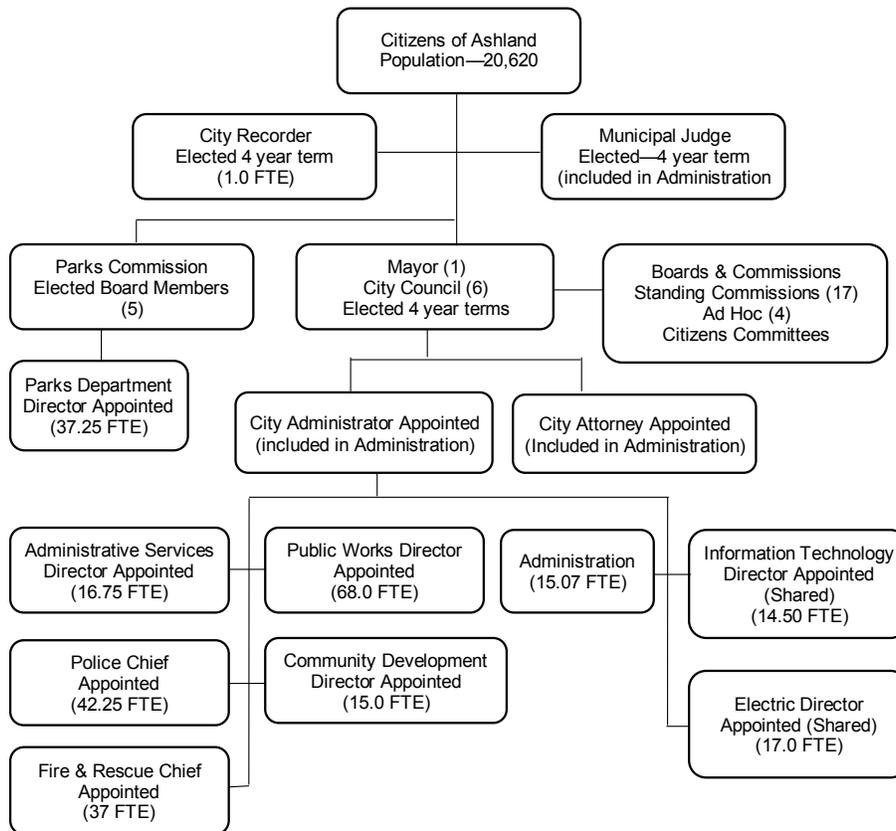
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City of Ashland 263.82 FTE Adopted BN 2017-19



The City of Ashland is a municipal corporation first organized in 1874. The Ashland City Council is elected to serve as the governing body for Ashland’s 20,620 citizens. The Mayor, who presides at the City Council meetings, is elected at-large for a four-year term. Six council members are elected at-large for four-year staggered terms. Other elected officials are the City Recorder, Municipal Judge, and the five-member Parks and Recreation Commission.

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

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

In addition to the help they receive from their appointed staff and employees, 20 advisory boards and commissions assist the City Council. Over 120 Ashland citizens serve on these boards and commissions and make a valuable contribution to the City of Ashland.

May 11, 2017

MEMBERS OF THE BUDGET COMMITTEE AND CITIZENS OF ASHLAND:

In compliance with Oregon Revised Statute (ORS 294.403), we respectfully submit this balanced 2017-19 biennial budget for the City of Ashland.

Overshadowing all decisions in the development of this budget was the expectation of a fiscally sound and balanced budget without sacrificing core services.

The City of Ashland is unique in many ways, and this becomes even more apparent in preparing a budget to meet operational needs. In this city of 20,620 residents, the varied and multiple service demands and complexity of issues in which the community embraces is evocative of a much larger city. One major difference from cities similar in size is that as a globally recognized tourist city, Ashland is host to over 400,000 visitors per year, creating an unusual and additional burden on city resources.

Another unique factor of Ashland is its highly engaged citizenry and subsequent significant cache of projects, programs, commissions and committees involving staff resources at every level of the government. The ongoing challenge for City Council and staff (and the budget) is how to balance the vast number of desired services, programs and solutions requested by residents above and beyond the vital core services being provided – against a finite source of available resources.

Budget Development

Budget preparations began in November with personal costs projections. In January, a large group of City staff – all involved in the development of this budget - met to discuss the plan for the entire process leading up to today. The overriding challenge to staff was to retain current service levels while meeting the following guidelines:

- Personal Services – In general - no new positions
- Material & Services – Target 0% increase
- Capital Outlay – Prioritize with revenue sources identified

Personal Services: No positions were added to the budget over the 2015-17 staffing level without first receiving Council approval. Significant changes to benefit costs this biennium are from PERS and health care rate increases. The overall impact of PERS rates on total wages is 19.9%, with health care costs increasing by 15.3% over the current biennium. Salary projections are based on negotiated contract agreements for union employees, and 2% increases for non-union employees.

The Budget Message

Materials & Services: Expenses were closely reviewed and budgeted with minimal increases or in many cases, reduced. In some departments, a transfer of projects and related expenses may cause the appearance of a significant increase in that budget. Increases are included in this budget for operationally required expenses that predictably increase from year to year such as postage, banking fees, etc.

Capital Outlay: In this budget, only those capital outlay projects that are scheduled to be implemented within this 2017-19 biennium and have an identified revenue source are included in this document. You may view a recap of all budgeted capital outlay projects in the section under the “Summaries” tab; and detail of each project will be included in the Department section where the capital improvement project is budgeted. All long term capital improvement plans included in the CIP document will be maintained as a citywide resource separate from the budget document.

Financial Policy: Contingences have been budgeted according the limit identified in the financial policy. Most funds were able to meet the policy standard for ending fund balances with the exception of these funds: Capital Improvement Project (CIP), Electric, Telecommunications, Insurance Services and Parks. Various factors affecting the year end carryover amounts will be covered in the budget presentations.

Budget Document: Changes have been made to the format of the budget document. Part of our goal to clarify the overall budget process began with modifications to the document that we hope will highlight the essence of the budget and re-enforce its purpose as an essential working document for the budget committee, citizens of Ashland, and staff.

Staff Presentations: A standard presentation template is being used to present departmental information in an effort to provide clear, concise and pertinent data; brief(er) presentations; and allow sufficient time for budget committee questions and public hearings to be completed within the three scheduled public meetings.

Highlights

The total proposed 2017-19 biennial budget is \$285,832,964; an increase of \$45,928,130, or 19.1% over the amended 2015-17 biennial budget. The change from the prior budget is primarily due to increased capital project spending (50.4%) in the Street, Water, Wastewater, Airport and Park CIP funds. More modest changes in expenditures are within Personal Services with an increase of 9.4%; Materials & Services increase of 6.6%; and a decrease in Debt Service of (5.9%).

Property taxes are the single largest source of revenue in the General Fund. Budgeted property tax collections of \$21,276,400 were projected using 3.5% increase in assessed valuation with a 95% collection rate. The City’s approved maximum permanent tax levy rate is \$4.29 per thousand; however, tax revenues in this budget were based consistent with prior years at \$4.20 per thousand, leaving \$.09 per thousand of additional revenue available to the City via unassessed taxes.

Of the \$21,276,400 in projected property taxes, a total of \$953,526 is budgeted in the Debt Service Fund for collection of voter approved bonded debt on Fire Station #1 and Fire Station #2 for debt service due over the two year period of the biennium.

Several significant policy and strategy documents were developed and presented to Council for approval that will play a role in future Council policy decisions and potentially future budget processes.

Climate and Energy Action Plan: In March of 2017, Council approved Ashland's first Climate and Energy Action Plan (CEAP). This plan was the culmination of the work of a Mayor appointed ad-hoc committee, a City funded consultant and significant staff involvement over nearly 18 months. The result is a document that provides specific and significant carbon reduction goals and targets for both community and City operations. Additionally, an implementation plan was developed to move the community forward in five key areas that impact our local and global climate.

Regardless of the level of specific funding requests and approvals, the activities described in the approved plan will be integrated to some degree in the work plans of nearly every department within the City in the coming years.

Downtown Strategic Parking Management Plan: This draft plan, developed over a two year period with the assistance of a Mayor appointed ad-hoc committee, City funded consultant and significant staff involvement, is a compilation of a comprehensive set of operating strategies for management of the City's downtown parking supply. The document contains a set of implementing actions for the next 18 months that are designed to improvement the efficiency of the downtown parking infrastructure before a formal determination is made as to the need for additional parking supply.

Leadership/Management Transitions: While a degree of turnover, even at the executive management level, is expected in an organization of its size, the City currently has several executive level positions that are filled with interim staff and has several more department head level positions likely to be vacated through retirements in this upcoming biennium. Council has begun to consult with the City's Human Resource department to develop strategies and process to address the current situation as well as to develop strategies for organizational resiliency into the future.

Council Priorities

In April, the City Council met to establish 2017-19 program/project priorities and to approve funding sources for the programs/projects the Council deemed of highest benefit to the City. Prior to this, project discussions often took place during the budget process – extending the budget meetings, adding workload to the budget committee and creating a degree of uncertainty as to the decision making roles between the Council and the Budget Committee. Due to the overlap of the Council decision process and the completion of this document, a list of Council budget priorities will be added to the budget during the budget meeting presentations.

The Budget Message

Police: In response to community need, the City Council voted to approve the addition of five police officers to City staff, one officer for each of the four working shifts and the re-establishment of the School Resource Officer. The proposed revenue source to cover these positions is a public safety fee that would be assessed monthly via utility bills. The exact combination of rates and methodology to be used is still under consideration during the writing of this message. The positions, along with Council's decision on revenues will be added to the proposed budget during the budget meetings in May.

Housing: Council continues to discuss strategies to provide an ongoing revenue stream for the Housing Trust Fund that was created and put into place several budget cycles prior. The fund has accumulated resources of \$166,000, but does not have any source of revenue to sustain it over time.

Reserve Fund: Similar to the Housing Trust Fund, the City's Reserve Fund has been utilized over the past several budget cycles and currently has no funding strategy to provide replenishment or growth of the fund over time. Council has indicated a desire to develop strategies for future funding and targeted uses for the Reserve Fund.

Challenges

Public Employees Retirement System (PERS): The state (and nationwide) issues surrounding public employee pension liabilities has created a massive challenge to legislatures and those pursuing a legislatively sound solution that will stand up to almost certain court challenges. Specifically affecting the City of Ashland, the blended PERS rate is 20.4%, an increase of \$2.2 million from the 2015-17 budget. Of the \$2.2 million, \$1.76 million is due to rate increases on state-wide existing benefit liability. The remaining (and much smaller) portion of the increase of \$450,000 is directly attributable to the City's employee based benefits.

Health Care Plan Costs: The entire nation is struggling with the increase in health care plan costs, and the City of Ashland is not insulated from this issue. In an effort to slow the impact of the rising cost of health care, the City moved to a self-insured plan in the 2013-15 biennium. Through this plan, the City has been successful in preserving the integrity of the coverage for its employees. The challenge remains to cover costs while simultaneously building a sufficient reserve for the fluctuating needs of the fund. In an effort to build reserves for the future stability of the Health Benefits Fund, a request to "forgive" an internal loan is included in this budget. In prior years, a \$525,000 loan was made in order to meet the expenses; and in each subsequent year that the loan was budgeted to be repaid, the fund balance was not sufficient to make the repayment and still meet current expenses without requiring another loan going forward.

In an effort to manage health care plan costs and coordinate changes of the plan and employee participation, the City has established an Employee Health Benefits Action Committee (EHBAC) which has been working diligently to monitor the financial position of the Health Benefits Fund and implement changes to stabilize the fund. In April 2017, the EHBAC committee voted for increases to the following: the deductible for individuals and family; "out of pocket" costs to the employee; and employee co-pays on all non-generic prescriptions. The EHBAC committee is to

be commended for their time and commitment to the difficult task they are presented with - and for their often difficult position as liaison to their bargaining groups and employees on these controversial issues.

Community Needs/Wants: There is a material and ongoing challenge to provide for an ever growing number of services and programs requested by the community as the sum of desired “wants” far outweighs available resources. As the City allocates financial resources to both core services and prioritized community projects, the demand on available resources also creates a growing burden of responsibility on Council and staff to evaluate the merit of core service levels and program proposals according the order of the highest good. At some point established limits need to be placed on further expansion in deference to building stability in funds and reserve, and in acknowledgement of staff resources.

Conclusion

Through the concerted efforts of a talented and dedicated staff it is with confidence that we present the City Council, Budget Committee and Citizens of Ashland with this 2017-19 Biennial Budget.

The budget is a “road map”, laying out the course of City operations for the next two years. This project requires hours upon hours of staff time to develop the best plan, at the lowest cost, for the greatest benefit to the citizens of Ashland.

Many years of combined staff experience went into projecting the resources and expenditures required to meet the needs of the community, and the outcome is this budget which provides for essential core services and many other programs in the next biennium.

We would like to acknowledge the time and effort of all staff members and department directors that contribute wholeheartedly to this task in addition to the daily operational workload.

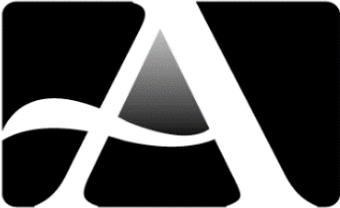
On behalf of the City staff and the community, we thank the Budget Committee and City Council for their time and dedication to this important public process.



John Karns, Interim City Administrator



Beverly Adams, Budget Officer &
Interim Administrative Services Director



BUDGET IN BRIEF:

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

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

What do I get for my money?

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

Property Tax generates approximately \$23.9 million for the City. It is used to pay for expenses found in the General Fund such as police and fire, for some of the City's principal and interest on debt and for expenses in providing parks and recreation. Voter approved levies have been used in the past for youth activities and a levy is included in this budget to assist in the operation of the library on an interim basis. Property owners within the Ashland city limits pay \$4.3888 per \$1,000 of assessed value for the City's share of the total property tax assessed.

Transient Occupancy Tax (TOT) also referred to as the hotel/motel tax generates approximately \$5.9 million and is used for three purposes: Economic and Cultural Development, tourism promotion and the remainder for general expenses in the General Fund such as police and fire. The Hotel/Motel rate in Ashland is currently nine percent (9%). The hotel/motel keeps five percent (5%) of the money collected as payment for processing.

Prepared Food and Beverage Tax (F&B) also referred to as the meals tax generates approximately \$5.9 million and twenty-five percent (25%) of the revenue goes toward acquisition, planning, development, repair, and rehabilitation of city parks. A total of \$3,209,200 will be utilized for the wastewater treatment plant annual debt service and capital improvement projects. The remaining portion shall be paid into the Street Fund and used for street maintenance and reconstruction. The tax rate is five percent (5%) on most meals and non-alcohol beverages served or catered. In effect, the proceeds help keep sewer rates low and funds park expansion. This tax ends in December 2030.

Electric Utility Users Tax generates approximately \$6.9 million and is used to pay for expenses associated with the General Fund, such as police and fire. Utility bills include this tax which is approximately twenty-five percent (25%) of the total electric charges on the bill.

Charges for Services generate approximately \$116.4 million and pay for the water, wastewater, electric, and high-speed data services provided to residential, commercial and governmental properties. In general, the revenue generated is based on the base cost to provide the service and normally includes a charge that represents level of service used.

Utility Fees generate approximately \$4.6 million and are used to pay for operational and construction needs for transportation (streets, sidewalks, bicycle lanes, handicap access, etc.) and for storm drains (line maintenance, open ditches, sediment pond cleaning, etc.).

Miscellaneous Licenses, Permits and other Fees and Charges (excluding interest earnings, transfers & internal payments) generate approximately \$17.5 million and are used to pay for the cost of non-utility services provided such as ambulance transport, building inspections, recreation, construction services, parking, cemetery services, etc., across funds.

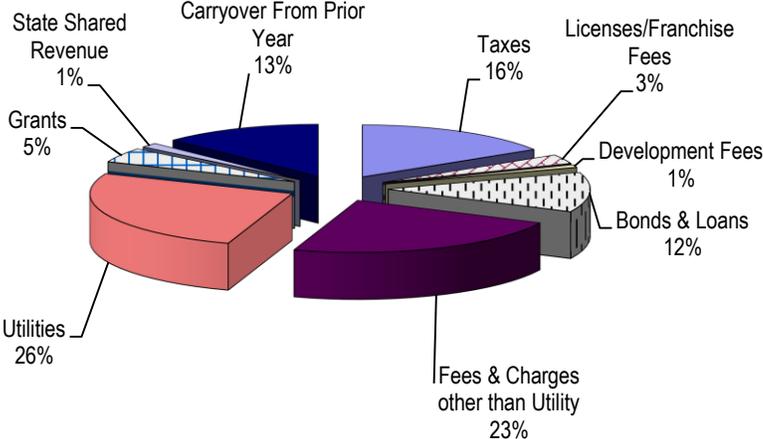
Note: All rates and amounts shown are current and subject to change during the year or by Council action. Examples of service levels and outcomes can be found throughout the Departmental section of this document.

Budget in Brief

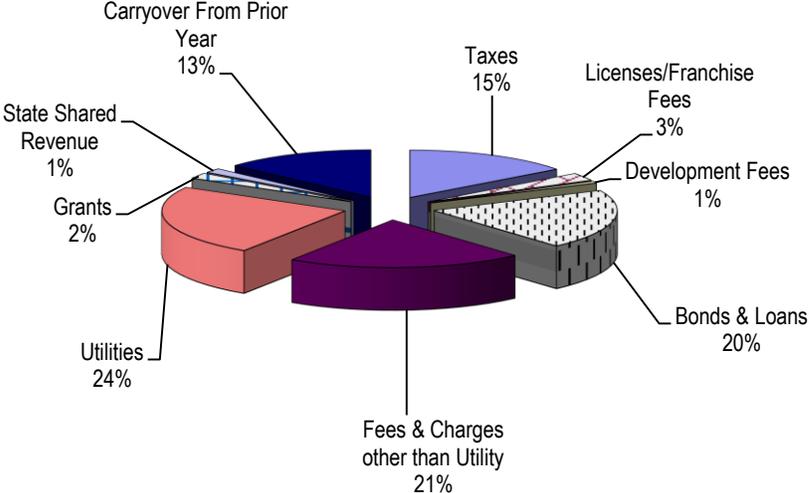
Where the Money Comes from

	Amended BN 2015-17	Adopted BN 2017-19
Taxes		
Property (Current)	\$ 20,404,186	\$ 22,449,940
Property (Prior)	966,880	790,000
Food & Beverage	5,506,460	5,980,765
Hotel/Motel	5,229,810	5,880,900
Utility Users Tax	6,298,000	6,890,470
Marijuana Tax	2,000	-
Water charge for AFR	350,000	350,000
	<u>38,757,336</u>	<u>42,342,075</u>
Licenses/Franchise Fees		
License	443,200	498,700
Franchises	6,455,040	7,182,730
	<u>6,898,240</u>	<u>7,681,430</u>
Development Fees		
Permits	1,910,425	1,660,300
Bonds & Loans		
Capital Improvement Projects	-	3,250,000
Bond & Bank loan proceeds	26,935,724	52,836,312
Interfund Loan	2,571,200	2,100,000
	<u>29,506,924</u>	<u>58,186,312</u>
Fees & Charges other than Utility		
Finance	96,948	18,498
Administration	-	120,000
Police	205,000	215,000
Court	504,000	391,000
Fire & Rescue	2,087,350	2,568,000
City Recorder	21,430	25,500
Cemetery	120,000	113,000
Planning & Building	625,000	600,000
Public Works / RVTV	2,064,648	1,992,248
Electric	453,686	487,534
Parks & Recreation	11,577,930	13,207,600
Technology Payment	2,308,600	2,308,600
Rents	619,048	270,000
Internal Service	28,861,587	31,345,189
SDC's	592,416	731,500
Interest on Investments	369,358	457,850
Fines	410,000	857,900
Special Assessment Payments	520,000	60,000
Miscellaneous Income	1,200,678	1,120,550
Transfers	2,456,240	2,831,440
	<u>55,093,919</u>	<u>59,721,409</u>
Utilities		
Wastewater	10,767,000	11,852,000
Storm Water	-	1,390,000
Street	4,165,900	3,195,895
Electric	29,539,358	32,014,707
Telecommunications	4,363,565	4,335,155
Water	13,954,600	15,874,482
	<u>62,790,423</u>	<u>68,662,239</u>
Grants		
Federal Grants	1,692,190	2,236,244
State Grants	9,279,566	3,272,895
	<u>10,971,756</u>	<u>5,509,139</u>
State Shared Revenue		
Cigarette Tax	55,000	47,450
Liquor Tax	610,000	703,210
Gas Tax	2,678,800	3,580,320
	<u>3,343,800</u>	<u>4,330,980</u>
Carryover From Prior Year	<u>30,632,011</u>	<u>38,079,780</u>
Total Resources	<u>\$ 239,904,834</u>	<u>\$ 286,173,664</u>

BN 2017-19 Adopted



BN 2015-17 Amended

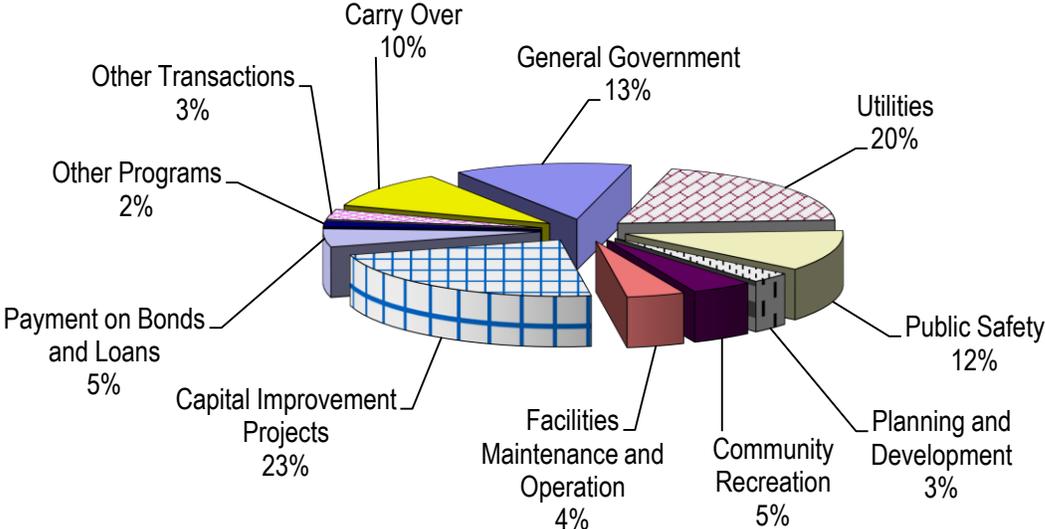


Budget in Brief

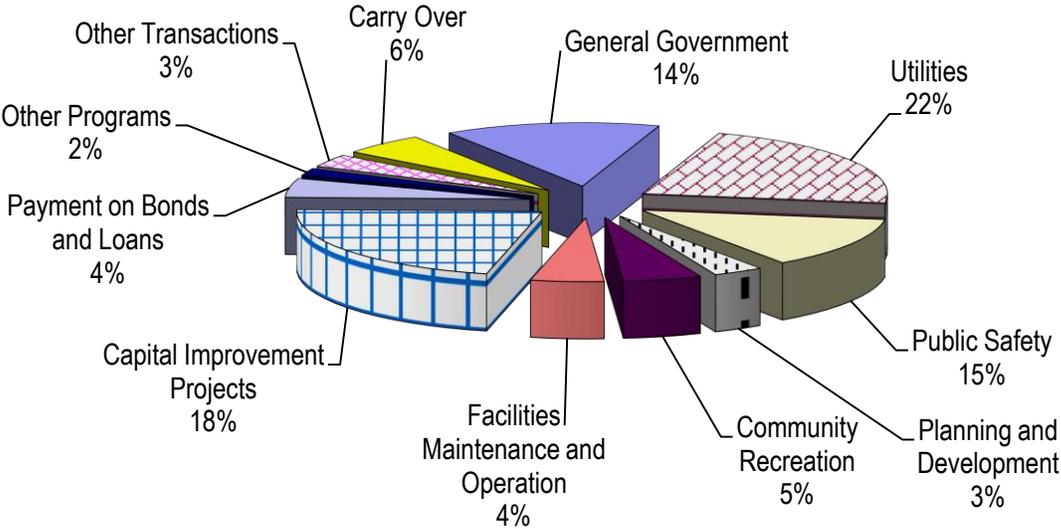
Where the Money Goes

	Amended BN 2015-17	Adopted BN 2017-19
General Government		
Mayor, Council, City Recorder	\$ 1,324,316	\$ 883,043
Administration	2,423,315	2,802,663
Legal Services	961,008	1,026,146
Human Resources	716,898	902,606
Finance & Accounting	4,751,027	5,053,544
Parks Contracted Services	9,560,000	10,601,400
Insurance Services	2,019,750	2,087,950
Information Services	2,558,138	2,768,775
Health Insurance	9,830,000	11,557,301
	<u>34,144,452</u>	<u>37,683,428</u>
Utilities		
Electric	28,825,043	31,017,690
Water	9,264,961	10,466,438
Wastewater	9,731,558	10,205,023
AFN	4,189,734	4,166,095
Storm water Collection	1,444,200	1,559,713
	<u>53,455,496</u>	<u>57,414,959</u>
Public Safety		
Police Protection	13,637,535	15,248,125
Fire Protection	8,978,151	9,251,390
Forest Interface	1,672,608	1,838,171
Emergency Services	5,814,495	6,356,444
Municipal Court	1,056,830	944,095
	<u>31,159,619</u>	<u>33,638,225</u>
Planning and Development		
Planning	2,886,423	3,508,080
Building Inspections	1,459,230	1,479,935
Engineering Services	3,566,522	3,644,262
	<u>7,912,175</u>	<u>8,632,277</u>
Community Recreation		
Parks Operation & Administration	8,316,829	8,619,215
Recreation Programs & City Band	2,959,180	3,325,411
Golf Course	1,104,650	1,163,100
	<u>12,380,659</u>	<u>13,107,726</u>
Facilities Maintenance and Operation		
Roadways & Bikeways	5,269,024	5,768,397
Equipment Maintenance	2,908,860	3,176,472
Buildings, Grounds, Airport	2,630,993	2,547,380
Cemeteries	740,365	821,778
	<u>11,549,242</u>	<u>12,314,027</u>
Capital Improvement Projects		
Construction and Internal Projects	48,676,399	61,932,993
Equipment	3,760,632	3,682,905
	<u>52,437,031</u>	<u>65,615,898</u>
Payment on Bonds and Loans		
Infrastructure Improvements	10,632,044	14,680,986
Land Acquisition	800,000	-
	<u>11,432,044</u>	<u>14,680,986</u>
Other Programs		
Economic and Cultural Development Grants	1,695,033	1,601,300
Social Services Grants	267,933	267,940
Community Development Grants	439,798	453,785
Conservation	2,116,055	2,225,778
	<u>4,518,819</u>	<u>4,548,803</u>
Other Transactions		
Interfund Loans	2,571,200	2,100,000
Operating Transfers to Other Funds	2,456,240	2,831,440
Contingencies	2,675,570	3,533,500
	<u>7,703,010</u>	<u>8,464,940</u>
Carry Over	<u>13,212,287</u>	<u>30,072,395</u>
Total Requirements	<u>\$ 239,904,834</u>	<u>\$ 286,173,664</u>

BN 2017-19 Adopted



BN 2015-17 Amended



Capital Improvements Plan

Capital Improvements Plan							
Planned Expenditures During BN 2017-19 Years 1 and 2							
BUDGET							
Project Description	BN Capital			Planned Resources			
	BN 2017-19	BN 2017-19	Project Totals	Street SDC	Grants	Other	fees & rates
Roadway	Yr 1	Yr 2	Project Totals	Street SDC	Grants	Other	fees & rates
Railroad Crossing Improvements; Hersey & Laurel	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ 255,642	\$ -	\$ 194,358
Independent Way - Washington St to Tolman Creek Rd	\$ 1,590,000	\$ -	\$ 1,590,000	\$ 590,000	\$ -	\$ 1,000,000	\$ -
N Main Refuge Island	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
East Nevada Street Extension	\$ -	\$ 6,494,400	\$ 6,494,400	\$ 1,194,970	\$ 3,000,000	\$ -	\$ 2,299,430
Grandview Drive Improvements - Phase II	\$ -	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000
City Wide Chip Seal Project	\$ -	\$ 93,404	\$ 93,404	\$ -	\$ -	\$ -	\$ 93,404
Subtotal Roadway	\$ 2,120,000	\$ 6,937,804	\$ 9,057,804	\$ 1,784,970	\$ 3,255,642	\$ 1,000,000	\$ 3,017,192
Street Improvements/Overlays per Pavement Management System	Yr 1	Yr 2	Project Totals	Street SDC	Grants	Other	fees & rates
Overlay/Partial Rebuild - N Mountain Ave - Hersey to I-5	\$ 840,000	\$ -	\$ 840,000	\$ -	\$ -	\$ -	\$ 840,000
Overlay - Wightman Street - Quincy to Siskiyou	\$ 225,000	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ 225,000
Replace/Rebuild - Hersey St - N Main to N Mountain	\$ 1,000,000	\$ 3,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 4,000,000
Overlay/Partial Refuild - N Mountain Ave - E Main to R/R Tracks	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
Subtotal Street Improvements/Overlays	\$ 2,065,000	\$ 3,200,000	\$ 5,265,000	\$ -	\$ -	\$ -	\$ 5,265,000
Sidewalk/Pedestrian	Yr 1	Yr 2	Project Totals	Street SDC	Grants	Other	fees & rates
Hersey Street - N Main Street to Oak Street (CMAQ)	\$ 250,000	\$ -	\$ 250,000	\$ 62,500	\$ -	\$ -	\$ 187,500
Downtown ADA Ramp Replacement	\$ 88,950	\$ -	\$ 88,950	\$ -	\$ 88,950	\$ -	\$ -
N Main Street RRFB Installation - Nursery Street & Van Ness Avenue	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
Mountain Ave RRFB Installation - Fair Oaks Avenue	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
A Street - Oak Street to 100' west of 6th Street	\$ -	\$ 155,000	\$ 155,000	\$ 38,750	\$ -	\$ -	\$ 116,250
Subtotal Sidewalk/Pedestrian	\$ 413,950	\$ 195,000	\$ 608,950	\$ 101,250	\$ 88,950	\$ -	\$ 418,750
Bicycle			Project Totals	Storm SDC	Grants	Other	fees & rates
Downtown Super Sharrows	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Subtotal Bicycle	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
TRANSPORTATION / LID	\$ 4,598,950	\$ 10,432,804	\$ 15,031,754	\$ 1,886,220	\$ 3,344,592	\$ 1,000,000	\$ 8,800,942
Airport	Yr 1	Yr 2	Project Totals		Grants	Other	fees & rates
Pavement Maintenance Program	\$ 20,000	\$ -	\$ 20,000		\$ 20,000	\$ -	\$ -
Entitlement Grant - Airport Improvements - Taxiway Rehabilitation (Environmental)	\$ -	\$ 222,000	\$ 222,000		\$ 222,000	\$ -	\$ -
AIRPORT	\$ 20,000	\$ 222,000	\$ 242,000	\$ -	\$ 242,000	\$ -	\$ -
Water Supply	Yr 1	Yr 2	Project Totals	Water SDC	Grants	Other	fees & rates
TID Canal Piping: Starlite to Terrace Street	\$ 788,000	\$ 664,000	\$ 1,452,000	\$ 1,452,000	\$ -	\$ -	\$ -
TID Terrace St Pump Station Improvements	\$ 650,000	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ 650,000
Reeder Reservoir Access Road TMDL Compliance	\$ 116,000	\$ -	\$ 116,000	\$ 87,000	\$ -	\$ -	\$ 29,000
East & West Fork Transmission Line Rehabilitation	\$ 154,500	\$ 154,500	\$ 309,000	\$ -	\$ -	\$ -	\$ 309,000
Ashland Creek West Fork Bridge Construction	\$ -	\$ 129,000	\$ 129,000	\$ 96,750	\$ -	\$ -	\$ 32,250
Sediment TMDL in Reeder Reservoir	\$ -	\$ 120,000	\$ 120,000	\$ 90,000	\$ -	\$ -	\$ 30,000
Subtotal Water Supply	\$ 1,708,500	\$ 1,067,500	\$ 2,776,000	\$ 1,725,750	\$ -	\$ -	\$ 1,050,250
Water Treatment & Storage	Yr 1	Yr 2	Project Totals	Water SDC	Grants	Other	fees & rates
2.5 MGD Water Treatment Plant	\$ 1,194,000	\$ 13,731,000	\$ 14,925,000	\$ 1,492,500	\$ -	\$ -	\$ 13,432,500
2.6-MG Reservoir & Clearwell ("Crowson II")	\$ 891,000	\$ 7,490,000	\$ 8,381,000	\$ 838,100	\$ -	\$ -	\$ 7,542,900
Permanganate Feed Facility Study & Implementation	\$ 316,000	\$ -	\$ 316,000	\$ -	\$ -	\$ -	\$ 316,000
Subtotal Treatment & Storage	\$ 2,401,000	\$ 21,221,000	\$ 23,622,000	\$ 2,330,600	\$ -	\$ -	\$ 21,291,400
Water Distribution	Yr 1	Yr 2	Project Totals	Water SDC	Grants	Other	fees & rates
Park Estates Pump Station/Loop Road Reservoir Alternatives	\$ 637,000	\$ 1,967,000	\$ 2,604,000	\$ -	\$ -	\$ -	\$ 2,604,000
Granite Reservoir Valving	\$ 127,000	\$ -	\$ 127,000	\$ -	\$ -	\$ -	\$ 127,000
Radio Read Meter Program	\$ -	\$ 126,000	\$ 126,000	\$ -	\$ -	\$ -	\$ 126,000
Subtotal Water Distribution	\$ 764,000	\$ 2,093,000	\$ 2,857,000	\$ -	\$ -	\$ -	\$ 2,857,000
Water Mainline Projects	Yr 1	Yr 2	Project Totals	Water SDC	Grants	Other	fees & rates
Siskiyou Boulevard - Crowson Road South towards I-5 Exit 11	\$ 175,000	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
Oak Street - Nevada to Bear Creek Bridge	\$ 273,200	\$ -	\$ 273,200	\$ -	\$ -	\$ -	\$ 273,200
Grandview Drive - Skycrest Dr to Ditch Rd	\$ -	\$ 131,250	\$ 131,250	\$ -	\$ -	\$ -	\$ 131,250
Ivy Lane - Morton Street to west end of Ivy Lane	\$ -	\$ 357,000	\$ 357,000	\$ -	\$ -	\$ -	\$ 357,000
Ivy Lane - South Mountain to FH-16AD-038	\$ -	\$ 103,000	\$ 103,000	\$ -	\$ -	\$ -	\$ 103,000
A Street - 1st St to 6th St	\$ -	\$ 155,000	\$ 155,000	\$ -	\$ -	\$ -	\$ 155,000
Parker Street - Walker Ave to Lithia Way	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Harmony Lane - Siskiyou Blvd to Lithia Way	\$ -	\$ 12,300	\$ 12,300	\$ -	\$ -	\$ -	\$ 12,300
Lit Way - Joy Avenue to Ray Lane	\$ -	\$ 6,200	\$ 6,200	\$ -	\$ -	\$ -	\$ 6,200
Ray Lane - Lithia Way to Joy Ave	\$ -	\$ 6,200	\$ 6,200	\$ -	\$ -	\$ -	\$ 6,200
Subtotal Mainline Projects	\$ 448,200	\$ 795,950	\$ 1,244,150	\$ -	\$ -	\$ -	\$ 1,244,150
WATER	\$ 5,321,700	\$ 25,177,450	\$ 30,499,150	\$ 4,056,350	\$ -	\$ -	\$ 26,442,800

Capital Improvements Plan							
Planned Expenditures During BN 2017-19 Years 1 and 2							
BUDGET							
Project Description	BN 2017-19	BN 2017-19	BN Capital Project Totals	Planned Resources			
WASTEWATER							
Wastewater Treatment Plant	Yr 1	Yr 2	Project Totals	Sewer SDC	Grants	Other	fees & rates
Outfall Relocation / Fish Screen	\$ 330,000	\$ 330,000	\$ 660,000	\$ 99,000	\$ -	\$ -	\$ 561,000
Shading (Capital Cost + first 6 years of O&M)	\$ 631,000	\$ 631,000	\$ 1,262,000	\$ 189,300	\$ -	\$ -	\$ 1,072,700
Oxidation Ditch Shell	\$ 2,510,000	\$ 2,510,000	\$ 5,020,000	\$ 1,957,800	\$ -	\$ -	\$ 3,062,200
RAS Pump Replacement	\$ -	\$ 122,000	\$ 122,000	\$ 24,400	\$ -	\$ -	\$ 97,600
Subtotal Treatment Plant	\$ 3,471,000	\$ 3,593,000	\$ 7,064,000	\$ 2,270,500	\$ -	\$ -	\$ 4,793,500
Wastewater Collection System	Yr 1	Yr 2	Project Totals	Sewer SDC	Grants	Other	fees & rates
Wastewater Line Upsizing - 18" & 24" Parallel Trunkline along Bear Creek	\$ 712,000	\$ 712,000	\$ 1,424,000	\$ 996,800	\$ -	\$ -	\$ 427,200
Wastewater Line Replacement; 15" Main - Mountain Avenue	\$ -	\$ 141,000	\$ 141,000	\$ 35,250	\$ -	\$ -	\$ 105,750
Grandview Pump Station Replacement	\$ 375,000	\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ 375,000
Wastewater Line Replacement; 15" Main - A Street	\$ 150,000	\$ 450,000	\$ 600,000	\$ 60,000	\$ -	\$ -	\$ 540,000
Subtotal Collection System	\$ 1,237,000	\$ 1,303,000	\$ 2,540,000	\$ 1,092,050	\$ -	\$ -	\$ 1,447,950
WASTEWATER	\$ 4,708,000	\$ 4,896,000	\$ 9,604,000	\$ 3,362,550	\$ -	\$ -	\$ 6,241,450
Storm Drain	Yr 1	Yr 2	Project Totals	Storm SDC	Grants	Other	fees & rates
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STORM DRAIN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMINISTRATION - City Facilities	Yr 1	Yr 2	Project Totals		Grants	Other	fees & rates
City Facility Upgrades & Maintenance	\$ 177,500	\$ 177,500	\$ 355,000		\$ -	\$ -	\$ 355,000
ADMINISTRATION - FACILITIES	\$ 177,500	\$ 177,500	\$ 355,000	\$ -	\$ -	\$ -	\$ 355,000
ELECTRIC DEPARTMENT	Yr 1	Yr 2	Project Totals		Grants	Other	fees & rates
Install New Services & Infrastructure: Cost include new transformers, switch cabinets, poles and conductors to service new development	\$ 300,000	\$ 300,000	\$ 600,000				\$ 600,000
Electric Utility Upgrades: Cost for repairs and replacement of aging infrastructure identified during routine inspections	\$ 100,000	\$ 100,000	\$ 200,000				\$ 200,000
SCADA Improvements, Routine Maintenance, Liscensing and Upgrades	\$ 7,000	\$ 32,000	\$ 39,000				\$ 39,000
MAS Design Review and Purchase Study: feasibility for City ownership, valuation of substation, and ROI	\$ 55,000	\$ -	\$ 55,000				\$ 55,000
New Distribution Buss at Ashland Substation	\$ -	\$ -	\$ -				\$ -
Purchase of Mountain Ave Substation	\$ -	\$ -	\$ -				\$ -
Mountain Ave and Ashland Substation Interite Engineering Study and Benefit Analysis	\$ -	\$ 75,000	\$ 75,000				\$ 75,000
ELECTRIC	\$ 462,000	\$ 507,000	\$ 969,000	\$ -	\$ -	\$ -	\$ 969,000
TELECOMMUNICATIONS & INFO TECH	Yr 1	Yr 2	Project Totals		Grants	Other	fees & rates
Expand Fiber Plant from 16 to 24 Node Groups	\$ 50,000	\$ 50,000	\$ 100,000				\$ 100,000
Fiber and Cable Plant Maintenance	\$ 5,000	\$ 5,000	\$ 10,000				\$ 10,000
Fiber and Cable Plant Installation	\$ 20,000	\$ 20,000	\$ 40,000				\$ 40,000
Data Center Server Capacity Growth (Virtualization)	\$ 22,500	\$ 20,000	\$ 42,500			\$ 42,500	\$ -
TELECOMMUNICATIONS	\$ 97,500	\$ 95,000	\$ 192,500	\$ -	\$ -	\$ 42,500	\$ 150,000
PARKS & RECREATION	Yr 1	Yr 2	Project Totals	Parks SDC	Grants	F&B	Bonds
Repair Perozzi Fountain	\$ -	\$ 70,000	\$ 70,000			\$ 70,000	\$ -
Daniel Meyer Pool - Rebuild and Cover	\$ 3,250,000	\$ -	\$ 3,250,000			\$ -	\$ 3,250,000
North Mountain Park Nature Play Area	\$ 15,000	\$ 150,000	\$ 165,000		\$ 150,000	\$ 15,000	\$ -
Calle Guanajuato Improvements (Bond Repayment)	\$ 40,000	\$ 40,000	\$ 80,000			\$ 80,000	\$ -
Ashland Creek Park Development Phase II construction	\$ -	\$ 35,000	\$ 35,000			\$ 35,000	\$ -
Garfield Park Water Play Replacement (Bond Repayment)	\$ 100,000	\$ 100,000	\$ 200,000			\$ 200,000	\$ -
Resurface/Reclaim Tennis and Pickleball Courts	\$ 27,500	\$ 27,500	\$ 55,000			\$ 55,000	\$ -
Lithia Park Master Plan	\$ 230,000	\$ -	\$ 230,000			\$ 230,000	\$ -
Winburn Way Sidewalk	\$ 25,000	\$ -	\$ 25,000			\$ 25,000	\$ -
Second Dog Park Construction	\$ 265,000	\$ -	\$ 265,000			\$ 265,000	\$ -
YMCA Park Replacement	\$ 750,000	\$ -	\$ 750,000		\$ 750,000	\$ -	\$ -
Master Plan for Park Shop/yard areas; Dog parks; Skateboard Park	\$ -	\$ 75,000	\$ 75,000			\$ 75,000	\$ -
Oak Knoll Improvements (Irrigation)	\$ 35,000	\$ 35,000	\$ 70,000			\$ 70,000	\$ -
Trails and Open Space Comp Plan Update	\$ 30,000	\$ -	\$ 30,000			\$ 30,000	\$ -
Restoration of Beach Creek below Pedestrian Bridge	\$ 75,000	\$ -	\$ 75,000			\$ 75,000	\$ -
Land Acquisition	\$ 915,000	\$ 900,000	\$ 1,815,000	\$ 375,000	\$ 1,275,000	\$ 165,000	\$ -
Project Manager	\$ 60,000	\$ 60,000	\$ 120,000			\$ 120,000	\$ -
PARKS & RECREATION	\$ 5,817,500	\$ 1,492,500	\$ 7,310,000	\$ 375,000	\$ 2,175,000	\$ 1,510,000	\$ 3,250,000
TOTAL BN 2017-19 CIP	\$ 21,203,150	\$ 42,900,254	\$ 64,103,404	\$ 9,680,120	\$ 5,761,592	\$ 2,552,500	\$ 46,109,192

CITY COUNCIL GOALS AND OBJECTIVES

Approved November 4, 2014

Mission Statement

To support a resilient, sustainable community that lives within its means and maintains the distinctive quality of life for which it has become known -- in the face of external change and internal development -- via direct delivery of basic services and leveraged enablement of enhanced services.

Please note:

- Goals and objectives highlighted in yellow are **Priority Strategic Planning Goals and Objectives** for the City Council.
- Goals and objectives in orange were determined to be Council policy calls that can be pursued by the Council at its discretion.
- Goals and objectives in green are NOT recommended by the Council for priority funding in the 2015-17 budget cycle.

Government

1. **Leverage our regional and state relationships to increase effectiveness in relevant policy arenas**
 - 1.1 Maintain coordination and regular communication with State Legislators/county commissioners.
 - 1.1.a. Potential for regular reports to Council from assigned Councilor from Legislative hotline (during legislative session only).
 - 1.1.b. Explore the utilization of other forms of legislative representation (lobbyist, dedicated staff, etc).
 - 1.1.c. Develop a local legislative agenda prior to the session (possibly with Ashland Coalition partners).
 - 1.2. Develop plan for coordination with Jackson County on the following:
 - 1.2.a. County Road Improvements within the City limits
 - 1.2.b. Weed abatement on County land within the UGB.
2. **Promote effective citizen communication and engagement**
 - 2.1 Engage community in conversation about core services, desired service levels and funding mechanisms.
 - 2.2 Engage boards and commissions in supporting the strategic plan.
 - 2.3 Evaluate existing communication tools currently in use, such as:
 - 2.3.a Open City Hall
 - 2.3.b Listserve
 - 2.3.c RVTV
 - 2.3.d Newspapers
 - 2.3.e City website
 - 2.3.f Expand and promote those tools that are most effective, meaningful and efficient for the public to use for understanding an issue (fact gathering), enabling participation, providing avenues for input to Council and being made aware of decisions made.
 - 2.3.g Repackage and make more accessible Council Communication documents to assist in informing the public on issues.
 - 2.3.h Explore the use of Town Hall style meetings for Council/public interaction.
 - 2.3.i Explore "City Walk" style outreach program (Council and staff proactive personal engagement in the community).
 - 2.4 Use the Mayor's State of the City (SOC) address to honor, recognize and appreciate community/volunteer involvement.
 - 2.4.a Incorporate Ragland Award activities (and other potential volunteer related activities) with SOC.

3. Support and empower our community partners

- 3.1 Look for ways to monitor and support changes at Southern Oregon University.
- 3.2 Monitor and support Mt. Ashland as a major regional recreational facility.
 - 3.2.a Continue City oversight of the environmental impacts of the ski area as they relate to Ashland.
- 3.3 Support the non-profit and cultural entities in the community.
- 3.4 Support RVTD in fulfilling and expanding its mission.

Organization

4. Evaluate real property and facility assets to strategically support city mission and goals.

- 4.1 Identify and evaluate underperforming assets.
- 4.2 Cultivate external funding opportunities.
- 4.3 Examine city hall replacement and other facility needs.
- 4.4 Examine long term use of Imperatrice property.

People

5. Seek opportunities to enable all citizens to meet basic needs.

- 5.1 Examine means and methods by which to improve access to mental health services for Ashland citizens who need them.
- 5.2 Support and promote, through policy, programs that make the City affordable to live in.
 - 5.2.a Pursue affordable housing opportunities, especially workforce housing. Identify specific incentives for developers to build more affordable housing.
- 5.3 Leverage partnerships with non-profit and private entities to build social equity programming.
- 5.4 Encourage the ongoing effectiveness of the Resource Center.

6. Develop supports to enable citizens to age in Ashland.

- 6.1 Support and augment existing programs.
- 6.2 Provide links to local non-profit support organizations on City web site.
- 6.3 With Parks Commission, explore expansion of the Senior Center and senior services.

7. Keep Ashland a family-friendly community.

- 7.1 Support educational and enrichment programs in the community.
- 7.2 Provide City promotion and marketing of family-oriented events.
- 7.3 Support land-use plans and policies that encourage family-friendly neighborhoods.

Environment

8. Protect the integrity and safety of the watershed.

- 8.1 Implement and maintain the Ashland Forest Resiliency project.
- 8.2 Educate and engage the community in watershed stewardship.
 - 8.2.a Declare a “year of the watershed” and coordinate activities around it.
- 8.3 Maintain current Firewise communities; implement the Fire Adapted Communities model.
- 8.4 Complete the expansion of the city’s wildfire hazard zone to accurately reflect risk.
- 8.5 Fund the AFR & AIR programs.
- 8.6 Continue to engage state and federal representatives on the AFR project.
- 8.7 Weed abatement on County land within the UGB (exotic species).

9. Enhance and expand natural and recreational resources.

- 9.1 Work with the local bicycle community on enhancement of recreational opportunities.
- 9.2 Analyze and expand eco-tourism opportunities.
- 9.3 Support Mt. Ashland in diversifying eco-friendly recreational opportunities.
- 9.4 Support the local trails organizations and trail mapping.
- 9.5 Examine and improve the process for obtaining permits for bicycle and road race events.

City of Ashland Council Goals

10. **Support local micro-agriculture and food production.**
 - 10.1 Design policies that allow and encourage micro-agriculture.
 - 10.1.a. Encourage the development of community gardens, farmer's markets, truck gardens and infrastructure.
11. **Prepare the community for natural and human-made disasters.**
 - 11.1 Address the seismic vulnerability of downtown.
 - 11.2 Develop a comprehensive, at-home disaster preparedness program for all citizens.
12. **Update the Comprehensive Plan.**
13. **Develop and support land use and transportation policies to achieve sustainable development.**
 - 13.1 Create incentives and ordinances for energy-efficient buildings.
 - 13.2 Develop infill and compact urban form policies.
 - 13.3 Support alternative transportation choices.
14. **Encourage and/or develop public spaces that build community and promote interaction.**

Economy

15. **Seek opportunities to diversify the economy in coordination with the Economic Development Strategy.**
 - 15.1 Support film industry growth.
 - 15.2 Evaluate barriers to business start up and expansion.
16. **Nurture emerging new technologies.**
 - 16.1 Position ourselves as a location where high-tech businesses want to grow.
 - 16.2 Promote the e-commerce zone.
17. **Market and further develop the Ashland Fiber Network.**
 - 17.1 Complete and implement the AFN business plan.
18. **Diversify transportation and shipping options.**
 - 18.1 Strengthen the Ashland municipal airport as an enterprise.
 - 18.2 Develop and encourage alternative transportation options.
19. **Ensure that commercial and industrial areas are available for development.**
 - 19.1 Examine Croman redevelopment plan.
 - 19.2 Evaluate the prospects for the redevelopment of the railroad property.
 - 19.3 Use existing financial tools to support re-development.
 - 19.4 Create predictable pathways for development of employment land.
20. **Embrace and plan ahead for emerging social trends that might impact the economy and vitality of the community.**

Energy and Infrastructure

21. **Be proactive in using best practices in infrastructure management and modernization.**
 - 21.1 Complete downtown parking management and traffic circulation plan.
 - 21.2 Expand public transportation options.
 - 21.3 Re-examine and review master plans and SDCs on regular basis.
22. **Prepare for the impact of climate change on the community.**
 - 22.1 Develop and implement a community climate change and energy plan.

Public Safety

23. **Support innovative programs that protect the community.**

Quality of Life Municipal Services

Provide, promote, and enhance the security/safety, environmental health, and livability of the community.

Public Safety Objectives

24. **Increase safety and security downtown.**
25. **Enhance the community's emergency preparedness through education and increased awareness.**

Administrative Goals and Objectives

Public Safety Objectives – con't.

26. ***Improve public communications and community partnerships regarding public safety policies and best practices.***
27. ***Reduce the risk of fire in the city and environs.***
28. ***Provide Police, Fire, and other first responders with facilities and equipment that ensures their and the public's safety.***

Municipal Infrastructure Objectives

29. ***Promote conservation as a long-term strategy to protect the environment and public utility needs.***
30. ***Deliver timely life-cycle capital improvements.***
31. ***Maintain existing infrastructure and plan for future improvements to meet regulatory requirements and minimum life-cycle costs.***
32. ***Implement recommendations of adopted master and capital plans.***

Long-Range Planning Objectives

33. ***Encourage responsible development of employment lands.***
34. ***Ensure building and life safety on physically constrained lands.***
35. ***Investigate strategies that provide housing opportunities for the total cross section of Ashland's population.***
36. ***Ensure new development protects and is in keeping with the attractiveness of Ashland's natural and built environment.***

Economic Development Objectives

37. ***Update the Economic Development Strategy and work with community partners in its implementation.***
38. ***Maintain and improve infrastructure to enhance economic vitality of the community.***

Administration and Governance Goal

Provide high quality, effective, and efficient city services and governance in an accessible, collaborative, and fiscally responsible manner.

Objectives

39. ***Ensure on-going fiscal ability to provide desired and required services at an acceptable level.***
40. ***Use results of Citizen Survey to identify needed improvements.***
41. ***Provide modern and innovative equipment and facilities for city functions.***
42. ***Ensure the security and integrity of City data.***
43. ***Utilize proven technology to enhance efficiencies and customer satisfaction.***
44. ***Promote and reinforce City-wide customer service standards.***
45. ***Ensure compliance with all regulatory requirements.***
46. ***Keep the Council informed of organizational activity and provide timely information for Council decision-making.***
47. ***Support and develop staff knowledge, skills and abilities to provide exceptional public service.***
48. ***Foster teamwork across City departments and programs.***
49. ***Achieve consistent compliance with the AMC and all applicable codes.***
50. ***Develop a fee/rate structure that is consistent with adopted master plans and studies.***

**Ashland Parks and Recreation Commission
2017 Strategic Planning Goals**

1. Facilitate a partnership between Parks and Recreation and a community partner, such as the YMCA, SOU and Ashland School District, to build new competition-style year-round indoor swimming pool for the community.
2. Update Trails and Open Space Comp Plans and continue to purchase land according the plans.
3. Move forward with the process of selection for a consultant for the Lithia Park Master Plan and begin planning process.
4. Evaluate all APRC facilities and structures for seismic and flood safety.
5. Expand Bear Creek Greenway to its originally planned beginning/ending point at Emigrant Lake.
6. Evaluate expanded and alternative use of the Senior Center to meet community needs.
7. Evaluate and present a cost recovery implementation strategy for Commissioner approval.
8. Develop parks development standards and guidelines.
9. Follow all of the adopted recommendations of the 2016 Performance Audit.
10. Pursue the evaluation of, and funding for, a rebuild of Daniel Meyer Pool into a year-round eight-lane competitive aquatics facility.
11. Negotiate with the Ashland YMCA to rid APRC of the restrictive deed that currently governs the use of APRC's "YMCA Park." Our current relationship with the Ashland Y inhibits APRC's planning and building of Dog Park #2 and restricts APRC's ability to "ensure that all developed park spaces are accessible to the public and are not underutilized."
12. Continue to consider options for Parks use of the Imperatrice Property.
13. Work to identify at least six "dedicated" pickleball courts through various means including partnerships with Ashland School District and Southern Oregon University and/or private partnerships.
14. Plan and build a second dog park on APRC property somewhere toward the south end of Ashland.
15. Master plan for park shop/yard areas, dog parks and skateboard park.
16. Restore the area of Beach Creek below pedestrian bridge.
17. Continue the process of evaluation currently underway at the Senior Center, with the goals that have been established, and work to incorporate an evaluation of the program and determine whether the program should be located in the APRC or City budget.
18. Implement/attain easement and purchase agreements on Ashland Pond property and through the few remaining private properties, with dogs excluded from the property via a wildlife preserve designation.
19. Evaluate, create plan and improve irrigation at Oak Knoll.
20. Evaluate grant and other funding opportunities for a Nature Play area at North Mountain Park.



The Budget Process

THE BUDGET PROCESS

According to Oregon Law (ORS 294), the City of Ashland must prepare and adopt a balanced budget annually. In January, meetings are held with department heads, the Mayor, and City Council to set goals and priorities for the upcoming year. In May, a preliminary budget is prepared and presented to the Budget Committee.

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

The Budget Amendment Process

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

The Budget Committee

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

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

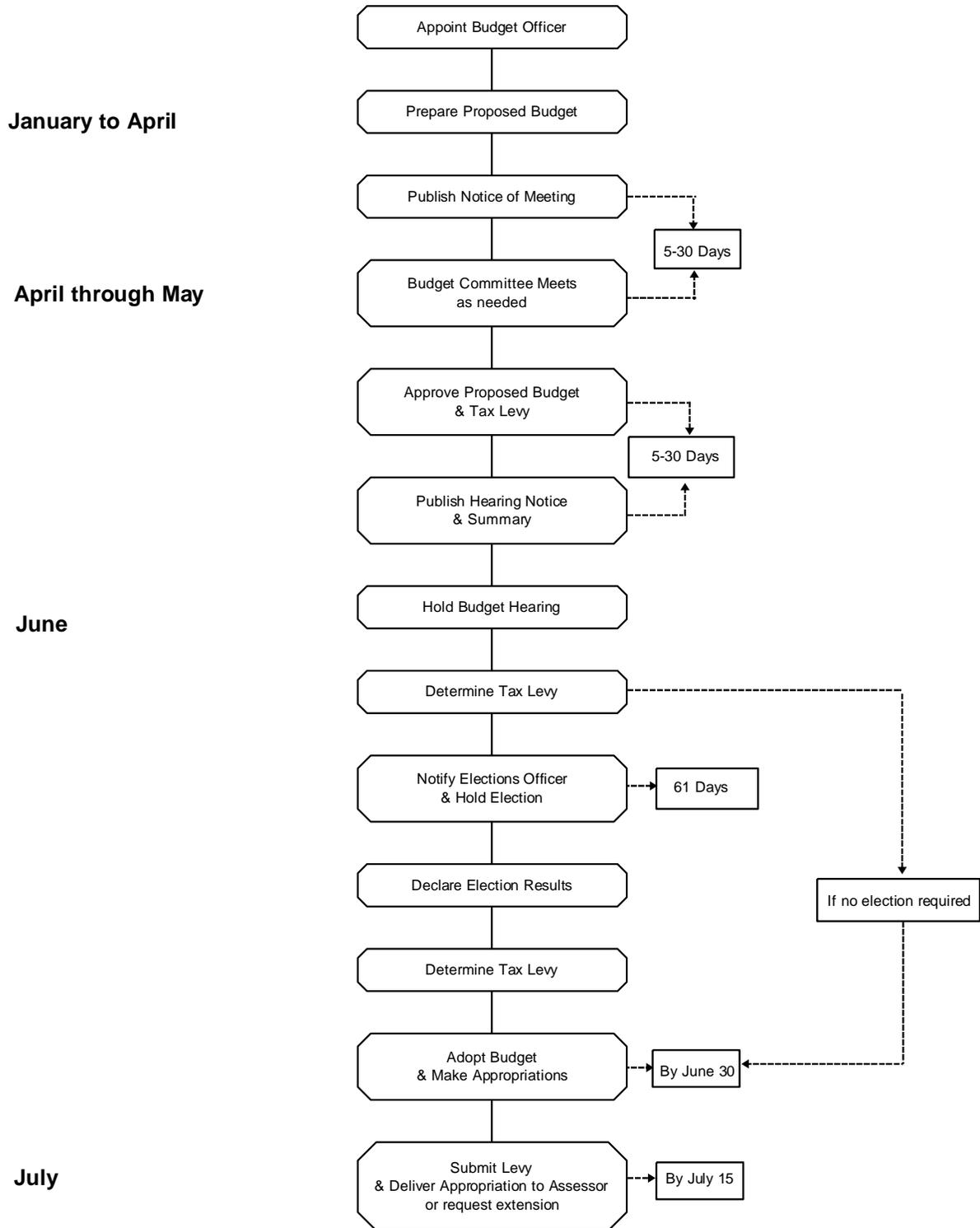
The Budget Basis

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

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

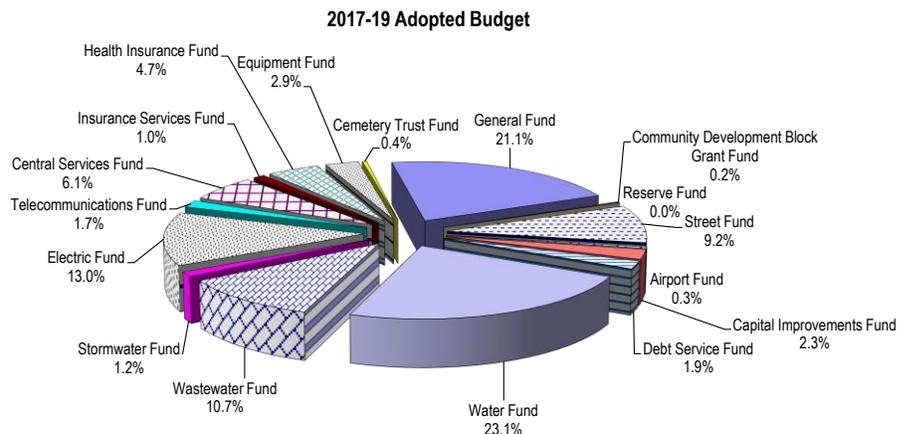
THE BIENNIAL PROCESS

All provisions remain the same for both fiscal year (12-month) and biennial (24-month) budgets except the length of the budget period & committee terms.



Requirements by Fund

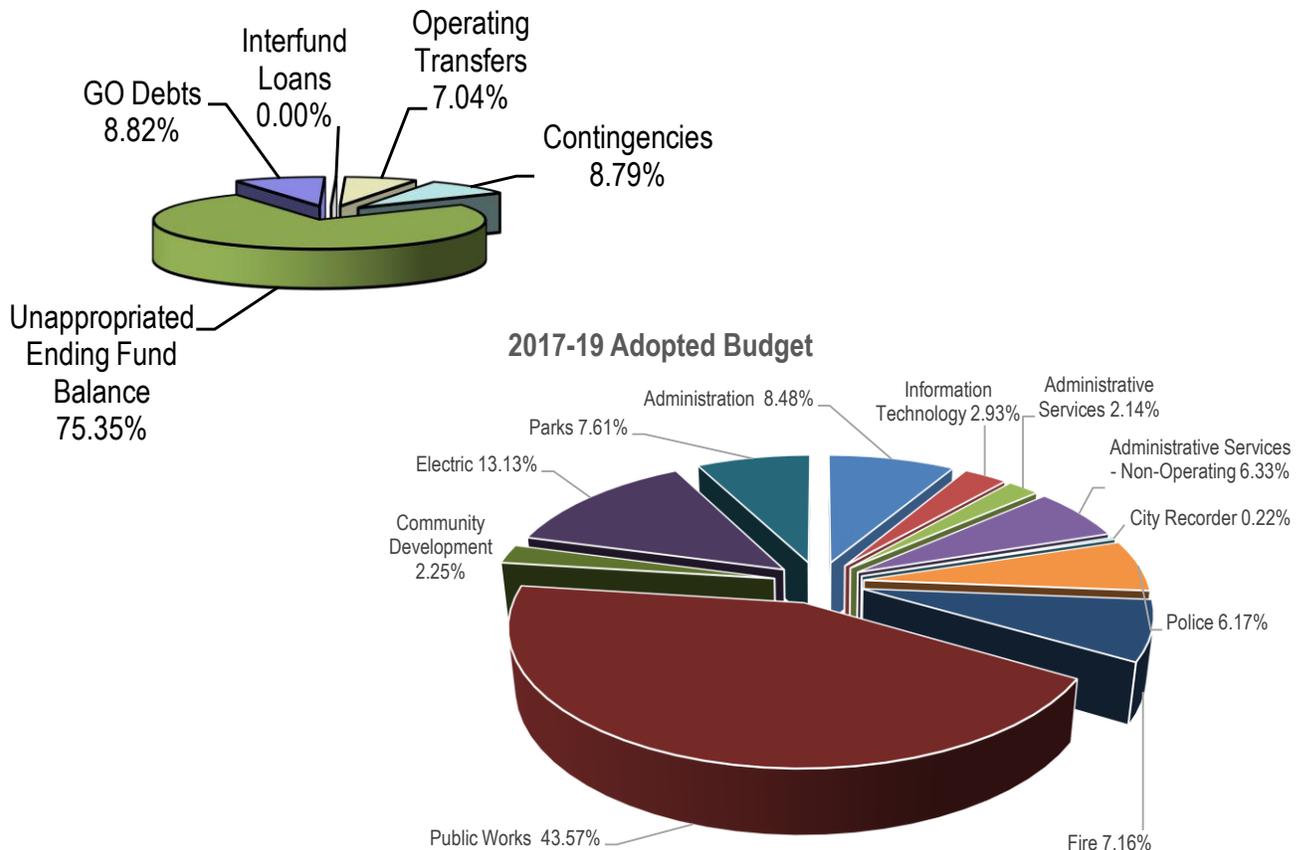
FUND TOTALS					
	FY 2012-13	BN 2013-15	BN 2015-17	BN 2015-17	BN 2017-19
	Actual	Actual	Amended	Estimated	Adopted
General Fund	\$19,126,071	\$46,390,192	\$51,168,412	\$51,264,867	\$56,387,024
Community Development Block Grant	135,713	368,865	439,799	287,093	453,786
Reserve Fund	1,019,580	1,286,279	888,580	540,279	1,075,435
Street Fund	8,285,412	11,753,834	20,149,014	12,919,193	25,847,832
Airport Fund	227,773	391,842	661,251	383,095	926,477
Capital Improvements Fund	6,551,294	5,759,902	8,542,155	6,885,484	6,244,662
Debt Service Fund	3,866,270	4,894,589	5,119,554	4,868,019	4,964,190
Water Fund	13,537,212	21,088,602	35,285,227	22,559,856	54,635,348
Wastewater Fund	10,914,809	17,442,708	24,994,657	20,136,391	31,965,116
Stormwater Fund					3,186,095
Electric Fund	15,759,759	30,457,105	32,132,998	31,849,177	34,673,056
Telecommunications Fund	2,497,874	4,484,194	5,017,036	4,684,023	4,648,604
Central Services Fund	7,078,055	14,096,491	15,765,216	15,323,339	16,322,956
Insurance Services Fund	1,544,975	3,920,598	3,615,888	3,392,574	2,771,444
Health Insurance Fund	-	9,773,441	10,763,370	10,674,255	13,436,994
Equipment Fund	4,897,473	7,381,342	7,296,254	7,292,126	7,816,595
Cemetery Trust Fund	878,871	931,804	984,846	969,110	1,022,770
Total by Fund	96,321,141	180,421,788	222,824,257	194,028,881	266,378,385
Parks and Recreation Fund	7,593,290	12,432,938	12,245,141	11,981,577	13,196,765
Parks Youth Activities Levy Fund	20,326	-	-	-	-
Parks Equipment Fund	-	-	519,000	536,350	602,589
Parks Capital Imp Fund	918,676	2,647,691	4,316,436	1,731,693	5,995,925
Total Parks	8,532,292	15,080,629	17,080,577	14,249,620	19,795,279
Grand Total	\$104,853,433	\$195,502,417	\$239,904,834	\$208,278,501	\$286,173,664



Requirements by Department

REQUIREMENTS BY 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
Administration	\$ 2,409,186	\$ 15,581,880	\$ 18,749,461	\$ 16,124,953	\$ 20,645,198	\$ 20,595,199	\$ 20,815,197
Information Technology	2,806,257	6,575,908	7,347,372	6,302,120	7,127,370	7,127,370	7,127,370
Administrative Services	1,874,269	3,866,706	4,867,097	4,661,312	5,212,449	5,212,449	5,212,449
Administrative Services - Non-Operating	2,587,728	13,274,730	16,221,722	13,383,114	15,429,009	15,429,009	15,429,009
City Recorder	360,310	868,755	992,590	866,124	544,452	544,452	384,452
Police	5,876,125	12,316,387	13,637,535	13,210,441	15,028,125	15,028,125	15,248,125
Fire	8,264,895	14,039,332	16,919,886	15,841,858	17,446,005	17,446,005	17,446,005
Public Works	22,122,663	43,960,207	85,206,476	47,735,968	106,141,200	106,141,200	106,161,200
Community Development	1,911,967	4,209,797	4,785,451	4,442,799	5,489,740	5,709,740	5,659,740
Electric	13,572,233	27,266,950	30,019,043	28,974,205	31,986,690	31,986,690	31,986,690
Parks	5,990,899	13,445,699	16,507,946	13,612,081	18,541,184	18,541,184	18,541,184
Total Operating Budget	67,776,532	155,406,352	215,254,578	165,154,975	243,591,422	243,761,423	244,011,421
GO Debts	1,906,689	3,579,222	3,734,960	3,534,953	3,544,908	3,544,908	3,544,908
Interfund Loans	791,795	1,684,795	2,571,200	840,544	-	2,100,000	2,100,000
Operating Transfers	411,787	1,897,442	2,456,240	1,575,424	2,831,440	2,831,440	2,831,440
Contingencies	-	-	2,675,570	-	3,533,500	3,533,500	3,533,500
Unappropriated Ending Fund Balance	33,966,630	32,934,610	13,212,287	37,172,604	30,292,394	30,072,393	30,152,395
Total Non-departmental	37,076,901	40,096,069	24,650,256	43,123,525	40,202,242	42,082,241	42,162,243
Total Requirements by Department	\$ 104,853,433	\$ 195,502,420	\$ 239,904,834	\$ 208,278,501	\$ 283,793,664	\$ 285,843,664	\$ 286,173,664

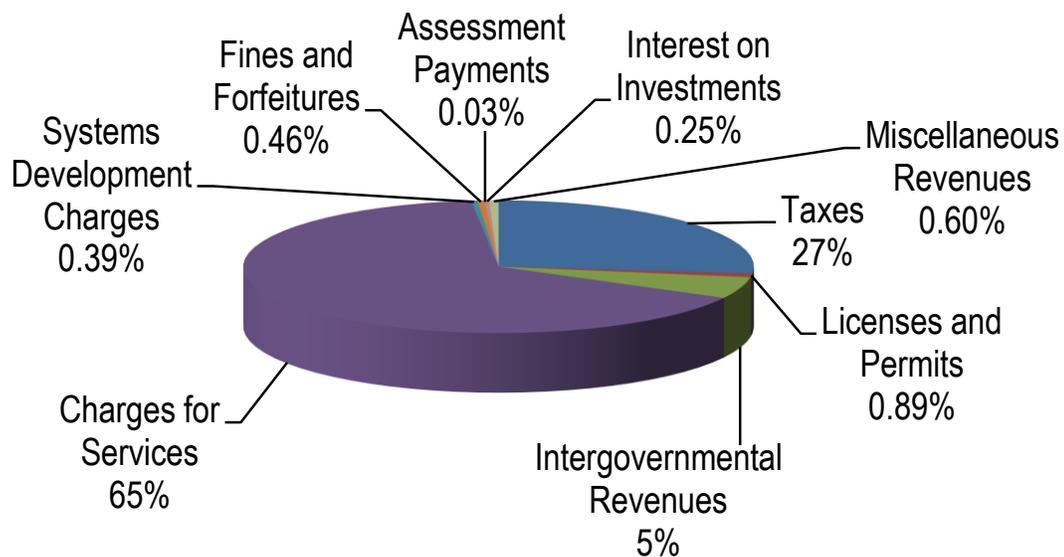
2017-19 Adopted Budget



Resource Summary

RESOURCE SUMMARY	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
Revenues:							
Taxes	\$ 19,998,715	\$ 42,178,085	\$ 45,305,576	\$ 45,495,619	\$ 49,803,505	\$ 49,803,505	\$ 50,023,505
Licenses and Permits	583,679	1,872,797	1,910,425	2,128,415	1,600,300	1,660,300	1,660,300
Intergovernmental Revenues	4,743,846	6,078,233	14,315,556	7,021,486	10,740,119	9,840,119	9,840,119
Charges for Services	39,616,797	100,863,599	112,685,650	111,942,304	124,674,409	122,214,409	122,324,409
Systems Development Charges	538,559	1,134,392	592,416	1,061,498	731,500	731,500	731,500
Fines and Forfeitures	196,535	362,187	410,000	384,050	857,900	857,900	857,900
Assessment Payments	41,048	126,991	520,000	58,831	60,000	60,000	60,000
Interest on Investments	174,497	356,649	369,358	480,234	457,850	457,850	457,850
Miscellaneous Revenues	1,793,475	3,142,029	1,200,678	997,596	1,120,550	1,120,550	1,120,550
Total Revenues	67,687,151	156,114,962	177,309,659	169,570,033	190,046,132	186,746,132	187,076,132
Budgetary Resources:							
Working Capital Carryover	29,410,019	33,966,633	30,632,011	32,934,608	38,079,779	38,079,780	38,079,780
Other Financing Sources:					-		
Bond & Bank Loan Proceeds	6,552,681	1,838,589	26,935,724	3,357,892	52,836,312	56,086,312	56,086,312
Interfund Loan	791,795	1,684,795	2,571,200	840,544	-	2,100,000	2,100,000
Operating Transfers In	411,787	1,897,442	2,456,240	1,575,424	2,831,440	2,831,440	2,831,440
Total Budgetary Resources	37,166,282	39,387,459	62,595,175	38,708,467	93,747,531	99,097,532	99,097,532
Total	\$ 104,853,433	\$ 195,502,420	\$ 239,904,834	\$ 208,278,501	\$ 283,793,664	\$ 285,843,664	\$ 286,173,664

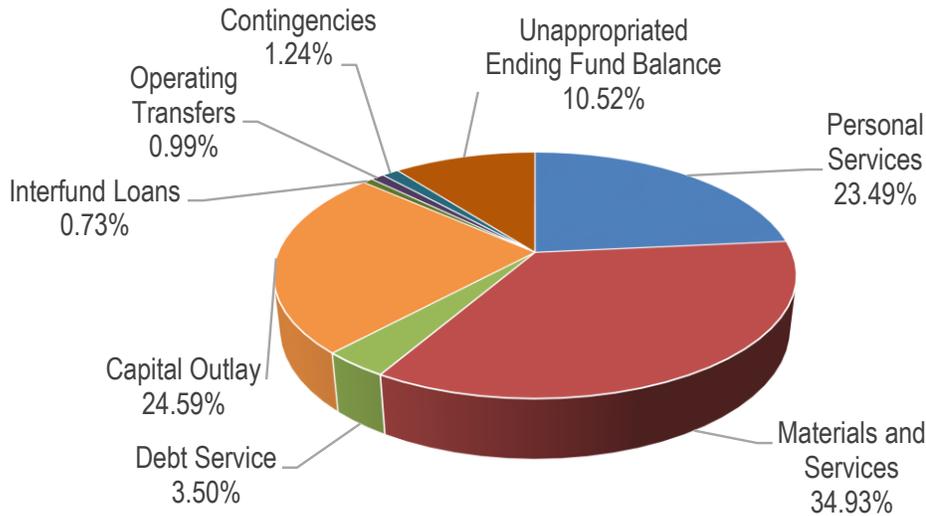
2017-19 Adopted Budget



Requirements by Classification

REQUIREMENTS BY CLASSIFICATION	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
Operating Expenditures							
Personal Services	\$ 24,488,515	\$ 55,146,073	\$ 61,399,098	\$ 59,507,019	\$ 66,932,077	\$ 67,152,078	\$ 67,332,077
Materials and Services	31,718,464	80,154,004	93,691,364	86,445,155	99,907,369	99,857,369	99,907,369
Debt Service	4,885,465	9,220,537	10,632,046	11,534,878	10,003,474	10,003,474	10,003,474
Total Operating Expenditures	61,092,444	144,520,614	165,722,508	157,487,052	176,842,920	177,012,921	177,242,920
Capital Construction							
Capital Outlay	8,590,777	14,464,959	53,267,030	11,202,877	70,293,409	70,293,409	70,313,409
Budgetary Requirements							
Interfund Loans	791,795	1,684,795	2,571,200	840,544	-	2,100,000	2,100,000
Operating Transfers	411,787	1,897,442	2,456,240	1,575,424	2,831,440	2,831,440	2,831,440
Contingencies	-	-	2,675,570	-	3,533,500	3,533,500	3,533,500
Unappropriated Ending Fund Balance	33,966,630	32,934,610	13,212,287	37,172,604	30,292,394	30,072,393	30,152,395
Total Budgetary Requirements	35,170,212	36,516,847	20,915,296	39,588,572	36,657,334	38,537,333	38,617,335
Total Requirements by Classification	\$ 104,853,433	\$ 195,502,420	\$ 239,904,834	\$ 208,278,501	\$ 283,793,664	\$ 285,843,664	\$ 286,173,664

2017-19 Adopted Budget

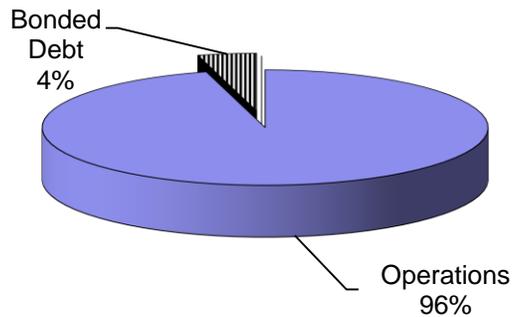


Property Tax Summary

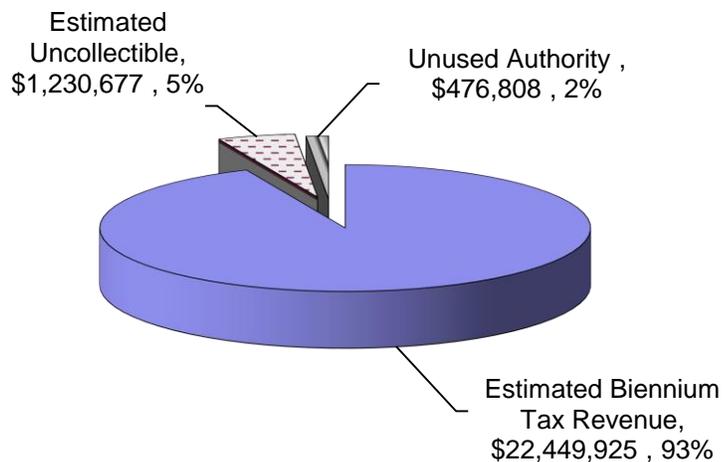
OVERVIEW

Property taxes are budgeted in the General Fund and distributed to the other funds as needed for operations. Tax collections for payment of debt are deposited directly to the Debt Service Fund. The estimated tax rate for BN 2017-19 is \$4.4358 for 2017-18 and \$4.4317 in 2018-19.

**Distribution of 2017-19
Estimated Property Tax Revenue to be
Received**



**Distribution of 2017-19
Property Tax Authorized**



The City of Ashland levies property taxes for the funds and activities in the amounts shown in the tables on the next page. The City has assumed an uncollectible rate of 5.0% for budgetary purposes. The chart above shows the distribution of property taxes as a percentage of total taxes received.

Property Tax Summary

	Amount Authorized 2017-18	Unused Authority (unallocated)*	Approved Levy 2017-18	Estimated Uncollectible	Estimated Current Year Taxes	Estimated Tax Rate 2017-18
Permanent:						
Operations	\$ 11,247,000	\$ 234,304	\$ 11,130,611	\$ 565,411	\$ 10,565,200	\$ 4.2422
Bonded Debt:						
2005 GO Bonds	299,700	-	299,700	22,200	277,500	0.1142
2011 Fire Station GO Bonds	215,609	-	215,609	15,971	199,638	0.0794
	515,309	-	515,309	38,171	477,138	0.1936
Total	\$ 11,762,309	\$ 234,304	\$ 11,645,920	\$ 603,582	\$ 11,042,338	\$ 4.4358

*Unused authority before estimated uncollectible and discounts

	Amount Authorized 2018-19	Unused Authority (unallocated)*	Approved Levy 2018-19	Estimated Uncollectible	Estimated Current Year Taxes	Estimated Tax Rate 2018-19
Permanent:						
Operations	\$ 11,640,001	\$ 120,302	\$ 11,520,183	\$ 588,983	\$ 10,931,200	\$ 4.2422
Bonded Debt:						
2005 GO Bonds	297,540	-	297,540	22,040	275,500	0.1096
2011 Fire Station GO Bonds	216,959	-	216,959	16,071	200,888	0.0799
	514,499	-	514,499	38,111	476,388	0.1895
Total	\$ 12,154,500	\$ 120,302	\$ 12,034,682	\$ 627,094	\$ 11,407,588	\$ 4.4317

*Unused authority before estimated uncollectible and discounts

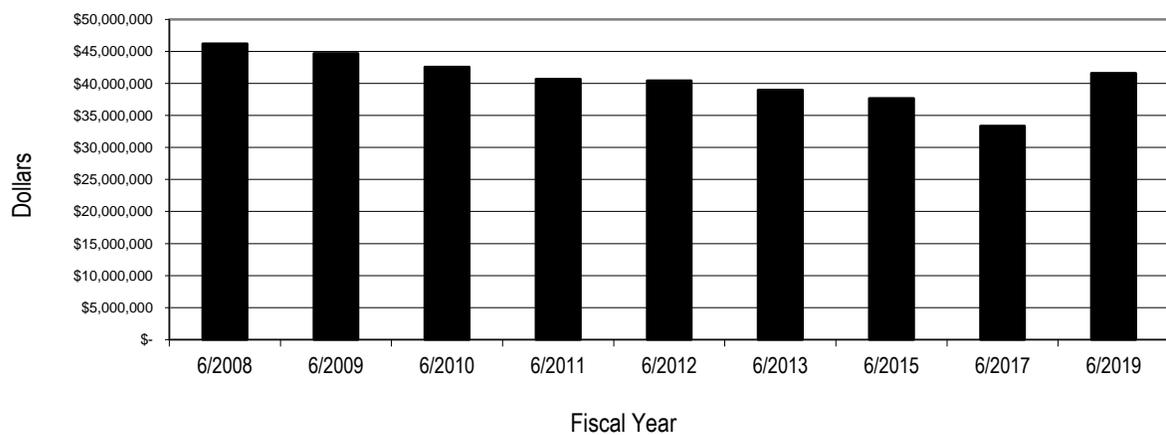
Debt Summary

OVERVIEW

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

The total debt limitation is mandated by the State of Oregon revised statute (ORS 287.004) is 3 percent of the true cash value of all taxable property. The limitation excludes issues for most utilities as well as Special Assessment Debt. With true cash value estimated at \$3,493,732,448 on June 30, 2016, this computes to a limit of \$104,811,973. The City has \$88,680,267 of available Legal Debt Margin.

Budgeted Indebtedness



Debt Summary

DEBT SUMMARY

Fund	Debt Instrument	June 30, 2017	Retirements	New Debt	June 30, 2019
City Component					
Airport Fund	Hangar Construction Capital Loan	\$ 71,836	\$ 71,836	\$ -	\$ -
Street Fund	2013 New Construction - Street Division	780,000	130,000	-	650,000
Street Fund	To be determined	-	-	10,391,656	10,391,656
CIP Fund	To be determined, Revenue Bonds	-	-	1,500,000	1,500,000
CIP Fund	To be determined, GO Bond	-	-	3,250,000	3,250,000
Debt Service Fund	2005 Refunding Series	750,000	490,000	-	260,000
Debt Service Fund	2011 Fire Station 2	2,210,000	255,000	-	1,955,000
Debt Service Fund	2013 Refinancing of AFN Debt	9,160,000	2,140,000	-	7,020,000
Debt Service Fund	2013 New Construction - Parks	380,000	166,000	-	214,000
Water Fund	To be determined	-	-	3,014,000	3,014,000
Water Fund	2009 Water Full Faith and Credit Bond	390,369	98,259	-	292,110
Water Fund	2013 New Construction	1,915,000	305,550	-	1,609,450
Water Fund	2013 FFC Water Refinance of 2003 Water Revenue I	1,070,000	345,000	-	725,000
Water Fund	2015 Medford Water Commission	2,143,074	185,619	-	1,957,455
Water Fund	IFA DEQ S14005	550,000	478,500	-	71,500
Wastewater Fund	2010 Wastewater Full Faith and Credit Bond	7,090,000	2,695,000	-	4,395,000
Wastewater Fund	2009 Wastewater Full Faith and Credit Bond	167,301	42,112	-	125,189
Wastewater Fund	2013 New Construction	445,000	70,000	-	375,000
Wastewater Fund	DEQ R11751	-	421,916	1,812,747	1,390,831
Wastewater Fund	DEQ R11755 - to be determined	-	-	-	-
Stormdrain Fund	2013 Storm debt	115,000	20,000	-	95,000
Electric Fund	Clean Renewable Energy Bond	108,571	43,430	-	65,141
Total Budget		\$ 27,346,151	\$ 7,958,222	\$ 19,968,403	\$ 39,356,332

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

Summary by Type	June 30, 2017	Retirements	New Debt	June 30, 2019
External Obligations:				
General Obligation Bonds	\$ 24,357,670	\$ 6,756,921	\$ 16,655,656	\$ 34,254,093
Revenue Bonds, Loans and Notes	2,323,481	300,885	1,500,000	3,544,908
Notes Payable	665,000	920,416	1,812,747	1,557,331
	27,346,151	7,978,222	19,968,403	39,356,332
Total Obligations	\$ 27,346,151	\$ 7,978,222	\$ 19,968,403	\$ 39,356,332

Budget Appropriation Matrix

Budget Appropriations Matrix An Overview of Fund/Departmental Budget Relationships

Dept Fund: 	Admin.	Information Technology	Admin. Svcs (Finance & Other)	City Recorder	Police	Fire	Public Works	Community Dev.	Electric	Parks & Recreation	Contingency, Transfers, Loans & Other	TOTAL
General Fund	\$ 3,950,245		\$10,770,940		\$ 15,248,125	\$ 17,446,005	\$ 851,778	\$ 5,205,955			\$ 2,913,976	\$ 56,387,024
Com. Dev. Block Grant Fund								\$ 453,785				\$ 453,785
Reserve Fund											\$ 1,075,435	\$ 1,075,435
Street Fund							\$ 21,648,263				\$ 4,199,570	\$ 25,847,833
Airport Fund							\$ 814,455				\$ 112,022	\$ 926,477
Capital Imp. Fund			\$ 1,894,640				\$ 2,458,100				\$ 1,891,922	\$ 6,244,662
Debt Service Fund			\$ 3,740,387								1223803	\$ 4,964,190
Water Fund							\$ 44,678,879				\$ 9,956,467	\$ 54,635,346
Wastewater Fund							\$ 24,305,778				\$ 7,659,338	\$ 31,965,116
Stormwater Fund							\$ 1,734,213				\$ 1,451,882	\$ 3,186,095
Electric Fund	\$ 1,532,492								\$ 31,986,690		\$ 1,153,874	\$ 34,673,056
Telecomm. Fund		\$ 4,316,095									\$ 332,510	\$ 4,648,605
Central Services Fund	\$ 3,775,160	\$ 2,811,275	\$ 5,212,449	\$ 384,450			\$ 3,644,262				\$ 495,360	\$ 16,322,956
Insurance Fund			\$ 2,567,950								\$ 203,495	\$ 2,771,445
Health Insurance Fund	\$ 11,557,301										\$ 1,879,693	\$ 13,436,994
Equipment Fund							\$ 6,025,472				\$ 1,791,123	\$ 7,816,595
Cemetery Trust Fund											\$ 1,022,771	\$ 1,022,771
Parks & Recreation										\$ 12,996,185	\$ 200,580	\$ 13,196,765
Parks CIP Fund										\$ 5,095,000	\$ 900,925	\$ 5,995,925
Parks Equip. Fund										\$ 450,000	\$ 152,589	\$ 602,589
TOTAL	\$ 20,815,198	\$ 7,127,370	\$24,186,366	\$ 384,450	\$ 15,248,125	\$ 17,446,005	\$ 106,161,200	\$ 5,659,740	\$ 31,986,690	\$ 18,541,185	\$ 38,617,335	\$ 286,173,664

Budget presentations by department begin on page 2 - 1.

Budget presentations by fund begin on page 3 - 1.

Funds that include only one department are budgeted by major category (Personnel Services, Materials & Services, Capital Outlay, etc.).

Funds that include multiple departments are budgeted by program.

Program & Division by Department and Fund

ADMINISTRATION DEPARTMENT

General Fund

- Economic Development
- Library
- Public Art
- R/TV Programs
- Tourism
- Parking
- Municipal Court
- Economic & Cultural Grants

Electric Fund

- Electric Conservation

Central Service Fund

- Mayor & Council
- Administration
- Legal
- Human Resources

INFORMATION TECHNOLOGY DEPARTMENT

Telecommunications Fund

- Fund by major expenditure category

Central Service Fund

- Information Systems

ADMINISTRATIVE SERVICES DEPARTMENT

General Fund

- Band
- Parks Contracted Services

Debt Service Fund

- General Obligation Debt
- Bancroft Debt
- Notes and Contracts Debt

Capital Improvements Fund

- Parks Systems Development
- Parks Open Space

Central Service Fund

- Customer Relations
- Accounting
- Administration

Insurance Fund

- Fund by major expenditure category

POLICE DEPARTMENT

General Fund

- Administration
- Support
- Operations

FIRE AND RESCUE DEPARTMENT

General Fund

- Operations
- Emergency Services
- Forest Interface
- Fire and Life Safety

PUBLIC WORKS DEPARTMENT

General Fund

- Cemetery

Street Fund

- Operations
- SDC Transportation
- LID's and Transportation
- Grounds Maintenance

Airport Fund

- Fund by major expenditure category

Capital Improvements Fund

- Facilities
- Construction

Water Fund

- Conservation
- Supply
- Distribution
- Treatment
- SDC Reimbursement
- SDC Improvements

Wastewater Fund

- Collections
- Treatment
- SDC Reimbursement
- SDC Improvement

Storm water Fund

- Storm Water
- SDC Storm Water

Central Service Fund

- Support

Equipment Fund

- Purchasing/Acquisition
- Maintenance Property/Equipment

Cemetery Trust Fund

- Fund by major expenditure category

COMMUNITY DEVELOPMENT DEPARTMENT

General Fund

- Housing
- Planning
- Building Safety
- Social Services Grants

Community Development Block Grant Fund

- Fund by major expenditure category

ELECTRIC DEPARTMENT

Electric Fund

- Supply
- Distribution
- Transmission

PARKS & RECREATION DEPARTMENT

Parks & Recreation Fund

- Administration & Operations
- Recreation
- Golf

Parks Capital Improvement Fund

- Fund by major expenditure category

Parks Equipment Replacement Fund

- Fund by major expenditure category

OTHER

Reserve Fund

- Fund by major expenditure category

Internal Franchise Fees

City of Ashland Internal Franchise Fees For BN 2017-19					
Paying Fund	Percent of Operating Revenue	Year 1 2017-18	Year 2 2018-19	Total 2017-19	Receiving Fund
Water Fund	8%	\$ 620,960	\$ 639,600	\$ 1,260,560	General Fund
Wastewater Fund	8%	\$ 464,833	\$ 483,428	\$ 948,261	General Fund
Electric Fund	10%	\$ 1,600,000	\$ 1,600,000	\$ 3,200,000	General Fund
		<u>\$ 2,685,793</u>	<u>\$ 2,723,028</u>	<u>\$ 5,408,821</u>	

Internal franchise fees are similar to the payments required of non-city utilities for using the City right of way. The percentages are set by the City as part of the budget process but may be adjusted based upon ability to pay or financial need.



Summary of Changes

City of Ashland Biennium 2017-19 Budget Process - Summary of Changes

	2017 - 2019 Proposed	Committee Revisions	2017 - 2019 Approved	Council Revisions	2017 - 2019 Adopted
GENERAL FUND					
Administration Department	3,006,150	(50,000)	2,956,150	50,000	3,006,150
Administration Department - Parking	-		-		-
Administration Department- Municipal Court	944,095		944,095		944,095
Administrative Services - Band	131,540		131,540		131,540
Administrative Services - Miscellaneous	38,000		38,000		38,000
Administrative Services - Parks	10,601,400		10,601,400		10,601,400
Police Department	15,028,125		15,028,125	220,000	15,248,125
Fire and Rescue Department	17,446,005		17,446,005		17,446,005
Public Works - Cemetery Division	851,778		851,778		851,778
Community Development - Planning Division	3,288,080	110,000	3,398,080	60,000	3,458,080
Community Development - Building Division	1,479,935		1,479,935		1,479,935
Community Development - Social Services Grants	267,940		267,940		267,940
Interfund Loan	-		-		-
Transfers	211,000		211,000		211,000
Contingency	800,000		800,000		800,000
Ending Fund Balance	2,012,976		2,012,976	(110,000)	1,902,976
TOTAL GENERAL FUND	56,107,024	60,000	56,167,024	220,000	56,387,024
COMMUNITY DEVELOPMENT BLOCK GRANT FUND					
Personnel Services	62,880		62,880		62,880
Materials and Services	390,905		390,905		390,905
Ending Fund Balance	1		1		1
TOTAL CDBG FUND	453,786	-	453,786	-	453,786
RESERVE FUND					
Interfund Loan	-	1,050,000	1,050,000		1,050,000
Transfers	-	-	-		-
Ending Fund Balance	25,435	-	25,435		25,435
TOTAL RESERVE FUND	25,435	1,050,000	1,075,435	-	1,075,435
STREET FUND					
Public Works - Street Operations	18,947,642		18,947,642		18,947,642
Public Works - Grounds Maintenance	501,900		501,900		501,900
Public Works - Street Operations Debt	-		-		-
Public Works - Transportation SDC's	2,198,720		2,198,720		2,198,720
Public Works - Storm Water SDC's	-		-		-
Public Works - Local Improvement Districts	-		-		-
New Debt	-		-		-
Transfers	-		-		-
Contingency	100,000		100,000		100,000
Ending Fund Balance	4,099,570		4,099,570		4,099,570
TOTAL STREET FUND	25,847,832	-	25,847,832	-	25,847,832
AIRPORT FUND					
Materials and Services	425,380		425,380		425,380
Capital Outlay	292,000		292,000	20,000	312,000
Debt Service	77,075		77,075		77,075
Interfund Loan	-		-		-
Contingency	10,000		10,000		10,000
Ending Fund Balance	122,022		122,022	(20,000)	102,022
TOTAL AIRPORT FUND	926,477	-	926,477	-	926,477

City of Ashland
Biennium 2017-19 Budget Process - Summary of Changes (Continued)

	2017 - 2019 Proposed	Committee Revisions	2017 - 2019 Approved	Council Revisions	2017 - 2019 Adopted
CAPITAL IMPROVEMENTS FUND					
Public Works - Facilities	2,458,100		2,458,100		2,458,100
Administrative Services - Parks Open Space	1,894,640		1,894,640		1,894,640
Transfers	1,667,000		1,667,000		1,667,000
Interfund Loan	-		-		-
Contingency	60,000		60,000		60,000
Ending Fund Balance	164,922		164,922		164,922
TOTAL CAPITAL IMPROVEMENTS	6,244,662	-	6,244,662	-	6,244,662
DEBT SERVICE FUND					
Debt Service	3,740,387		3,740,387		3,740,387
Interfund Loan	-		-		-
Ending Fund Balance	1,223,803		1,223,803		1,223,803
TOTAL DEBT SERVICE FUND	4,964,190	-	4,964,190	-	4,964,190
WATER FUND					
Public Works - Conservation Division	738,888		738,888		738,888
Public Works - Water Supply	2,751,150		2,751,150		2,751,150
Public Works - Water Supply Debt	636,758		636,758		636,758
Public Works - Water Treatment	24,383,636		24,383,636		24,383,636
Public Works - Water Treatment Debt	282,177		282,177		282,177
Public Works - Water Distribution	10,807,452		10,807,452		10,807,452
Public Works - Water Distribution Debt	592,101		592,101		592,101
Public Works - Improvement SDC's	4,056,350		4,056,350		4,056,350
Public Works - Debt SDC's	430,369		430,369		430,369
Debt Services	-		-		-
Transfers Out	500,000		500,000		500,000
Contingency	810,000		810,000		810,000
Ending Fund Balance	8,646,467		8,646,467		8,646,467
TOTAL WATER FUND	54,635,348	-	54,635,348	-	54,635,348
WASTEWATER FUND					
Public Works - Wastewater Collection	6,088,930		6,088,930		6,088,930
Public Works - Wastewater Collection Debt Service	144,656		144,656		144,656
Public Works - Wastewater Treatment	10,279,543		10,279,543		10,279,543
Public Works - Wastewater Treatment Debt Service	3,732,624		3,732,624		3,732,624
Public Works - Reimbursement SDC's	-		-		-
Public Works - Improvement SDC's	4,060,025		4,060,025		4,060,025
Contingency	325,000		325,000		325,000
Ending Fund Balance	7,334,338		7,334,338		7,334,338
TOTAL WASTEWATER FUND	31,965,116	-	31,965,116	-	31,965,116

Summary of Changes

City of Ashland Biennium 2017-19 Budget Process - Summary of Changes (Continued)

	2017 - 2019 Proposed	Committee Revisions	2017 - 2019 Approved	Council Revisions	2017 - 2019 Adopted
STORMWATER FUND					
Public Works - Storm Water Operations	1,484,213		1,459,713		1,459,713
Public Works - Storm Water Operations Debt	24,500		24,500		24,500
Public Works - SDC's	250,000		250,000		250,000
Contingency	30,000		30,000		30,000
Ending Fund Balance	1,397,382		1,421,882		1,421,882
TOTAL STORMWATER FUND	3,186,095	-	3,186,095	-	3,186,095
ELECTRIC FUND					
Administration - Conservation Division	1,486,890		1,486,890		1,486,890
Electric - Supply	14,981,925		14,981,925		14,981,925
Electric - Distribution	13,390,730		13,390,730		13,390,730
Electric - Transmission	2,531,435		2,531,435		2,531,435
Debt Services	1,128,202		1,128,202		1,128,202
Contingency	225,000		225,000		225,000
Ending Fund Balance	928,874		928,874		928,874
TOTAL ELECTRIC FUND	34,673,056	-	34,673,056	-	34,673,056
TELECOMMUNICATIONS FUND					
Personnel Services	1,448,575		1,448,575		1,448,575
Materials and Services	2,717,520		2,717,520		2,717,520
Capital Outlay	150,000		150,000		150,000
Contingency	105,000		105,000		105,000
Ending Fund Balance	227,510		227,510		227,510
TOTAL TELECOMMUNICATIONS FUND	4,648,605	-	4,648,605	-	4,648,605
CENTRAL SERVICES FUND					
Administration Department	3,605,160		3,605,160	170,000	3,775,160
IT - Computer Services Division	2,811,275	-	2,811,275		2,811,275
Administrative Services Department	5,212,449		5,212,449		5,212,449
City Recorder Division	544,450		544,450	(160,000)	384,450
Public Works - Administration and Engineering	3,644,262		3,644,262		3,644,262
Interfund Loan					
Contingency	235,000		235,000		235,000
Ending Fund Balance	270,360	(110,000)	160,360	100,000	260,360
TOTAL CENTRAL SERVICES FUND	16,322,956	(110,000)	16,212,956	110,000	16,322,956
INSURANCE SERVICES FUND					
Personnel Services	233,160		233,160		233,160
Materials and Services	1,854,790		1,854,790		1,854,790
Capital Outlay	480,000		480,000		480,000
Transfer	-		-		-
Contingency	38,500		38,500		38,500
Ending Fund Balance	164,995		164,995		164,995
TOTAL INSURANCE SERVICES FUND	2,771,445	-	2,771,445	-	2,771,445

City of Ashland
Biennium 2017-19 Budget Process - Summary of Changes (Continued)

	2017 - 2019 Proposed	Committee Revisions	2017 - 2019 Approved	Council Revisions	2017 - 2019 Adopted
HEALTH BENEFITS FUND					
Personnel Services	-		-		-
Materials and Services	11,557,301		11,557,301		11,557,301
Interfund Loan	-	1,050,000	1,050,000		1,050,000
Contingency	500,000		500,000		500,000
Ending Fund Balance	329,693		329,693		329,693
TOTAL INSURANCE SERVICES FUND	12,386,994	1,050,000	13,436,994	-	13,436,994
EQUIPMENT FUND					
Public Works - Maintenance	3,176,472		3,176,472		3,176,472
Public Works - Purchasing and Acquisition	2,849,000		2,849,000		2,849,000
Interfund Loan	-		-		-
Contingency	100,000		100,000		100,000
Ending Fund Balance	1,691,123		1,691,123		1,691,123
TOTAL EQUIPMENT FUND	7,816,595	-	7,816,595	-	7,816,595
CEMETERY TRUST FUND					
Transfers	13,000		13,000		13,000
Ending Fund Balance	1,009,771		1,009,771		1,009,771
TOTAL CEMETERY TRUST FUND	1,022,771	-	1,022,771	-	1,022,771
PARKS AND RECREATION FUND					
Parks Division	8,639,215		8,639,215		8,639,215
Recreation Division	3,193,871		3,193,871		3,193,871
Golf Division	1,163,100		1,163,100		1,163,100
Transfer	-		-		-
Contingency	195,000		195,000		195,000
Ending Fund Balance	5,579		5,579		5,579
TOTAL PARKS AND RECREATION FUND	13,196,765	-	13,196,765	-	13,196,765
PARKS CAPITAL IMPROVEMENTS FUND					
Personnel Services	-		-		-
Capital Outlay	5,095,000		5,095,000		5,095,000
Transfers	440,440		440,440		440,440
Ending Fund Balance	460,485		460,485		460,485
TOTAL PARKS CAPITAL IMPROVEMENTS FUND	5,995,925	-	5,995,925	-	5,995,925
PARKS EQUIPMENT RESERVE FUND					
Capital Outlay	450,000		450,000		450,000
Interfund Loan	-		-		-
Ending Fund Balance	152,589		152,589		152,589
TOTAL PARKS EQUIPMENT RESERVE FUND	602,589	-	602,589	-	602,589
TOTAL BUDGET	283,793,664	2,050,000	285,843,664	330,000	286,173,664
Less Ending Fund Balance	30,267,895	(110,000)	30,182,395	(30,000)	30,152,395
Total Appropriations	253,525,769	2,160,000	255,661,269	360,000	256,021,269

