

Budget Committee Kickoff Meeting
Draft Minutes
February 7, 2011 6:00 PM
Civic Center Council Chambers, 1175 East Main Street

CALL TO ORDER

The Budget Committee meeting was called to order at 6:03 PM on Monday, February 7, 2011 in Council Chambers at 1175 East Main Street, Ashland Oregon.

ROLL CALL & INTRODUCTIONS

Mayor Stromberg was present. Committee members Baldwin, Chapman, Gentry, Keil, Lemhouse, Morris, Runkel, Silbiger, Slattery, Stebbins, Thompson and Voisin were present. Committee member Everson was absent. The Budget Committee went around the room and gave brief introductions.

ELECTION OF CHAIR & VICE-CHAIR

Mr. Slattery spoke to the election of chair. Silbiger/Stebbins m/s Everson as chair. Ms. Voisin stated she is hesitant to elect Everson due to her absence. Mr. Slattery stated that if she declines to be chair then the elected Vice Chair can become chair and the Committee can re-elect a Vice Chair. Ms. Thompson stated that it is important that the Chair be available for meetings and if is going to miss a meeting that the Vice Chair be available. The Committee voted: All ayes. Stromberg/Lemhouse m/s Stebbins vice chair. The Committee voted: All Ayes.

APPROVAL OF MINUTES

Approval of minutes from previous Budget Committee meetings dated:

4/26/10 Budget Committee Meeting
4/29/10 Budget Committee Meeting
5/03/10 Budget Committee Meeting
5/06/10 Budget Committee Meeting
5/12/10 Budget Committee Meeting
5/13/10 Budget Committee Meeting

Slattery/Baldwin m/s to approve minutes dated: 4/26/10, 4/29/10, 5/3/10, 5/6/10, & 5/12/10. All Ayes.
Mr. Runkel stated that one page 3- roll call counts were incorrect. Page 5- a vote count was not listed.
Lemhouse/Slattery m/s to approve minutes 5/13/10 as corrected. All Ayes.

Correction:

Everson/Chapman ms to accept Staffs proposal on dealing with the healthcare increase by adjusting Ending Fund Balance in contingency.

Discussion: None.

Roll Call Vote: Voisin, Thompson, Slattery, Silbiger, Runkel, Navickas, Lemhouse, Jackson, Everson, Douma, Chapman, Baldwin, Stromberg: YES, Motion Passes 13/0

PRESENTATION BY STAFF

Ms. Bennett greeted the Committee and gave an overview of the meeting. Mr. Tuneberg spoke to the packet and the schedule. The budget calendar was accepted by the Budget Committee. If Committee members have any conflicts with dates he advised them to let staff know so we can make changes if need be. Mr. Tuneberg stated that both Social Service and the Economic and Cultural Development Grant process will be part of this year's process, and will need volunteers for subcommittees.

Mr. Tuneberg spoke to Oregon State budget training. This year there is no training in the Rogue Valley, however Mr. Tuneberg will be putting on a Budget training this year to walk through the Budget Process using the States book and explain how the process works in general and how it is used in Ashland. The training will be on February 24, 2011 at 6:00 PM held in Council Chambers. He stated that if anyone is interested to please let staff know so enough materials can be prepared. Lemhouse stated he attended two years ago and it was good information and encouraged attendance.

Mr. Tuneberg discussed the FY 2011-12 Budget. Mr. Tuneberg discussed the long term improvements operations chart that shows the financial conditions of the City (see slide). Green indicates the fund will hit or exceed the Ending Fund Balance (EFB). Yellow means the funds are in trouble and not meeting trouble meeting requirements for funds. Red indicates that there is work to do on the fund. Ms. Bennett stated it looks much better than the last few years and thanked the Committee for the work they have done with the Budget which led to less Red. Mr. Tuneberg stated that this is only looking at operations CIP is not reflected. Areas of concern are where the enterprises are. The General Fund and the Parks fund show green through 2012 and yellow in 2013 and then goes red the following years. All enterprises have aging infrastructure they are capital intensive, they need to pay for. Gentry questioned how red and yellow is determined. Mr. Tuneberg stated for the most part this is going forward with what is generated and assumptions. The CIP that has been approved goes in the decision making.

Where yellow is shown the fund is starting to struggle in meeting the EFB that has been set, so the City needs to decide whether contingency is used. This leaves the fund below target but still operating. Where red is shown it indicates the fund will go negative in EFB which violates policy and will cause trouble meeting cash requirements or capital requirements if action is not taken.

Mr. Tuneberg discussed the Operational Budget, Preliminary Operational Projections and the Preliminary Projected Ending Fund Balance Variances (see attached). These slides show what the City Budgeted from an operational basis. He stated that these show the larger funds in the Central Service Fund. Keil questioned the Enterprise Funds, Water, Wastewater, Electric and Telecom. He stated that Enterprise Funds should be used as profit making and is surprised to see negative numbers in some of these funds. Ms. Bennett discussed that in the majority of those cases there was some kind of onetime thing going on. She stated that these are good questions to ask during the Departmental Budget Meetings. Mr. Tuneberg stated that there are things that the City does to spend down EFB for example if the City was to borrow money this year for a project and it takes two years to complete then the first year there will be a larger EFB because some of that money will still be sitting in Reserve at the end of the Fiscal year waiting to be spent in the next year. In the next year it will show revenues to expenses upside down.

Mr. Tuneberg discussed the Operational Projections (see slide). The projections are very preliminary. He stated the Water Fund is not looking good. Water cost remains high; sales are going down and there is a tremendous amount of infrastructure that is aging. The City will be working on this issue very diligently. If the City runs out of water in the summer no sales are made. If sales are not made the City does not make money. Stebbins stated she would find it helpful to have a chart that shows FY 2010 budgeted EFB, the actual and the difference between the two.

Mr. Tuneberg stated that the projected General Fund, Central Services, Parks & Recreation, and Electric are all above EFB, the Street Fund is close, Water Fund is below, Wastewater and Telecom are close to target.

Mr. Tuneberg discussed the General Fund Over Time (see slide). He stated that the circles represent the changes in the General Fund. In December 2008 and 2009 revenues fell short of expenditures of the General Fund and the City had to take drastic actions. In 2010 the revenues exceeded the expenditures.

Ms. Bennett spoke to how the City proposes to build the budget (see slide). The City proposes to build the budget policy based like the last two years. Across the board methods such as hiring freezes to control spending, does not yield the most effective or efficient results. Ms. Bennett proposes that the City should continue to use screening criteria for making decisions about programs and activities that should be funded. Mayor Stromberg questioned if the City is still prioritizing within funds instead of across funds. Ms. Bennett answered that it is tough for the City to prioritize across funds, some funds there is flexibility in terms of moving money back and forth. But if you have an enterprise money should not be moved back and forth. Even if money is moved between funds the funds still must be balanced.

Ms. Bennett suggests that ranking criteria should be used again in terms of reductions or additions. The City might want to modify performance measures. Ms. Bennett went over highest priority, medium priority and lowest priority criteria (see slide). Gentry questioned where the Council Goals fit into this criterion. Ms. Bennett answered that it is suggested that the Council Goals that are funded or are able to be accomplished with existing staffing resources will be included in the budget. Anything that requires an additional expenditure beyond the ground rules, staff will propose as an add package.

Ms. Bennett went over an example of performance measures (see slide).

Ms. Bennett spoke to 2012 Ground Rules (see slides). The ground rules proposed are staff will balance the General Fund without increasing property taxes. Staff proposes the flexibility to look at the utility rates to make increase to balance the utility funds and any major proposed fee increases used to balance the budget will be identified. Thompson questioned what a major proposed fee increase would be. Ms. Bennett answered that an example may be ambulance rates. .

Ms. Bennett continued with the FY 2012 Ground Rules. Base budgets prepared by Departments for expenditures will be built on two assumptions: Departments can keep existing staff and can increase materials and services within their control by 2%. If need be the Budget Officer and City Administrator will make reductions to balance each fund. Major reductions would be discussed with the Budget Committee. Lemhouse asked if Staff is ruling out materials and service cuts and why is that off the table. Ms. Bennett answered that it is not being ruled out completely. Department Heads will be allowed to propose add packages any new staffing or any increase in materials and services above 2%. Add packages will not be included in the Budget. If a Department has an add package the most urgent will be recommended to the Budget Committee. Capital spending will be capped by the CIP adopted by Council in December of 2010. The technology debt will be financially allocated as in the past four years, with some transferred to Electric and putting General Fund amount into the Debt Service Fund. Cost of Living Allowance's (COLA's) will be as negotiated in union contracts. Ms. Bennett stated that there are two contracts where the City has negotiated COLA increases which are Police and Fire in the amount of 3%. The IBEW clerical technical union has a reopener for wages the amount is currently unknown and there are two open contracts one for Electrical and one for Laborers.

Stebbins questioned the 1.6 tax rate that was increased for the Fire Hoses. Would there be a better place to spend this since Fire got a grant to cover the hoses. Ms. Bennett said the good thing about the 1.6 being a sinking fund instead of the General Fund is that there will always be money set aside for the fire hoses. Ms. Bennett stated that this discussion can continue in the Budget Committee meetings and the Committee can decide whether to cut the tax move the tax or keep the tax the way it is. Runkel stated that in the minutes of May 13, 2010 stated that the tax increase of 1.6 was set for only one year. Keil questioned what 1.6 cents is in dollars. Ms. Bennett answered that a penny is worth \$19,300.

Slattery questioned why it is a good idea to have across the board adds but not across the board cuts. Ms. Bennett answered because of the cost pressures. The Committee discussed that adds should only be looked at as a need basis.

Mayor Stromberg asked Staff to run through the additional PERS assessments, expected medical health insurance increases and the prospects for self insurance. Ms. Bennett gave an over view of PERS impact. General Fund impact is \$222,000, Street Fund \$22,000, Water Fund \$40,000, Wastewater Fund \$24,000, Electric Fund \$52,000, Telecom Fund \$18,000 Central Service Fund \$100,000. Total City impact is \$495,000, total Parks Fund impact is \$65,000. Overall total impact is \$560,000. Ms. Bennett spoke to Healthcare. CCIS is projecting double digit increases. Staff decided on a 10% increase for healthcare. Thompson questioned what the City's long-term strategies are for healthcare. Ms. Bennett answered that the City is working on getting out of CCIS for at least two to three years to build experience. The problem with the City being self insured is lack of experience. Currently the City is looking into different healthcare options. Stebbins questioned if healthcare changes will occur in the next fiscal year. Ms. Bennett answered yes.

The Committee discussed the Grant Process. It was set by motion during the Budget Committee meeting on 5/13/10 that grant presentations would be omitted for both Social Service and Economic and Cultural grants and have a Q&A from the Subcommittee instead. Late and incomplete applications will not be accepted. Mr. Tuneberg stated that volunteers are needed for Social Service Grant meetings on March 16th and 17th and Economic and Cultural Grant meetings on April 6th and 7th.

Mr. Tuneberg stated that a volunteer for appointment as the liaison for the Audit Committee is needed. Stebbins volunteered to be the Budget Committee liaison.

Lemhouse stated that if a grant applicant doesn't show up for the Q&A portion of the meetings the Committee should not hold attendance against the applicant. Since there is not presentation applications should be very thorough.

Slattery/Lemhouse m/s to recommend to Council, Roberta Stebbins as the Budget Committee liaison for the Audit Committee. All Ayes.

PUBLIC INPUT

None.

ADJOURNMENT

The Budget Meeting was adjourned at 7:55 PM.

Respectfully Submitted,
Melissa Huhtala
Administrative Secretary



Ashland Budget Committee

Kick Off Meeting

for FY 2011-2012 Process

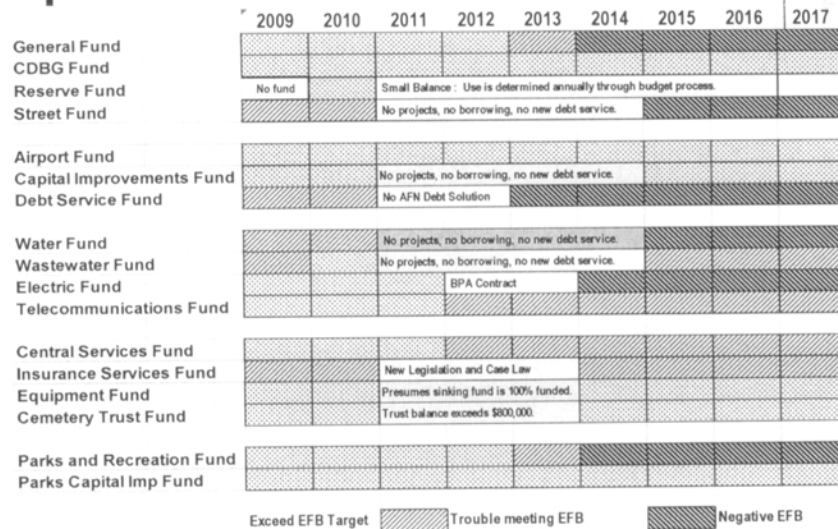
Council Chambers
Monday 6 PM
February 7, 2011



Agenda for Tonight's Meeting

- Elect a Chair and Vice-Chair
- Approve minutes
- Discuss the budget process
- Review preliminary financial information
- Review overarching assumptions
- Training opportunities
- Grants & Subcommittees
- Take public input

Long Term Improvements - Operations



FY 2011 Operational Budgets

FY 2010-2011 Fund	Budgeted Revenues	Budgeted Expenditures	Budgeted Net	Budgeted EFB
General * **	\$ 14,681,274	\$ 15,309,448	\$ (628,174)	\$ 1,484,490
Street *	\$ 3,103,978	\$ 3,076,037	\$ 27,941	\$ 389,038
Water *	\$ 4,993,742	\$ 4,964,581	\$ 29,161	\$ 311,755
Wastewater *	\$ 5,020,526	\$ 5,524,857	\$ (504,331)	\$ 777,903
Electric	\$ 12,608,700	\$ 13,001,443	\$ (392,743)	\$ 1,387,036
Telecom.	\$ 1,886,900	\$ 2,516,205	\$ (629,305)	\$ 281,732
Central Svcs	\$ 5,848,700	\$ 6,022,470	\$ (173,770)	\$ 70,593
Parks & Rec **	\$ 4,927,700	\$ 4,957,661	\$ (29,961)	\$ 1,409,225

* Excludes restricted EFB for commitments, SDCs and capital borrowing.

** Includes the one-time operating transfers approved by City Council.

Preliminary FY 2011 Operational Projections

FY 2010-2011 Fund	Projected Revenues	Projected Expenditures	Projected Net	Projected EFB
General * **	\$ 14,698,555	\$ 15,093,537	\$ (394,982)	\$ 2,071,534
Street *	\$ 3,055,019	\$ 2,570,368	\$ 484,651	\$ 413,716
Water *	\$ 4,248,531	\$ 4,651,781	\$ (403,250)	\$ 116,000
Wastewater *	\$ 4,869,910	\$ 5,268,878	\$ (398,968)	\$ 609,000
Electric	\$ 12,508,855	\$ 12,478,129	\$ 30,726	\$ 2,083,708
Telecom.	\$ 1,901,193	\$ 2,490,999	\$ (589,806)	\$ 340,139
Central Svcs	\$ 5,736,760	\$ 5,729,937	\$ 6,823	\$ 270,319
Parks & Rec **	\$ 5,004,600	\$ 5,065,472	\$ (60,872)	\$ 1,719,129

* Excludes restricted EFB for commitments, SDCs and capital borrowing.

** Includes the one-time operating transfers approved by City Council.

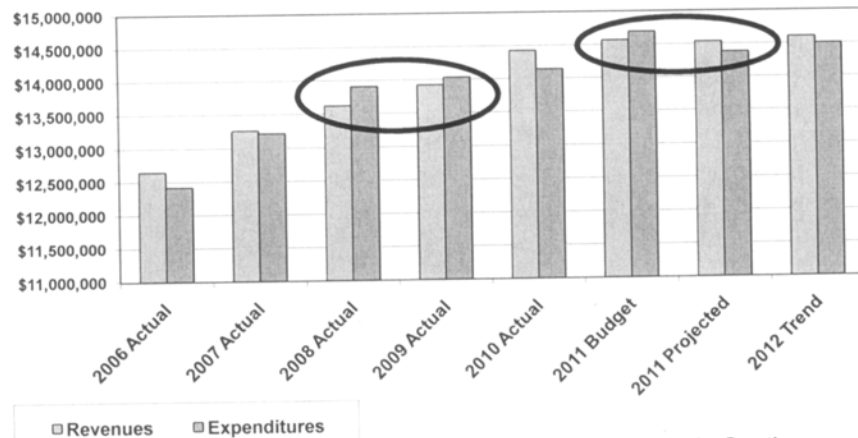
Preliminary Projected Ending Fund Balance Variances

FY 2010-2011 Fund	Budgeted Net	Projected Net	Budgeted EFB	Projected EFB	Projected Variance
General * **	\$ (628,174)	\$ (394,982)	\$ 1,484,490	\$ 2,071,534	\$ 587,044
Street *	\$ 27,941	\$ 484,651	\$ 389,038	\$ 413,716	\$ 24,678
Water *	\$ 29,161	\$ (403,250)	\$ 311,755	\$ 116,000	\$ (195,755)
Wastewater *	\$ (504,331)	\$ (398,968)	\$ 777,903	\$ 609,000	\$ (168,903)
Electric	\$ (392,743)	\$ 30,726	\$ 1,387,036	\$ 2,083,708	\$ 696,672
Telecom.	\$ (629,305)	\$ (589,806)	\$ 281,732	\$ 340,139	\$ 58,407
Central Svcs	\$ (173,770)	\$ 6,823	\$ 70,593	\$ 270,319	\$ 199,726
Parks & Rec **	\$ (29,961)	\$ (60,872)	\$ 1,409,225	\$ 1,719,129	\$ 309,904

* Excludes restricted EFB for commitments, SDCs and capital borrowing.

** Includes the one-time operating transfers approved by City Council.

General Fund Over Time

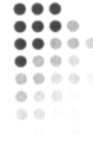


Budget & trend exclude Contingency and one-time operating transfer

Overarching Assumptions Recommended again

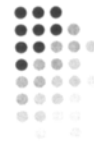
- Across-the-board methods (e.g., hiring freezes, etc.) of controlling spending do not yield most efficient or effective results
- City should continue to use screening criteria for making decisions about programs and activities that should be funded
- City should use ranking criteria again
- City may want to modify how we use criteria against the performance measures

Highest Priority Criteria



- Services mandated by Federal or State law
- Services mandated by City Charter or Code
- Existing contractual obligations (e.g., existing debt)
- Emergency response
- Meeting basic health needs

Medium Priority Criteria



- Long term financial responsibility/ efficiency/ reduction in risk to tax and rate payers
- Support for the health of the local economy
- Environmental protection beyond Federal and State Mandates
- Prevention of emergencies and emergency preparedness for unexpected events

Lowest Priority Criteria

- Enhance quality of Ashland as a place to live
- Support for resident's health beyond basic services
- Provide high quality citizen service
- Key issue of local control/ local decision making
- Service only available from government – no non-profit or private sector alternative

Example from FY 2011 Budget

Council Value	Budget Criteria	Desired Outcome	Action/Performance
Participatory government. We value government that is open, accessible, honest and democratic. We value responsive and visionary leadership by elected officials. We have professional, high quality staff. We seek to be efficient and effective with public funds. Our citizens are engaged with their local government as volunteers and in critical community decisions.	Federal and State Mandates	Minimize employment related claims	Number/percentage of policies designed to mitigate claims
	City Charter and Municipal Code	-Timely response to Council direction/goals -Minimize litigation -Local adjudication of local and Muni Code violations	-% of Council items completed in a three month period -# of cases in litigation -# of adjudicated cases related to Muni Code/local violations
	Operational Efficiency/Risk Management/ Fiscal Health	-City FTE per 1,000 population -Reduce workers compensation claims	-12 FTE per 1,000 citizens (includes Parks FTE) -# of workers compensation claims per 100 FTE
	Support for Economic Health	Leverage the strengths of Ashland tourism and repeat visitors	% of revenue increase in TOT and F&B during shoulder season
	Quality Citizen Service	A community well informed about local government	% of Citizen Survey respondents who feel somewhat or well informed about the City of Ashland

FY 2012 Ground Rules



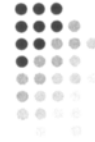
- Staff will balance the General Fund without increasing property taxes
- Staff will include utility rate increases to balance utility funds. Those will be specifically identified. Council would still have to enact increases to make them effective
- Any major proposed fee increases used to balance the budget will be identified

FY 2012 Ground Rules - 2



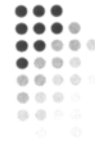
- Base budgets prepared by Departments for expenditures will be built on two basic assumptions
 - **Existing** staffing (with PERS, health care, and salary costs allowed)
 - Increases in Materials & Services within control of Departments increased by 2%
- If needed to balance the proposed budget, the Budget Officer and City Administrator will make reductions to balance each fund. Major reductions would be discussed with the Budget Committee

FY 2012 Ground Rules - 3



- Department Heads will be allowed to propose “add” packages for new staff or any increases in M&S above 2%. These will not be included in the balanced budget.
- Only the most urgent add packages will be recommended to the Budget Committee

FY 2012 Ground Rules - 4



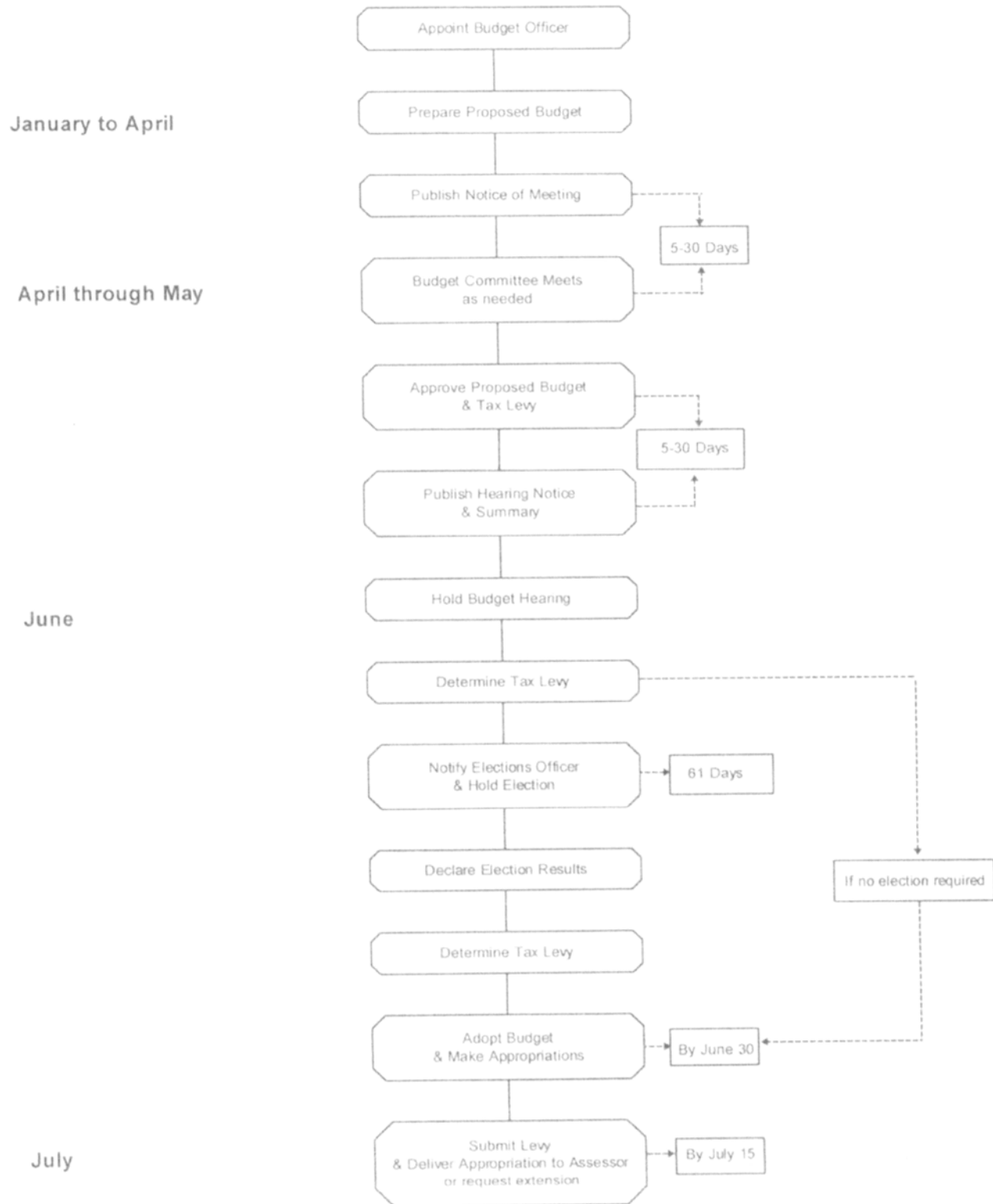
- Capital spending will be capped by the CIP adopted by Council on 12/7/10. Budget Committee or subsequent Council decisions could lower it
- Budget will adhere to existing ending fund balance policies where possible
- Technology debt will be financially allocated as in past 4 years, with some transferred to electric and putting GF amount into Debt Service Fund

FY 2011 Ground Rules - 5



- COLAs will be as negotiated in union contracts
- For positions below the department directors, budgets will implement the new salary ranges in the classification-compensation study in lieu of a COLA
- Staff will recommend COLAs for department directors that recognize the impact from union contracts and affordability

The Budget Process



Budget Calendar
FY 2011-2012
Draft

2/7/2011	BUDGET KICKOFF MEETING Council Chambers 6:00pm
2/24/2011	BUDGET TRAINING Council Chambers 6:00pm
3/16/2011	SOCIAL SERVICE GRANT REVIEW Council Chambers 6:00pm
3/17/2011	SOCIAL SERVICE GRANT REVIEW (if needed) Council Chambers 6:00pm
4/6/2011	ECONOMIC AND CULTURAL GRANT REVIEW Council Chambers 6:00pm
4/7/2011	ECONOMIC AND CULTURAL GRANT REVIEW (if needed) Council Chambers 6:00pm
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4/18/2011	FULL BUDGET COMMITTEE MEETING-Budget Message Parks Presentation Council Chambers 6:00pm
4/21/2011	DEPARTMENTAL BUDGET PRESENTATIONS Police, Fire and Community Development, CDBG Council Chambers 6:00pm
4/25/2011	DEPARTMENTAL BUDGET PRESENTATIONS City Recorder, Administration, HR, Legal and Admin. Services. Council Chambers 6:00pm
5/2/2011	DEPARTMENTAL BUDGET PRESENTATIONS Electric, Information Technology, Conservation. Council Chambers 6:00pm
5/4/2011	DEPARTMENTAL BUDGET PRESENTATIONS Public Works Airport, Street, Water, Wastewater, Administration, Engineering, Cemetery and Equipment, Capital Improvement Plan Overview. Council Chambers 6:00pm
5/12/2011	FULL BUDGET COMMITTEE MEETING/APPROVAL/WRAP UP Set Tax Rate, approval Wrap up Council Chambers 6:00pm
5/16/2011	FULL BUDGET COMMITTEE MEETING Debrief Council Chambers 6:00pm
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6/7/2011	PUBLIC HEARING Council Chambers 7:00pm First Reading of Ordinance to levy taxes Resolution to qualify for state revenues (subventions) Resolution to receive state revenues Resolution setting appropriations
6/21/2011	SECOND READING OF ORDINANCE Council Chambers 7:00pm

2011-2012 CITY COUNCIL GOALS

OVERVIEW

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

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

ECONOMY

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

Adopt an action plan to ensure City programs and activities support the overall strategic direction by June 30, 2011.

Complete the feasibility study for urban renewal and tax increment financing as a method of funding infrastructure, public facilities, and economic development programs for the Croman Mill District, the railroad district, and the downtown.

Increase the clarity, responsiveness, and certainty of the development process. Develop a specific action plan to respond to the recommendations of the 2006 Zucker and Siegl Reports

ENVIRONMENT

Adopt land use codes, building codes, green building standards, and fee structures that creates strong incentives for development that is energy, water, and land efficient and supports a multi-modal transportation system.

Develop a strategy to use conservation and local renewable sources to meet Tier 2 power demands.

Implement specific capital projects and operational programs to ensure that City facilities and operations are a model of efficient use of water

Develop a concise sustainability plan for the community and for City operations.

SOCIAL EQUITY

Decide whether to develop or sell the remaining land on Clay Street.

Appoint an ad-hoc committee to make recommendations to the City Council by December 31, 2011 about how the City and partner organizations can work together in the long run to address the needs of homeless people and to reduce homelessness in the community.

ORGANIZATION

Develop plan for fiscal stability, manage costs, prioritize services, and insure key revenue streams. Adopt policies and targets to use surpluses in ending fund balances to fund longer-term reserves. Implement 2010 Council direction on Ending Fund Balance targets.

Adopt a plan to increase the City's ability to afford the cost of employee benefits while ensuring that employee benefits remain a tool for recruiting and retaining a high quality work force.

Recognize and affirm the value of the contribution of volunteers to the City and the Community.

Move to a biennial budget, with adjustments and policy discussion in the second year, with the first two year process for Fiscal Years 2012-2013 and 2013 -2014.

Evaluate the need to revise the powers, duties, and membership of the Tree Commission, Housing Commission, Conservation Commission, Public Arts Commission, and Planning Commission.

INFRASTRUCTURE

Adopt an integrated land use and transportation plan to increase the viability of transit, bicycles, walking and other alternative modes of transportation; reduce per capita automobile vehicle miles traveled; provide safe walking and bicycling routes to home, work, shopping and schools; implement environmentally responsible design standards, and minimize new automobile-related infrastructure.

Adopt an integrated Water Master Plan that addresses long-term water supply including climate change issues, security and redundancy, watershed health, conservation and reuse, and stream health.

Complete a feasibility and financing plan regarding renovating the Grove for the Ashland Police station. Evaluate use of the existing police station for other City office needs.

Basic Local Budget Law Workshop - 2011

Please circulate to your: Finance / Budget Officer, Budget Committee Members and Governing Body.

This workshop will cover Oregon's Local Budget Law, including the basic budget document, budget publication requirements and how to impose property taxes. It will cover the procedural steps necessary to adopt a lawful budget. It will also cover changes that may be made to the budget after its adoption, during the fiscal year.

The workshop is designed for the budget officers of local governments and taxing districts who prepare the budget, and for budget committee and governing body members who participate in the process.

Registration & Fees: No pre-registration required. Workshop is free.

Hours: 9:00 a.m. to 3:30 p.m., with lunch on your own.

Instructors: Finance & Taxation Analysts from the Oregon Department of Revenue.

Locations and Dates of 2011 Department of Revenue free Workshops:

Keizer – Tuesday, February 15. Keizer City Hall 930, Chemawa Rd NE.

Oregon City – Wednesday February 23. Clackamas Community College, Gregory Forum, 19600 S. Molalla Ave.

Coos Bay – Wednesday, March 9. Southwestern Oregon Community College, Empire Hall, Room E/F, 1988 Newmark Ave.

Bend – Wednesday, March 16. Deschutes Services Bldg, Barnes/Sawyer Room, 1300 Wall St.

Questions? Oregon Department of Revenue Finance & Taxation Unit
(503) 945-8293 or finance.taxation@dor.state.or.us