



**BUDGET COMMITTEE WORK SESSION**  
**Monday, November 29, 2010**  
**Community Auditorium, 6:00 p.m.**

Meredith Bliss  
Rod Fuiten  
Aaron Haslem  
Jeff Hill  
Jonathan Kipp  
David Maisel  
Chere Sandusky

Tom BeLusko, Jr.  
Tom Johnston  
Victoria Lowe  
Camille Miller  
Ron Thompson  
Peter Truax  
Elena Uhing

All public meetings are open to the public and all persons are permitted to attend any meeting except as otherwise provided by ORS 192.

All public meetings are handicap accessible. Assistive Listening Devices (ALD) or qualified sign language interpreters are available for persons with impaired hearing or speech. For any special accommodations, please contact the City Recorder, at 503-992-3235, at least 48 hours prior to the meeting.

## **A G E N D A**

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- 6:00
1. **ROLL CALL:**
  2. **ADDITIONS/DELETIONS**
  3. **RECAP DEPARTMENTAL OVERVIEWS FROM JANUARY & FEBRUARY 2010**
  4. **REVIEW GENERAL FUND POSITION AT TIME OF BUDGET ADOPTION**
  5. **GENERAL FUND SWOT ANALYSIS**
  6. **STRATEGIC ACTIONS**
  7. **NEXT STEPS**
  8. **ADJOURNMENT**

The Budget Committee will convene in the Community Auditorium to conduct the above work session. The public is invited to attend and observe the work session; however, no public comment will be taken. The Committee will take no formal action during the work session and there will be no discussion of the proposed budget for FY 2011-12.

November 29, 2010

**BUDGET COMMITTEE SWOT ANALYSIS  
(Strengths, Weaknesses, Opportunities, Threats)**

**PROJECT TEAM:**

Susan Cole, Assistant Director of Administrative Services  
Paul Downey, Director of Administrative Services  
Michael Sykes, City Manager

**ISSUE STATEMENT:**

The subject of Budget Committee's work session is to evaluate the City's General Fund financial strengths, weaknesses, opportunities, and threats through a brainstorming session. The Budget Committee Members will brainstorm in these areas, facilitated by the City Manager, and ideas will be recorded by the City Manager's Executive Assistant. After the brainstorming session, the Members will indicate which ideas they like the best. Those ideas favored the most will then be distilled into strategic action items that staff will then research in terms of feasibility, costs and benefits. Ideas with lower ratings will be kept on the list as they may be part of any solution to balance the General Fund, but the highest rated ideas will receive the most focus. This SWOT Analysis session will be followed up with another Budget Committee meeting in January or February, 2011, to review the results and status of the strategic action items. A General Fund update will also be provided at that meeting in 2011.

**BACKGROUND:**

The City's budget philosophy is that current operating expenditures should be funded by current operating revenues over the long-term. The City's General Fund is reviewed each year to be sure the City is collecting enough ongoing operating revenue to fund the various City services paid for by the General Fund. Over the long-term, three to five years out, the General Fund is projected to fall short, meaning that not enough ongoing operating resources will be available to pay for the level of services that are currently offered today. The implication is that the current level of services offered today will have to be scaled back, reconfigured or some how change, in order to keep expenditures manageable, or the City will have to increase revenues to keep services at the current level, or some combination of both.

In January and February of 2010, the Budget Committee met to review the various services and functions of the City departments budgeted in the General Fund, without the constraints of considering a budget at the same time. These meetings were intended to give necessary background in order to prepare the Committee for considering the long term financial picture of the General Fund. The next step is considering how to approach the General Fund revenues and services provided, which is what this SWOT analysis is intended to facilitate.

To remind the Budget Committee of the context for the SWOT analysis, a section of this staff report re-caps what the General Fund departments presented in January and February of 2010. Next, the staff report summarizes the Fiscal Year 2010-11 Adopted General Fund Financial Plan,

and presents charts displaying General Fund Sources and Uses as adopted for FY 2010-11.

**Agenda Item #3 – Re-Cap: Departmental Overviews from January and February, 2010**

The attached graphs, tables and descriptions were presented in the Budget Committee meetings of January 20, 2010, and February 3, 2010. They are in the same order here as they were in those meetings.

Attachment #1 – General Fund Financial Plan

A General Fund Financial Plan was presented that showed a surplus of funds projected for Fiscal Year (FY) 2009-10, and a deficit for FY 2010-11 and beyond. While the ending fund balance showed a healthy amount at the end of FY 2009-10, it dwindled due to the deficits through the end of the forecast period, FY 2013-14. Also, in FY 2013-14, the current local option levy, set at \$1.35 per \$1,000 of assessed value, is assumed to be renewed by the voters at the same rate.

Attachment #2 – General Fund Staffing and Other Costs

A table comparing the costs of staffing and other costs was provided for information.

Attachment #3 – Assessed Value Comparisons

Tables depicting the assessed value of Forest Grove compared to other cities was provided for information.

Attachments #4a-c – Police

Graphics and information were presented, displaying how Police expenditures have grown 102% between FY 1999-00 and FY 2008-09, while sworn personnel grew 12% over that same period. Since 2003, the City's population grew by 12.4%, and Police dispatched calls grew 21.4%. A one-page summary describing major duties and responsibilities was also presented.

Attachments #5a-c – Library

Graphics were presented that showed how the Library expenditures have increased 49% over the time period of FY 1999-00 to FY 2008-09, as well as the amount and percent of General Fund allocated to Library services. While the number of staffing has bounced around over that time period, in general, personnel increased from 10 full-time equivalents (FTEs) to 11.74 FTEs. Over that same time period, the City's population increased 21%, while circulation generated by residents grew by 81%, and the Library's collection increased by 13%.

Attachments #6a-b – Planning Division

The Planning Division presented graphics showing expenditure growth of 42% between FY 2000-01 through FY 2008-09. At the same time, FTEs decreased from 3.50 to 3.0. Residential development and land use applications have bounced around over the last decade, and recently both have decreased due to the recession. The Planning Division also provided a one page snapshot of work load examples and priorities.

Attachments #7a-b – Legislative and Executive

The Legislative and Executive department presented a graphic showing expenditure growth of 128% between FY 1999-00 and 2008-09. A portion of this growth is due to grant funding. FTEs have grown from 2.0 to 3.5 over that time period, reflecting the addition of an Executive Assistant

and the Economic Development Coordinator.

#### Attachments #8a-b – Fire

The Fire Department presented a graph displaying many elements of its budget. Expenditures for the Fire Department were shown with and without equipment purchases. Including equipment purchases, such as engines and ladder trucks, expenditures for the Fire Department increased 113% between FY 1999-00 and 2008-09. When these equipment purchases are adjusted out, expenditures for the Fire Department increased 75% over that period. Personnel expenses increased by 76% over this time, while the number of FTEs increased from 17 to about 20.

The Rural Fire District contributes to the Fire Department. As seen on Attachment 8a, the proportion of expenditures funded by the Rural Fire Districted reached a peak of 29% in FY 2000-01, due to the purchase of major equipment, and more recently as hovered around 15% of expenditures.

Attachment 8b depicts various Fire Calls. This graph does not capture the intensity of calls or the equipment needed. For example, a car accident or structural fire may need more intense staffing and specialized equipment than a non-life threatening medical call. Total calls within the City increases about 20% between the year 2000 and 2009.

#### Attachments #9a-b – Aquatics

As seen on the graphic for Aquatics, expenditures for this department have increased 91% between FY 1999-00 and FY 2008-09, mainly due to a major renovation that increased the Aquatic Center in FY 2000-01. Over that same time period, annual attendance grew 31%, from 90,000 annual visitors to 118,000.

#### Attachments #10a-b – Parks

The expenditures for the Parks department decreased between FY 1999-00 and FY 2008-09 by 4%, as seen in attachment #10a. The number of FTEs decreased 9% in this same period, from 6.05 FTEs to 5.50 FTEs. Over this same period, park acreage grew by more than 40 acres, from 60.50 acres to 106.08 acres, as seen in attachment #10b.

#### Attachment #11a-b – Administrative Services

The Administrative Services Department presented a graphic displaying an increase in expenditures of 15% between FY 1999-00 and 2008-09. FTEs increased by just over 3, from 12 to 15.40 FTEs. Attachment #11b displays the number of FTEs assigned to the variety of functions performed by this department.

#### Attachments #12a-b – Municipal Court

Between the time the Municipal Court began in FY 2004-05 and FY 2008-09, its expenditures increased 38%, as seen in attachment #12a. Conversely, the number of FTEs decreased from 2.00 to 1.55. A large portion of the Court's expenditures are surcharges passed through to the State and County, which accounts for the majority of the expenditure increase. Attachment #12b shows the variations in the number of citations and revenues, between FY 2004-05 and 2008-09. Ticket volume, and therefore revenue, often depend upon staffing decisions made by the Police Department. As the Police Department experiences vacancies, ticket volume often falls.

#### Attachments #13a-e – Engineering

Between FY 1999-00 and FY 2008-09, Attachment #13a shows the expenditures in the Engineering Department increasing by 85%, and FTEs increasing by 1, from 6.0 FTEs to 7.0 FTEs. A blip in expenditures happened in FY 2007-08 as the Engineering Department hired consultants to help manage the workload from increased building.

Attachment #13b is a pictorial representation of the responsibilities of the Engineering Department, ranging from administering public works, to representing the City at various regional forums and coordinating regional issues. Attachments #13c and #13d show examples of the type of projects the Engineering Department has worked on over the last decade. Attachment #13e expands the regional coordination concept to more fully explain the areas Forest Grove is involved in.

#### Attachment #14 – Capital & Equipment Needs

Attachment #14 lists known capital and equipment needs over the next several years. The majority of these needs of the City have no other funding source other than the General Fund, although some may be eligible for grant funding or funding from the CIP Excise Tax Fund.

#### **Agenda Item #4 – Review of General Fund Position At Time of Budget Adoption**

#### Attachment #15 – General Fund FY 2010-11 Adopted Financial Plan

Attachment #15 provides a look at the General Fund as it was adopted, for fiscal year 2010-11. The City has been fortunate the last two years and has been buoyed financially by increasing revenues, although some of those revenues have been one-time. In both FY 2008-09 and FY 2009-10, actual revenues have been higher than budgeted, and revenues grew 6% between FY 2008-09 and FY 2009-10. At the same time, over these two fiscal years, the City has managed the growth of expenditures by not adding new programs or services.

This conservative financial management philosophy has yielded a surplus in both fiscal years 2008-09 and 2009-10. In adopting the budget for FY 2010-11, the City decided to put these one-time surpluses to work by saving the funds for needed capital repair, replacement and equipment in the future, as listed on Attachment #14 and discussed above. To accomplish this, the City created a Major Maintenance Fund to set these funds aside for those future needs. This is reflected in the adopted General Fund Financial Plan in the Equity Transfer line of \$500,000.

The adopted revenue figures for FY 2010-11 continue the conservative financial management philosophy. Property taxes are budgeted to increase 3% over the FY 2009-10 actual. However, other revenue categories are budgeted to decrease, mainly due to the removal of one-time revenues received in FY 2009-10 that will not recur in FY 2010-11. Overall, revenues for the FY 2010-11 adopted budget are one-half of one percent (0.5%) less than what was actually received in FY 2009-10.

On the expenditure side, services that the City provides have not changed, but the cost to provide them has increased. The increase in costs to provide services is largely due to salary and benefit increases for inflation, benefit rate increases, and increasing the retirement contribution. The

retirement contribution had to increase due to the poor performance of the stock market and the resultant losses to the portfolio. The Engineering Department adopted expenditures are less in FY 2010-11 due to the elimination of two vacant positions.

The City had set a goal in adopting the FY 2010-11 budget to have current operating revenues equal current expenditures, but fell approximately \$36,000 shy of this goal. This means that the fund balance is being utilized. Also, as mentioned above, \$500,000 of fund balance is being transferred out of the General Fund to a newly created Major Maintenance Fund. Even so, the General Fund projected ending fund balance as of June 30, 2011, remains above its unofficial target of 60 days worth of operating expenses.

Looking forward into the future, the forecast years of FY 2011-12 through FY 2013-14, the City continues its conservative financial management practices and does not foresee adding additional services. The dollar figures in the future assume the same level of service as provided in 2010-11, but inflated to future costs. As well, on the revenue side, the City assumed conservative growth rates for revenues.

With these conservative assumptions, a trend emerges, pointing to a structural imbalance between operating revenues and operating expenditures. Based on the current revenues the City receives, offering the current level of services, expenditures outstrip revenues, requiring the City to dip into its fund balance to maintain the same level of services. This is evident through the line titled "Surplus/(Deficit)", which shows a deficit of -\$218,560 in FY 2011-12, that grows to -\$495,878 by FY 2013-14. The concern is not necessarily the dollar figures per se, but the trend that emerges – more and more fund balance is required over time in order to maintain the level of services offered today. It is important to note that the local option levy is assumed to renew in FY 2013-14, at the current \$1.35 per \$1,000 of assessed value. If the levy fails, the deficit of -\$495,878 in FY 2013-14 would grow to approximately -\$2.2 million.

#### Attachment #16 – General Fund FY 2010-11 Sources

Attachment #16 focuses on the sources to the General Fund, as reflected in the FY 2010-11 adopted budget. Total resources to the General Fund for FY 2010-11 equal approximately \$13.15 million. Taxes represent 51% of General Fund resources in the FY 2010-11 adopted budget, while charges for services make up 23%.

#### Attachment #17 – General Fund FY 2010-11 Assigned Revenue to Departments

Attachment #17 displays how the General Fund resources are divided up between General Fund departments and the amount left over, referred to as "discretionary". In the FY 2010-11 adopted budget, approximately \$5.3 million is pledged to the various departments, leaving approximately \$7.8 million in discretionary funding.

Discretionary funds are those sources that are not tied to specific revenue-generating activities or grants, and are most easily assigned to functions by the City Council.

#### Attachment #18 – General Fund FY 2010-11 Discretionary Uses

Many revenues that flow into the General Fund are pledged to various purposes. They may be fees charged for certain services, or grants received for specific projects. When looking for

budget reductions to balance the budget, decreasing expenditures with these types of revenues does not help the balancing picture, because revenues decline along with the expenditures. Therefore, when considering how to reduce expenditures to balance the budget, it is important to focus on what is called "Discretionary General Fund." These are resources that can be reduced without affecting revenue, and can be allocated to any purpose according to the City Council. Attachment #18 depicts the discretionary General Fund, as adopted for FY 2010-11.

### **Agenda Item #5 – General Fund SWOT Analysis**

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis offers the opportunity to evaluate the General Fund in an organized fashion. The General Fund's sources, uses, levels of service provided by departments, financial planning, and reserves are open for ideas and discussion. This part of the agenda is intended as a brainstorming session, facilitated by the City Manager. The Assistant to the City Manager will record each person's ideas according to the categories above on a flip chart. Ideas brought forth in the SWOT analysis will be used to facilitate decision-making in balancing the General Fund in future budget cycles and Budget Committee meetings.

Below are questions that will be asked as part of the SWOT analysis on November 29, 2010. If you are unable to attend the November 29 meeting, you may include your thoughts on a separate sheet and e-mail back to Susan at [scole@forestgrove-or.gov](mailto:scole@forestgrove-or.gov), or drop off at City Hall, by noon on November 29, to ensure your thoughts are part of the Budget Committee discussion that evening. However, you may return your thoughts at any time thereafter if that is more convenient.

General Fund Strengths? List strengths you see in the General Fund sources, uses, levels of service, financial planning and/or reserves.

General Fund Weaknesses? List weaknesses you see in the General Fund sources, uses, levels of service, financial planning and/or reserves.

General Fund Opportunities? List opportunities you see in the General Fund sources, uses, levels of service, financial planning and/or reserves.

General Fund Threats? List threats you see in the General Fund sources, uses, levels of service, financial planning and/or reserves.

### **Agenda Item #6 – Strategic Actions**

After the ideas are recorded, each person will then have the opportunity to indicate the ideas they like the best by placing dots next to their favored ideas. What will emerge from this are the priorities of the group for staff to follow-up on, termed Strategic Actions.

### **Agenda Item #7 – Next Steps**

In January or February of 2011, the Budget Committee will reconvene to review the Strategic Actions and determine if items need to be further developed for the upcoming budget development for Fiscal Year 2011-12. Depending upon the outcome of the SWOT analysis and the resultant Strategic Actions, staff may need to do some follow-up on items that will be brought back to the committee at that time.

## General Fund Financial Plan

	Actual	Adopted	Projected	Forecast	Forecast	Forecast	Forecast
	2008-09	2009-10	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Beginning Fund Balance</b>	<b>3,160,112</b>	<b>3,497,850</b>	<b>3,645,835</b>	<b>3,940,617</b>	<b>3,720,226</b>	<b>3,212,589</b>	<b>2,640,511</b>
<b>Revenues</b>							
Property Taxes <sup>1</sup>	4,144,264	4,277,016	4,343,572	4,473,879	4,630,465	4,815,683	5,008,311
Local Option Levy	1,410,273	1,453,672	1,482,485	1,526,960	1,580,403	1,643,620	1,709,364
All Other Taxes <sup>2</sup>	657,662	639,000	752,759	656,969	651,159	649,162	647,491
Intergovtl Rev <sup>3</sup>	1,666,311	1,679,168	1,719,364	1,714,664	1,760,392	1,802,297	1,850,311
Charges for Services	3,005,050	3,063,637	3,134,247	3,154,269	3,247,771	3,344,076	3,443,269
Licenses, Permits, Fees <sup>4</sup>	147,106	98,338	111,877	87,444	88,567	89,723	90,911
Fines	239,388	238,955	278,497	286,970	296,702	306,808	317,303
Miscellaneous <sup>5</sup>	190,474	91,200	96,040	91,300	91,400	91,500	91,500
Transfer & Reimbursements	997,711	1,063,903	1,073,903	1,108,431	1,143,809	1,180,360	1,218,127
<b>Total Revenues</b>	<b>12,458,238</b>	<b>12,604,889</b>	<b>12,992,745</b>	<b>13,100,885</b>	<b>13,490,667</b>	<b>13,923,229</b>	<b>14,376,587</b>
<b>Expenditures<sup>6</sup></b>							
Legislative & Executive <sup>7</sup>	516,707	474,936	475,800	493,461	513,359	537,935	552,305
Administrative <sup>8</sup>	1,858,036	2,008,943	2,046,857	2,086,365	2,171,895	2,249,883	2,331,980
Municipal Court	171,139	197,798	199,295	204,630	211,534	218,058	224,853
Library	889,484	898,228	893,098	926,856	963,839	997,407	1,032,559
Aquatics	569,282	598,445	596,355	617,348	642,228	666,640	692,235
Parks & Recreation <sup>9</sup>	487,109	552,176	540,901	560,009	583,865	605,470	628,126
Police	3,697,409	4,008,772	4,008,976	4,299,802	4,531,307	4,705,977	4,889,606
Fire	2,549,508	2,682,416	2,659,025	2,827,146	2,978,080	3,084,719	3,202,973
Planning <sup>10</sup>	349,267	355,031	372,033	376,289	391,705	404,825	418,529
Engineering <sup>11</sup>	733,913	784,656	683,702	742,200	779,743	808,641	838,995
Non-Dept (Transfers/Conting)	150,662	71,921	71,921	71,921	115,000	115,000	115,000
Capital Needs <sup>12</sup>			150,000	115,250	115,750	100,750	100,750
<b>Total Expenditures</b>	<b>11,972,516</b>	<b>12,633,322</b>	<b>12,697,962</b>	<b>13,321,276</b>	<b>13,998,305</b>	<b>14,495,307</b>	<b>15,027,911</b>
<b>NET General Fund</b>	<b>485,722</b>	<b>(28,433)</b>	<b>294,782</b>	<b>(220,391)</b>	<b>(507,638)</b>	<b>(572,077)</b>	<b>(651,324)</b>
<b>Ending Fund Balance<sup>13</sup></b>	<b>3,645,835</b>	<b>3,469,417</b>	<b>3,940,617</b>	<b>3,720,226</b>	<b>3,212,589</b>	<b>2,640,511</b>	<b>1,989,187</b>
<b>Operating Reserve Target<sup>14</sup></b>	<b>1,915,603</b>	<b>2,021,332</b>	<b>2,031,674</b>	<b>2,131,404</b>	<b>2,239,729</b>	<b>2,319,249</b>	<b>2,404,466</b>
<b>Variance from Target</b>	<b>1,730,232</b>	<b>1,448,086</b>	<b>1,908,943</b>	<b>1,588,822</b>	<b>972,860</b>	<b>321,262</b>	<b>(415,278)</b>

**Notes (Applicable to Projected 09-10 unless otherwise noted) :**

<sup>1</sup> Growth in property taxes assumed to be 3% at the residential AV; New construction, industrial & commercial slow down.

Some recovery in new construction, industrial and commercial built into out-years. Local Levy assumed renewed for FY 13-14.

<sup>2</sup> One-time revenue projected to be collected from Verizon in '09-10.

<sup>3</sup> Includes a grant for Periodic Review that was anticipated in FY 08-09. Projected to be collected in FY 09-10.

<sup>4</sup> Engineering Inspection fees are projected to be higher than originally adopted.

<sup>5</sup> One time grant received in FY 08-09, removed for 09-10. In FY 09-10, enterprise zone repayment received.

<sup>6</sup> Projected expenditures include COLA adjustments and benefit changes made after budget adopted.

<sup>7</sup> One-time grant in FY 08-09 (Branding) removed in FY 09-10.

<sup>8</sup> Includes one-time, unbudgeted expenditure for retirement study.

<sup>9</sup> Benefits budgeted but not utilized.

<sup>10</sup> Periodic Review grant expenditures carried over from FY 08-09. (Backed by grant)

<sup>11</sup> Engineering has vacancies and budgets a contingency for inspections in the event growth is more than predicted.

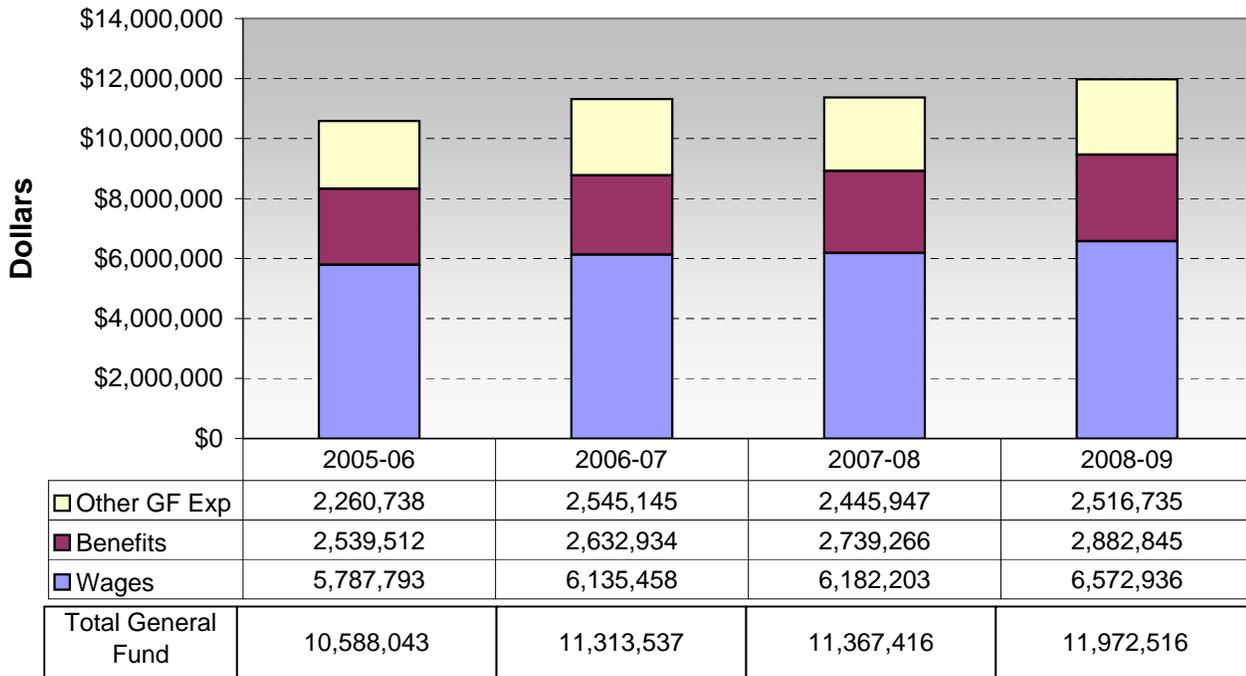
<sup>12</sup> Capital Needs include set asides for new phone system, Fire turnouts, (future) new roofs, new Library security system.

<sup>13</sup> The Ending Fund Balance consists of contingency funds and unappropriated fund balance.

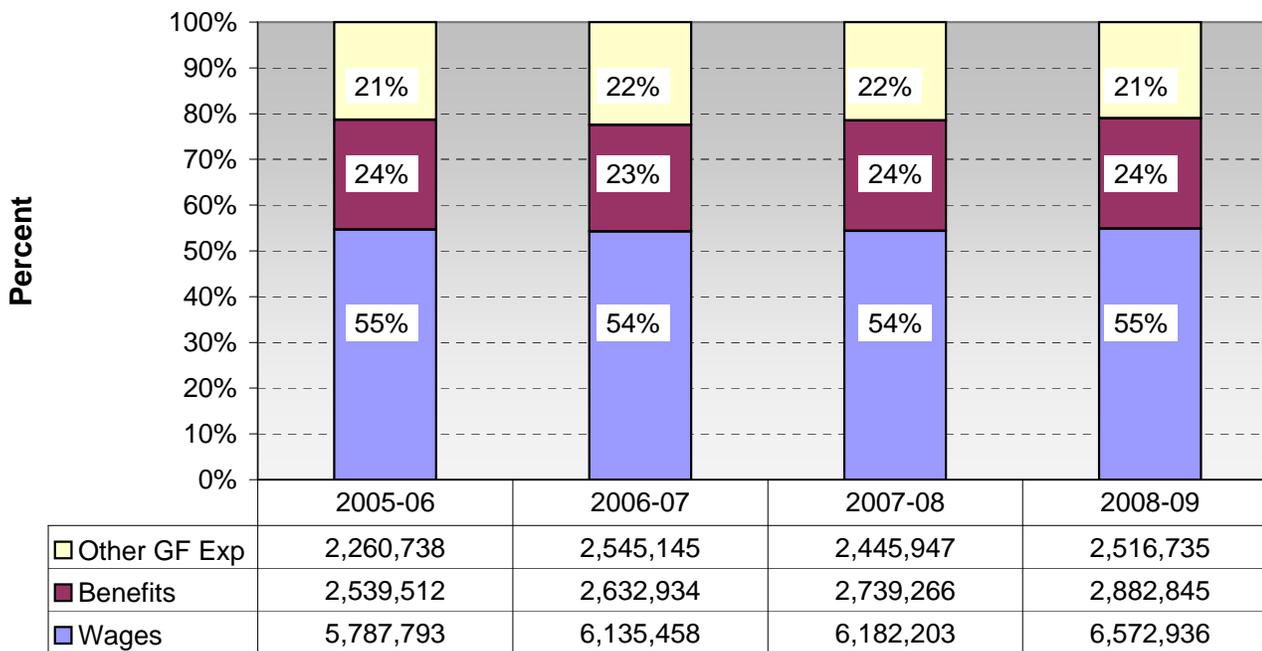
<sup>14</sup> Operating Reserve Target is equal to approximately 60 days of operating expense, or 16% of expenditures.

**DRAFT FOR PLANNING PURPOSES ONLY**

### General Fund: Staffing and Other Costs



### General Fund: Percent Staffing and Other Costs



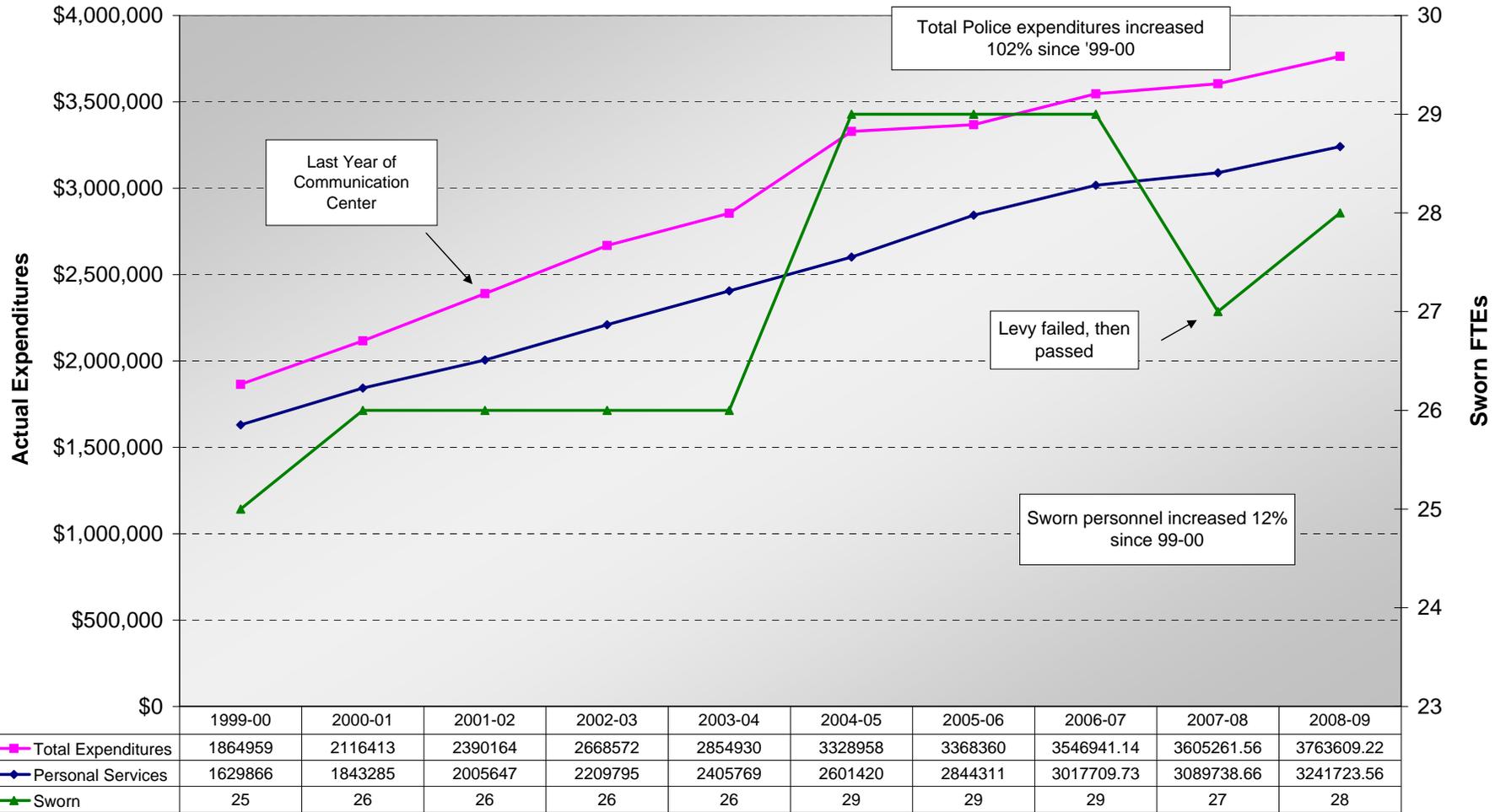
## Assessed Value Comparisons

	Estimated 7/1/2009 Population	7/1/2009 Assessed Value	Assessed Value per Capita	Per Capita Indexed to FG
Tualatin	26,130	3,227,698,540	123,525	\$ 2.30
Tigard	47,640	4,914,142,310	103,152	\$ 1.92
Hillsboro	90,380	8,291,350,338	91,739	\$ 1.71
Sherwood	16,640	1,434,708,323	86,220	\$ 1.60
Beaverton	86,860	7,392,623,769	85,110	\$ 1.58
<b>Forest Grove</b>	<b>21,500</b>	<b>1,155,933,904</b>	<b>53,764</b>	<b>\$ 1.00</b>
Cornelius	10,985	511,721,253	46,584	\$ 0.87

	7/1/2008 Population	7/1/2008 Assessed Value	Assessed Value per Capita	Per Capita Indexed to FG
Tualatin	26,040	3,119,481,639	119,796	\$ 2.31
Tigard	47,150	4,741,943,700	100,571	\$ 1.94
Hillsboro	89,285	7,963,202,164	89,189	\$ 1.72
Beaverton	86,205	7,288,431,637	84,548	\$ 1.63
Sherwood	16,420	1,371,784,821	83,544	\$ 1.61
<b>Forest Grove</b>	<b>21,465</b>	<b>1,111,526,156</b>	<b>51,783</b>	<b>\$ 1.00</b>
Cornelius	10,955	489,139,947	44,650	\$ 0.86

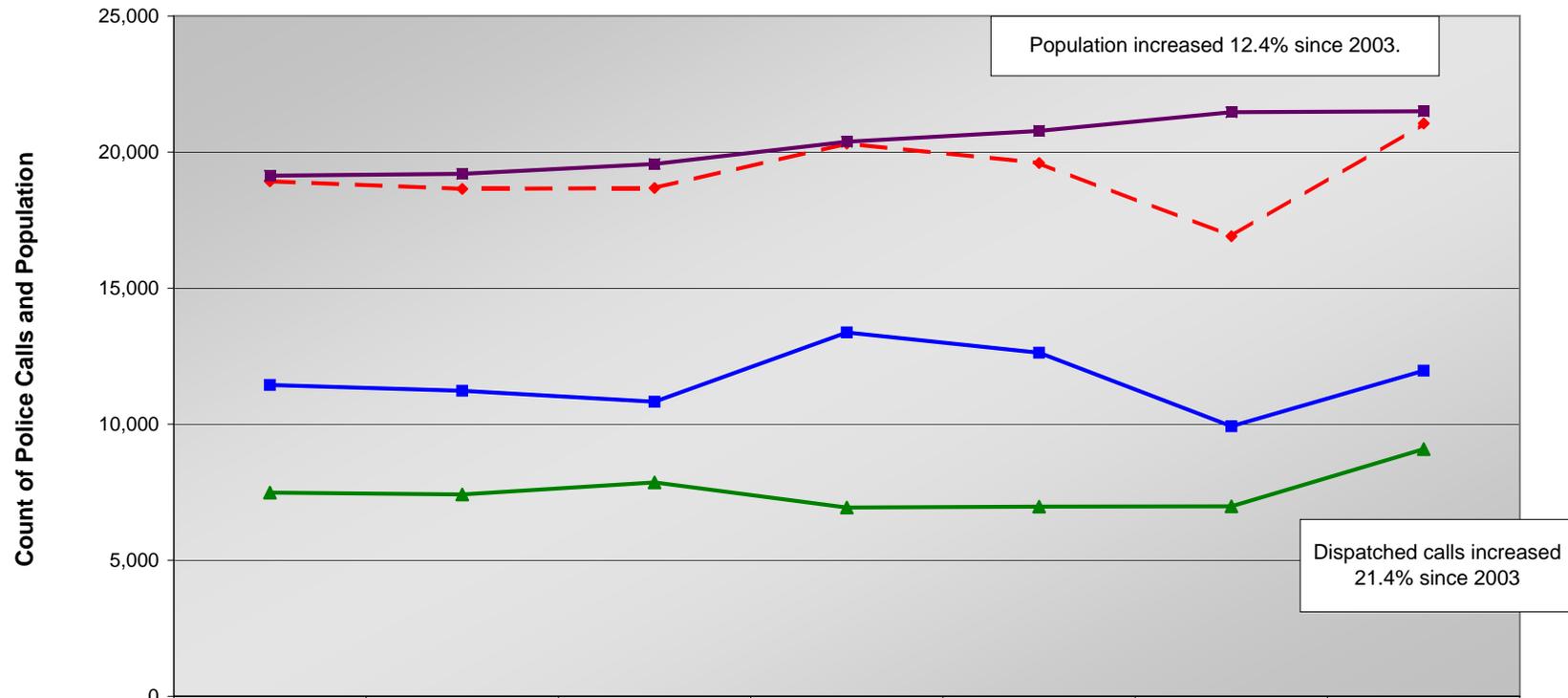
	7/1/2006 Population	7/1/2006 Assessed Value	Assessed Value per Capita	Per Capita Indexed to FG
Tualatin	25,650	2,768,660,759	107,940	\$ 2.22
Tigard	46,610	4,344,958,375	93,219	\$ 1.92
Hillsboro	84,445	7,009,038,595	83,001	\$ 1.71
Beaverton	84,270	6,531,047,930	77,501	\$ 1.60
Sherwood	16,115	1,229,251,632	76,280	\$ 1.57
<b>Forest Grove</b>	<b>20,380</b>	<b>989,663,061</b>	<b>48,561</b>	<b>\$ 1.00</b>
Cornelius	10,785	443,575,945	41,129	\$ 0.85

### Police Expenditures and Sworn FTEs



\*Budget includes 29.0 FTEs; one assigned to and paid for by TriMet so not reflected here.

Police Calls and Population



	2003	2004	2005	2006	2007	2008	2009*
Self-Initiated Calls	11442	11229	10823	13372	12626	9926	11966
Dispatched	7483	7416	7858	6939	6971	6981	9085
Total Calls	18925	18645	18681	20311	19597	16907	21051
Population	19130	19200	19565	20380	20775	21465	21500

**Other work load statistics:**

*\*Between 2008 and projected year-end 2009, officers will have filled out 6.6% more reports. This necessary admin task is a direct trade off to officers providing direct service.*

*\*Traffic citations are up by 18% for July - December 2009 when compared to the same period in 2008. (728 traffic citations Jul-Dec 2009; 618 Jul-Dec 2008)*

## Major Duties and Responsibilities

Administration (Chief [1], Captain [2], Support Unit Supervisor [1])

- Overall responsibility for strategic planning, management, and oversight of department activities and operations. Liaison with other city departments, law enforcement agencies, government organizations, and non-governmental community organizations. Public information and education. Management of budget and financial resources. Grant management. Representation on various boards and committees.

Investigations (Detective Sergeant [1], Detectives [2], SRO [1], Transit Police Division Officer [1])

- Primary investigative responsibility for Measure 11 and highly technical sexually-based investigations. Oversight of SRO assigned to FGHS. Liaison with officer assigned to Transit Police Division. Membership on countywide major crimes team and multi-disciplinary team (child abuse investigations).

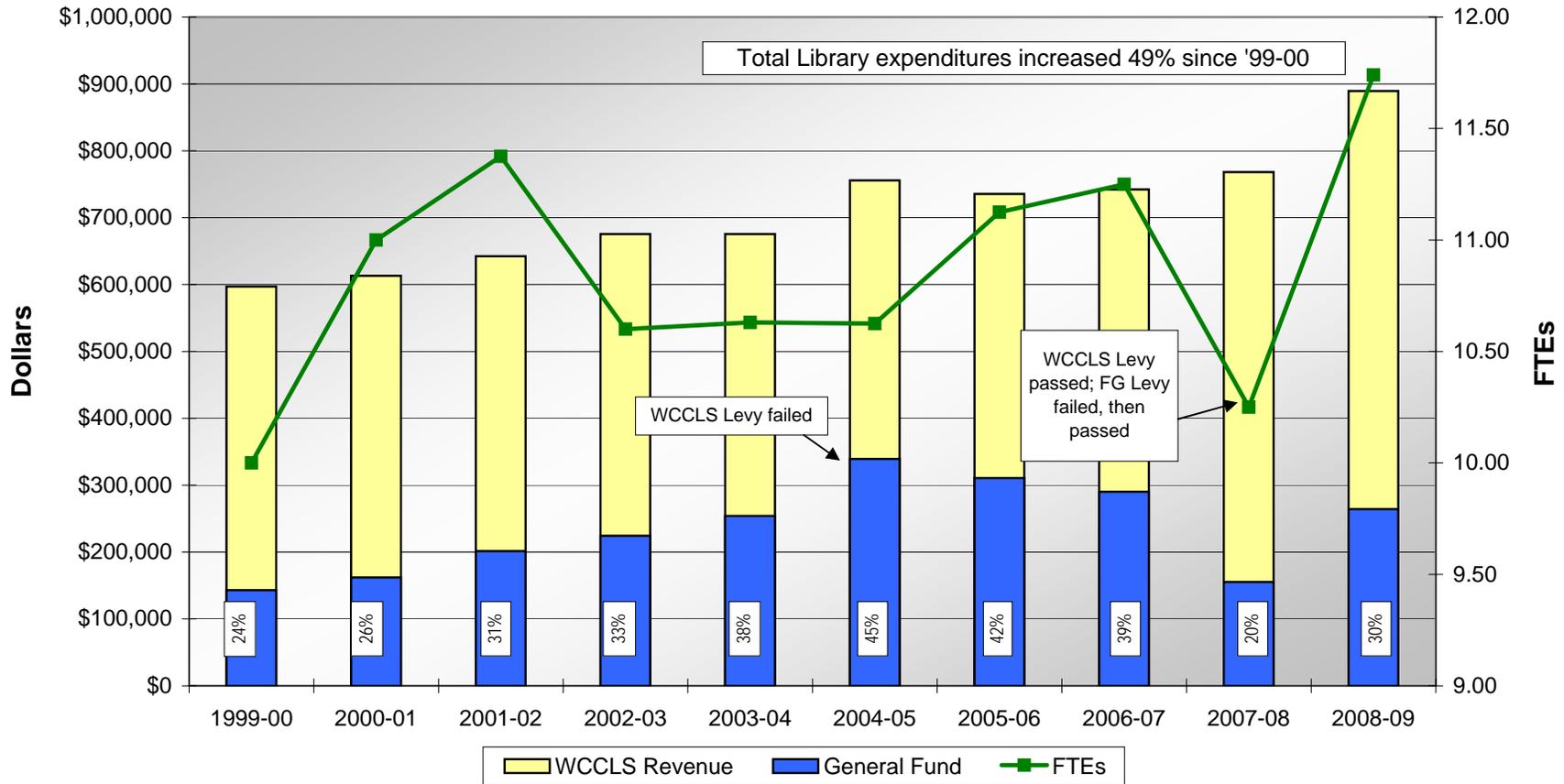
Patrol (Sergeant [4], Officers [14], Motor Officer [1])

- Primary responsibility for initial response to 911 and non-emergency calls for service. Proactive patrol and crime prevention efforts. Follow-up investigation on cases not assigned to investigations. Operational management and supervision of special events and operations. Traffic enforcement.

Non-Sworn Positions (Records [2], Evidence [1], CSO [2])

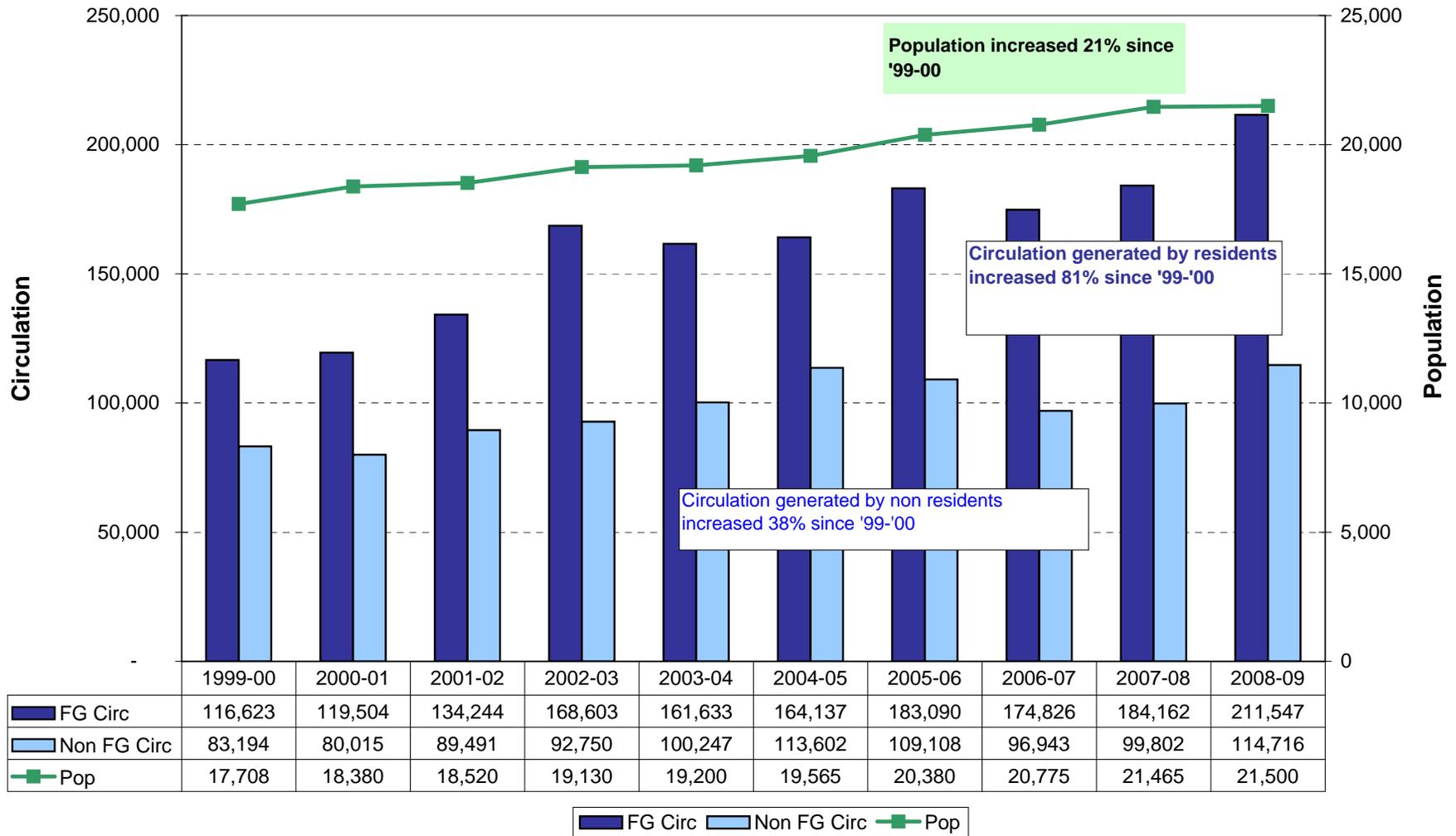
- Responsible for processing of all reports, citations, and related paperwork. Initial response to all public records requests and requests for information from outside agencies. Handling of all property/evidence coming into custody of the department through final disposition. Management of Neighborhood Watch programs, crime prevention programs, and parking enforcement.

### Library

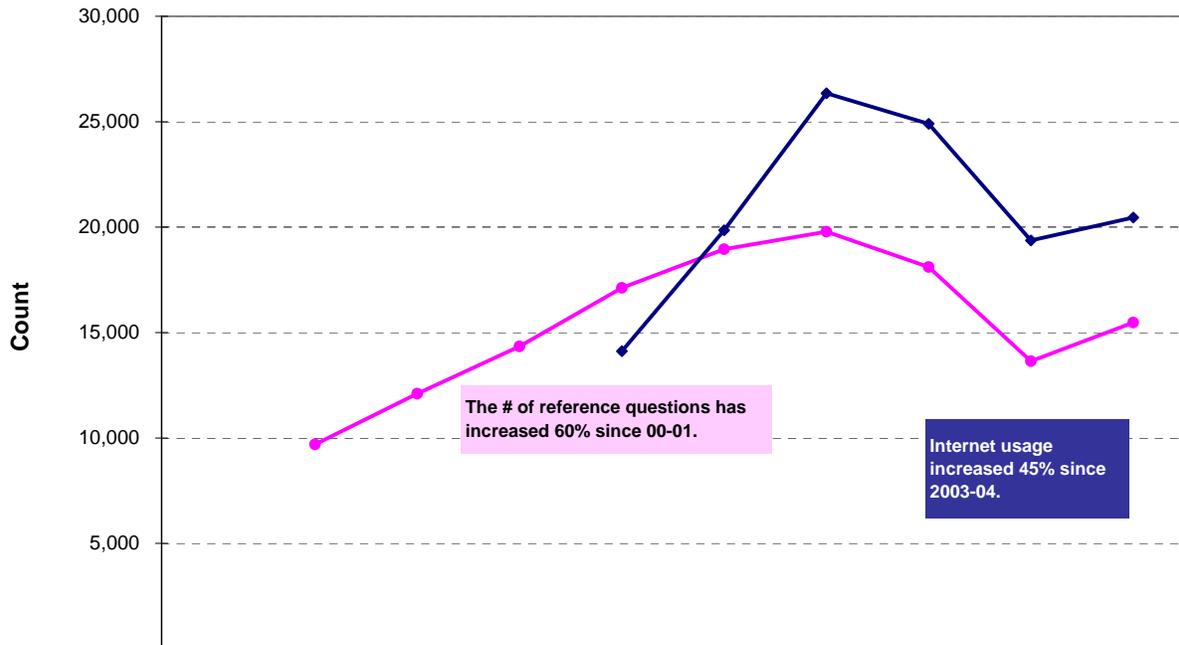


	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
WCCLS	453,790	451,190	441,083	451,251	421,555	416,484	424,814	451,980	612,999	625,208
GF	143,144	161,913	201,384	224,338	254,070	339,323	310,704	290,179	155,215	264,276
<b>Total Exp</b>	<b>596,934</b>	<b>613,103</b>	<b>642,467</b>	<b>675,589</b>	<b>675,625</b>	<b>755,807</b>	<b>735,518</b>	<b>742,159</b>	<b>768,214</b>	<b>889,484</b>
FTE	10.00	11.00	11.38	10.60	10.63	10.63	11.13	11.25	10.25	11.74

### Library Circulation and City Population

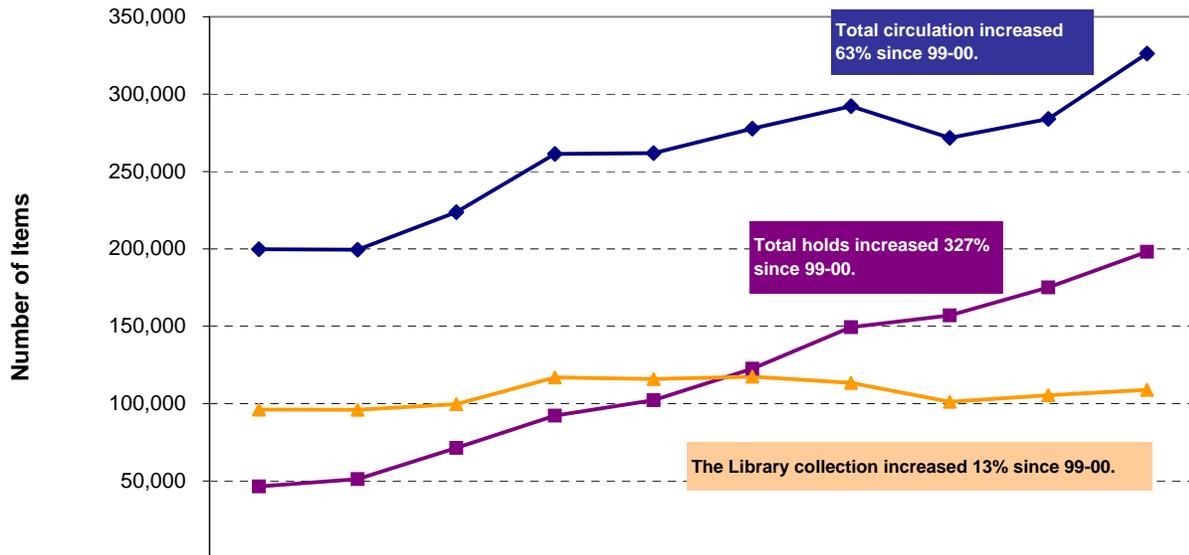


### # of Reference Questions and Internet Sessions



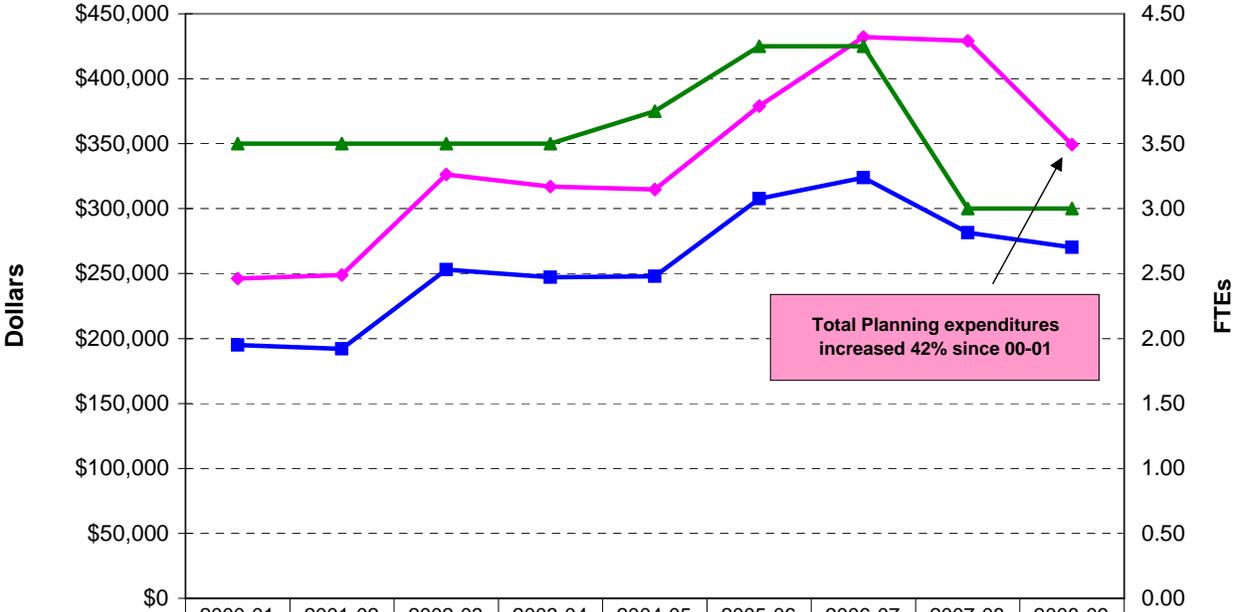
	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Reference Questions		9,694	12,103	14,346	17,121	18,956	19,787	18,111	13,639	15,476
Internet Usage					14,119	19,854	26,345	24,897	19,365	20,457

### Count of Circulation, Holds and Library Collection



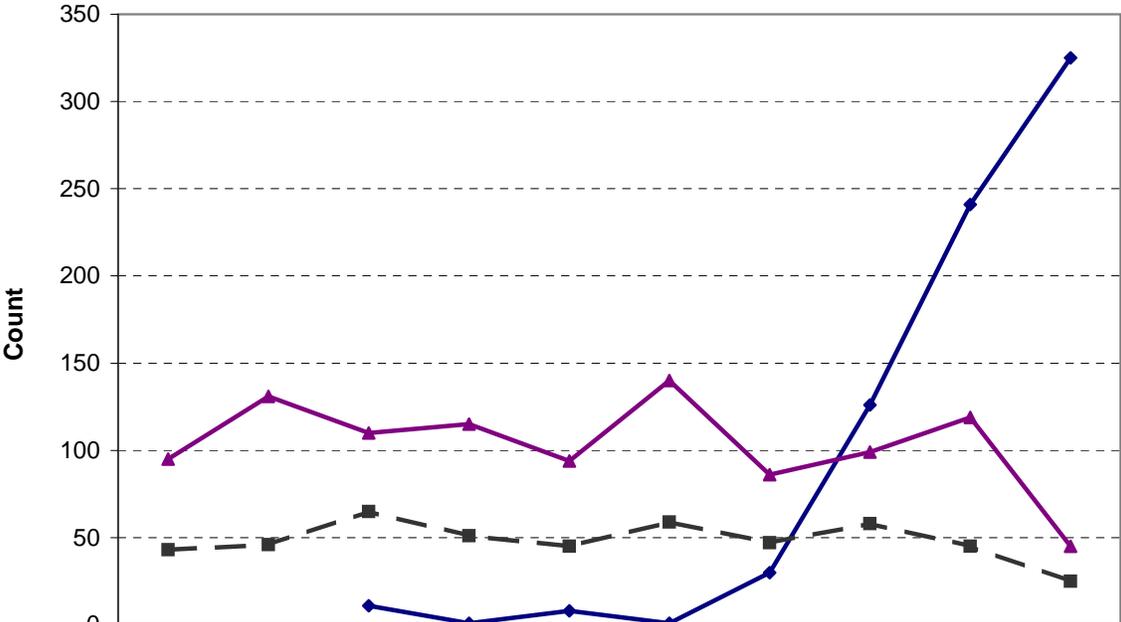
	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Circulation	199,817	199,519	223,735	261,353	261,880	277,739	292,198	271,769	283,964	326,263
Holds	46,425	51,180	71,308	92,238	102,209	122,605	149,406	157,028	175,141	198,145
Collection	96,137	96,068	99,637	116,871	115,853	117,433	113,411	101,152	105,403	108,845

Planning Division



	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
◆ Total Expenditures	246,077	248,911	326,290	317,099	314,803	379,049	432,070	429,225	349,267
■ Personal Services	194,932	192,039	253,134	247,100	247,791	307,590	323,852	281,416	270,315
▲ FTEs	3.50	3.50	3.50	3.50	3.75	4.25	4.25	3.00	3.00

Planning Workload Indicators



	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
◆ Code Enforce.			11	1	8	1	30	126	241	325
■ Land Use Apps	43	46	65	51	45	59	47	58	45	25
▲ Res. Dev	95	131	110	115	94	140	86	99	119	45

## Community Development: Planning Division

### Past Examples –

- Code Amendments
  - Development Code and Design Guidelines
  - Dangerous Building and Code Enforcement Revisions
  - Chicken Ordinance
  - Sign Code
  - Right-of-Way Ordinance
  - Industrial Code Amendment
- Projects
  - City Initiated Annexation Effort
  - Commercial Corridor
  - Vision Statement
  - Nature in Neighborhoods program (Metro)
  - Great Communities Program (Metro)

### Current Priorities –

- Urban and Rural Reserves
- Periodic Review
  - Land Use Inventory
  - Economic and Housing Analysis
- Transportation and Transit Committees and plan updates
- New Building and Planning permit software
- Creation of new historic districts
- Leveraging Funds
  - Commercial Corridor TGM Grant
  - Periodic Review Grant
  - Station Area TGM Grant

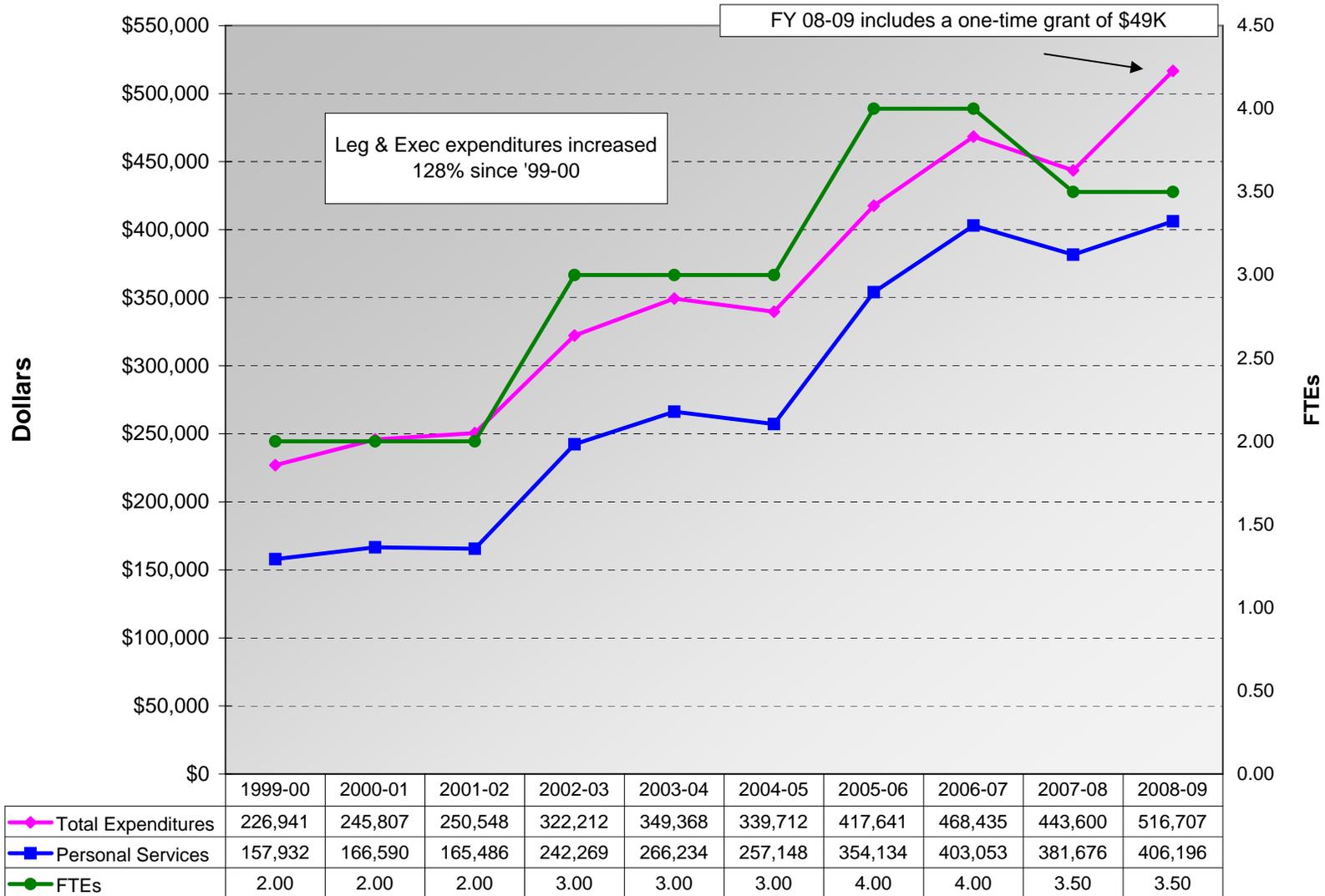
### Upcoming Projects –

- Keeping Vision Statement relevant through update of Action Plan
- Affordable Housing
- Making the Greatest Place program (Metro)
  - Concept planning for Urban Reserves program
  - Transportation planning and updates
- High Capacity Transit expansion policies

### Ongoing –

- Staff involvement on City and Metro Boards and Commissions
- Provide input to PSU Institute for annual population projections
- Manage Neighborhoods and Registered Tree program for Community Forestry Commission
- Manage Historic Register for Historic Landmarks Board
- Maintaining compliance with State and Metro mandates

### Legislative and Executive



## **LEGISLATIVE & EXECUTIVE**

### **What We Are:**

The Legislative and Executive (L&E) budget includes financial support for the Forest Grove City Council, City Manager and City Recorder functions. Over the last ten years, that support has expanded to include the Economic Development Coordinator and Executive Assistant functions. The City Manager, who manages all City staff through a structure of department directors and is the official budget officer, is charged with the responsibility for implementing Council policy. The City Manager is responsible for the coordination of Council and Department goals, work plans, and City accomplishments. The City Recorder provides support for Council business, City records, and elections. The Executive Assistant position was added in FY 2002-03 to coordinate and assist in public information functions and also provides support to the City Manager and budget preparations. The Economic Development Coordinator was added in FY 2005-06 and works with other Departments and key community stakeholders to promote economic prosperity in Forest Grove.

### **Where We Are:**

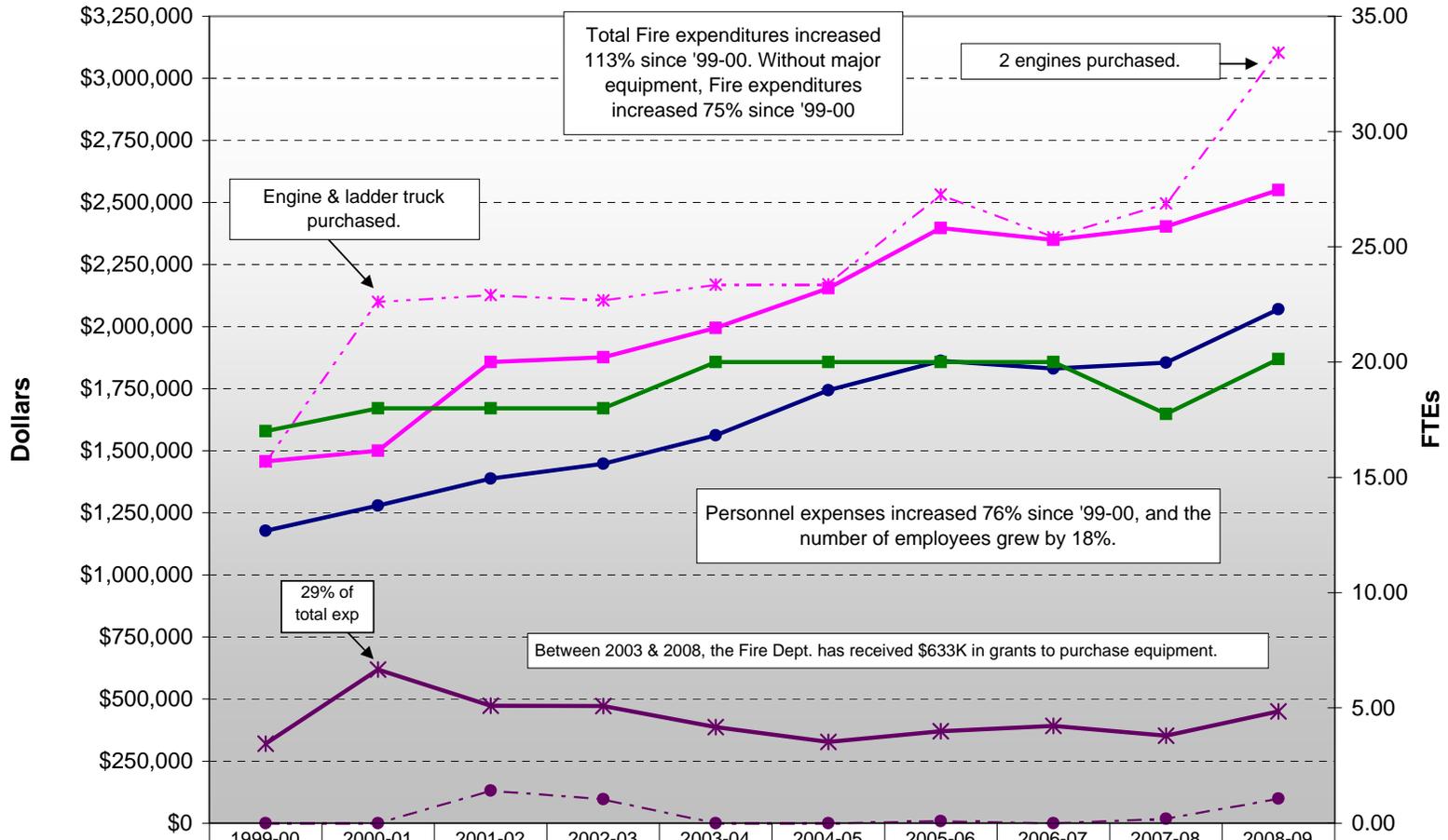
Over the past decade, the Legislative & Executive Department has experienced increased time preparation and involvement in:

- work sessions and joint meetings in addition to regular council meetings
- county and regional issues (reserves, water, etc.)
- website development, upgrade, enhancements
- public information and education (levy support)
- grant writing
- promotion of tourism, business retention and economic development.

### **Future Outlook:**

The City should continue its involvement in state legislative issues and county and agency partnerships to promote the interests and needs of Forest Grove in regional affairs.

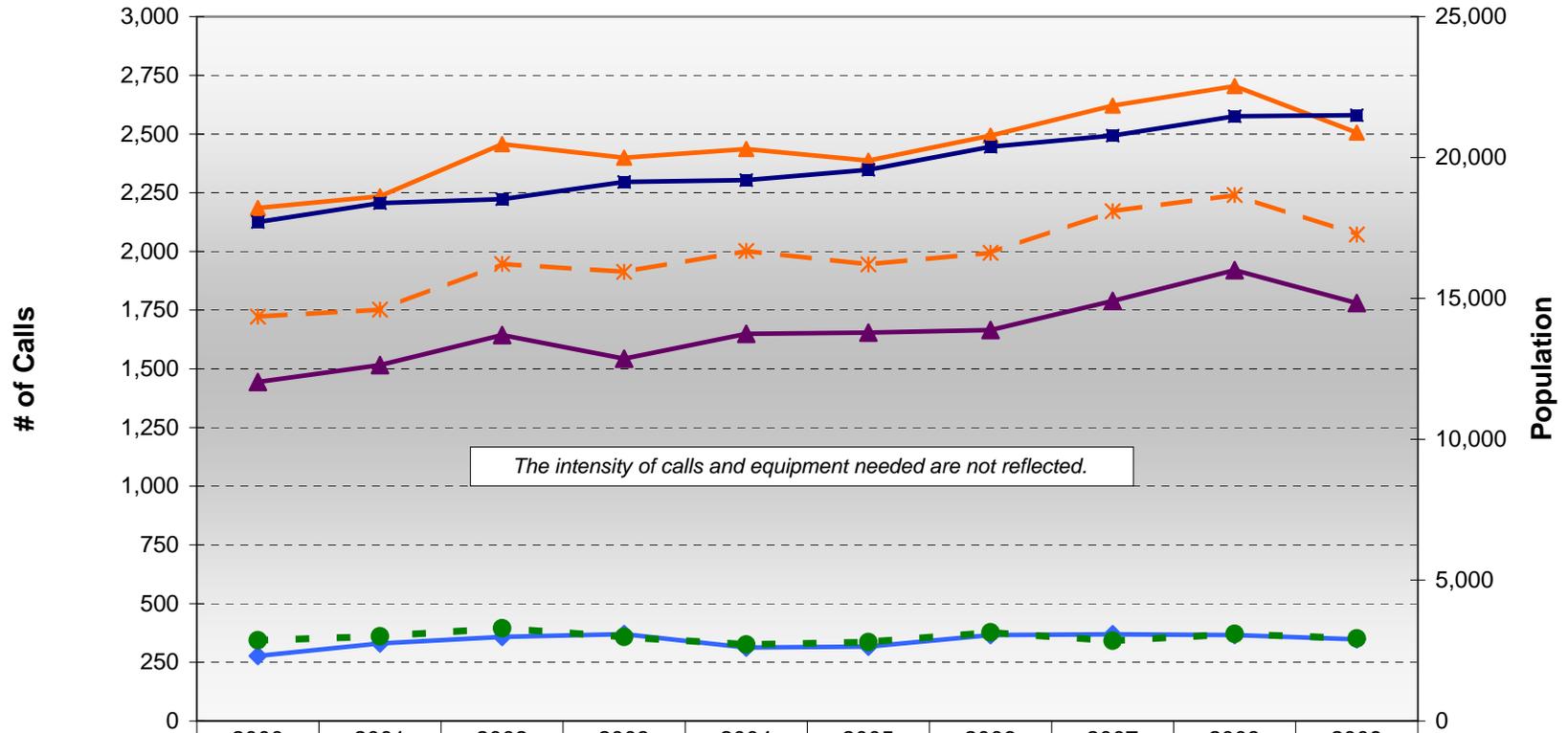
# FIRE



	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
—*— Total Exp	1,457,398	2,099,480	2,127,550	2,105,967	2,168,717	2,170,622	2,532,428	2,360,323	2,495,791	3,102,770
—■— Fire, No Equip	1,457,398	1,499,832	1,857,189	1,876,204	1,994,889	2,154,433	2,397,019	2,349,306	2,403,660	2,549,508
—●— Pers. Services	1,177,432	1,278,954	1,388,403	1,447,451	1,562,445	1,743,404	1,862,407	1,830,456	1,854,336	2,069,463
—*— Fire Dist. Rev	320,000	618,398	472,995	472,004	387,284	327,275	370,445	392,331	352,515	450,700
—●— Fire Dist FERF	0	0	131,821	97,004	0	0	8,095	0	17,431	98,909
—■— FTEs	17.00	18.00	18.00	18.00	20.00	20.00	20.00	20.00	17.75	20.13

% of Total Exp funded by Fire District	22%	29%	22%	22%	18%	15%	15%	17%	14%	15%
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# Fire



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
▲ Total Calls	2185	2235	2457	2399	2436	2387	2493	2621	2704	2506
* In City	1722	1752	1947	1913	2002	1945	1994	2171	2240	2072
▲ EMS Calls	1444	1516	1644	1543	1649	1654	1665	1789	1920	1780
◆ Simul. Calls	277	330	358	370	313	317	366	369	366	348
■● District	344	361	395	358	326	336	378	342	371	352
■ Pop	17,708	18,380	18,520	19,130	19,200	19,565	20,380	20,775	21,465	21,500

Between '99-00 and '08-09:

\*Total Fire calls have increased 15%.

\*The City's population has increased 21%.

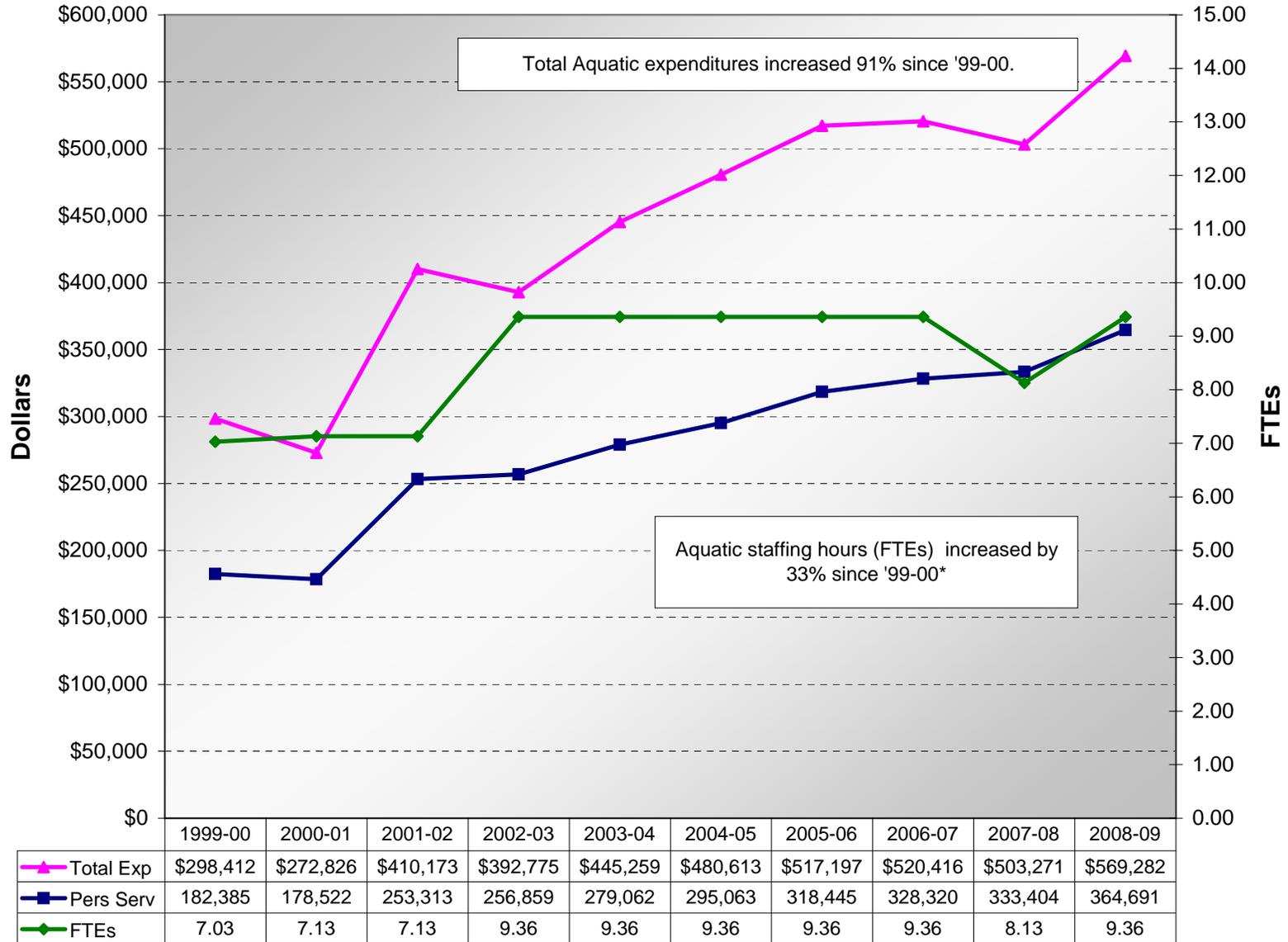
\*In-City calls have increased 20%.

\*EMS calls have increased 23%.

\*Simultaneous calls have increased 26%.

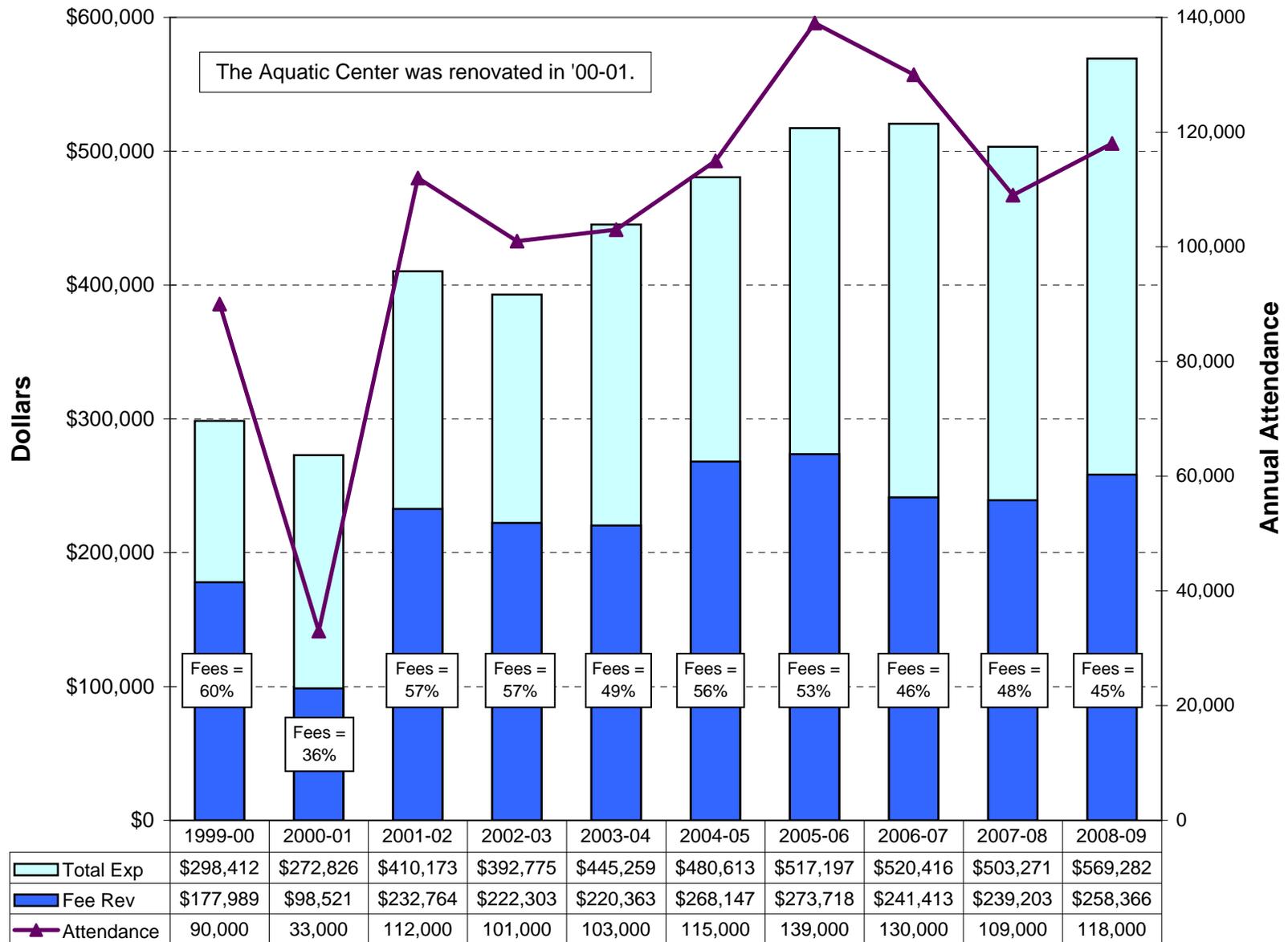
\*District calls have increased 2%.

### Aquatics

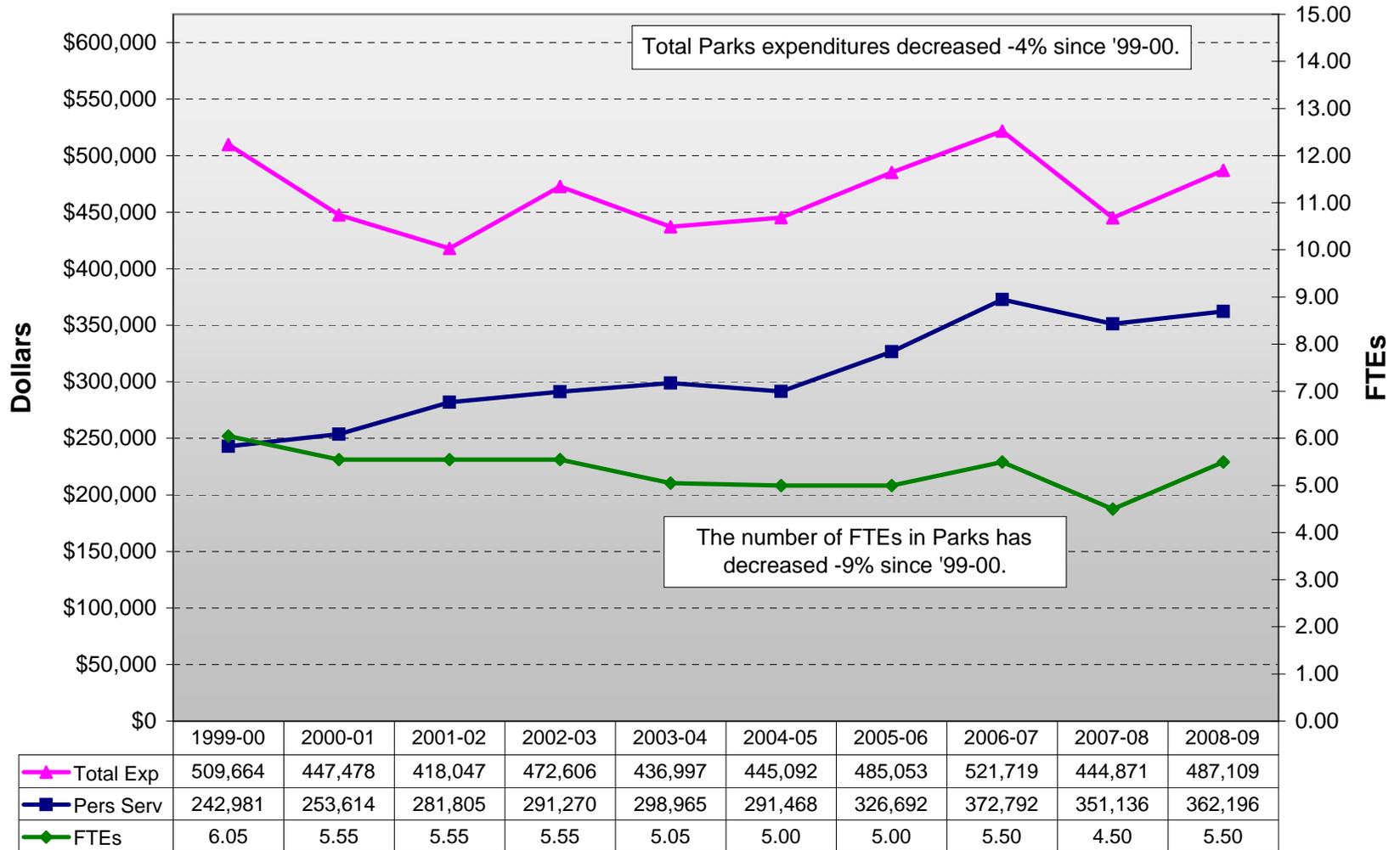


\*Aquatics Full-Time Equivalents (FTEs) are made up of many part-time lifeguards and instructors.

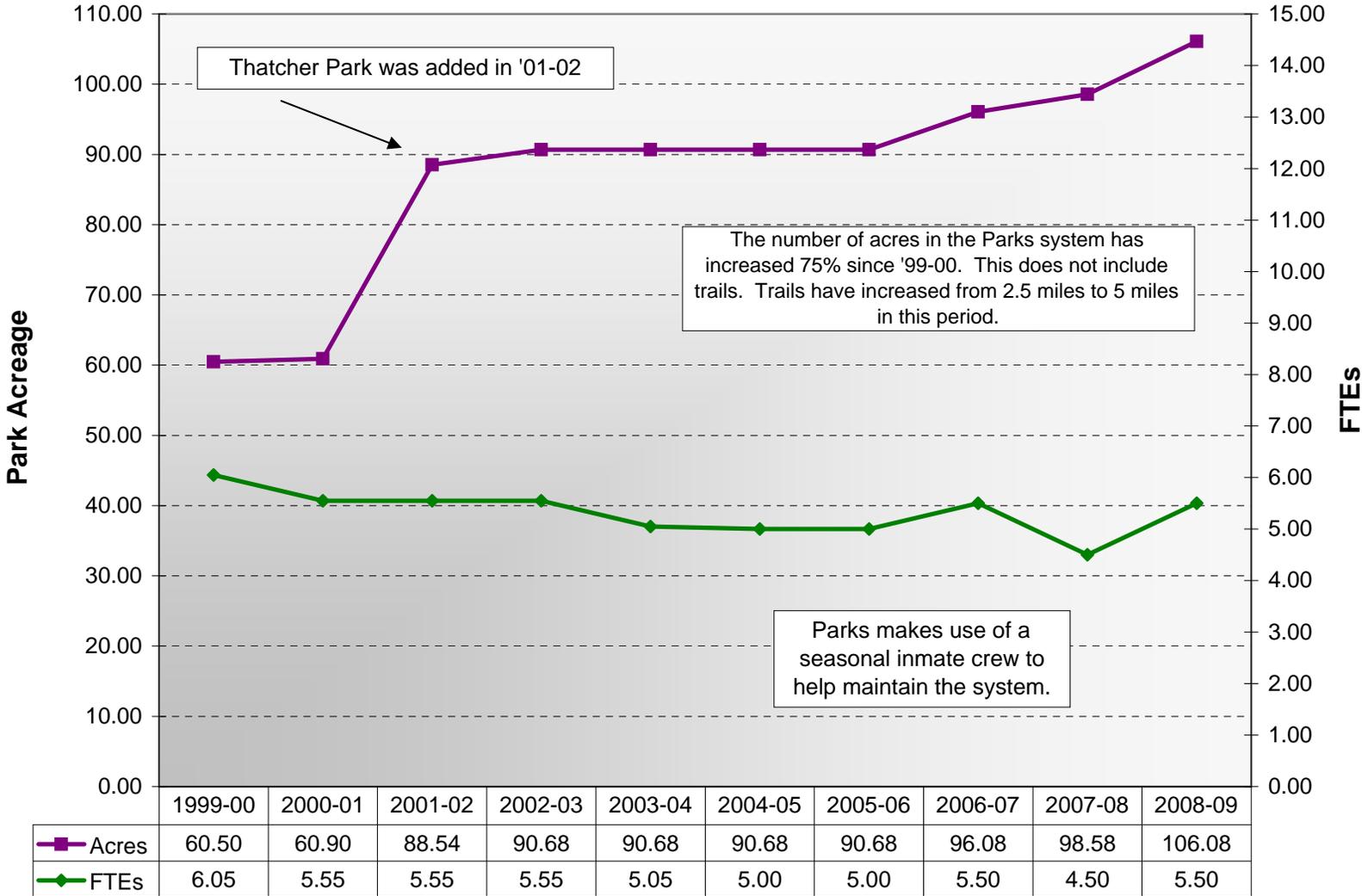
### Aquatics



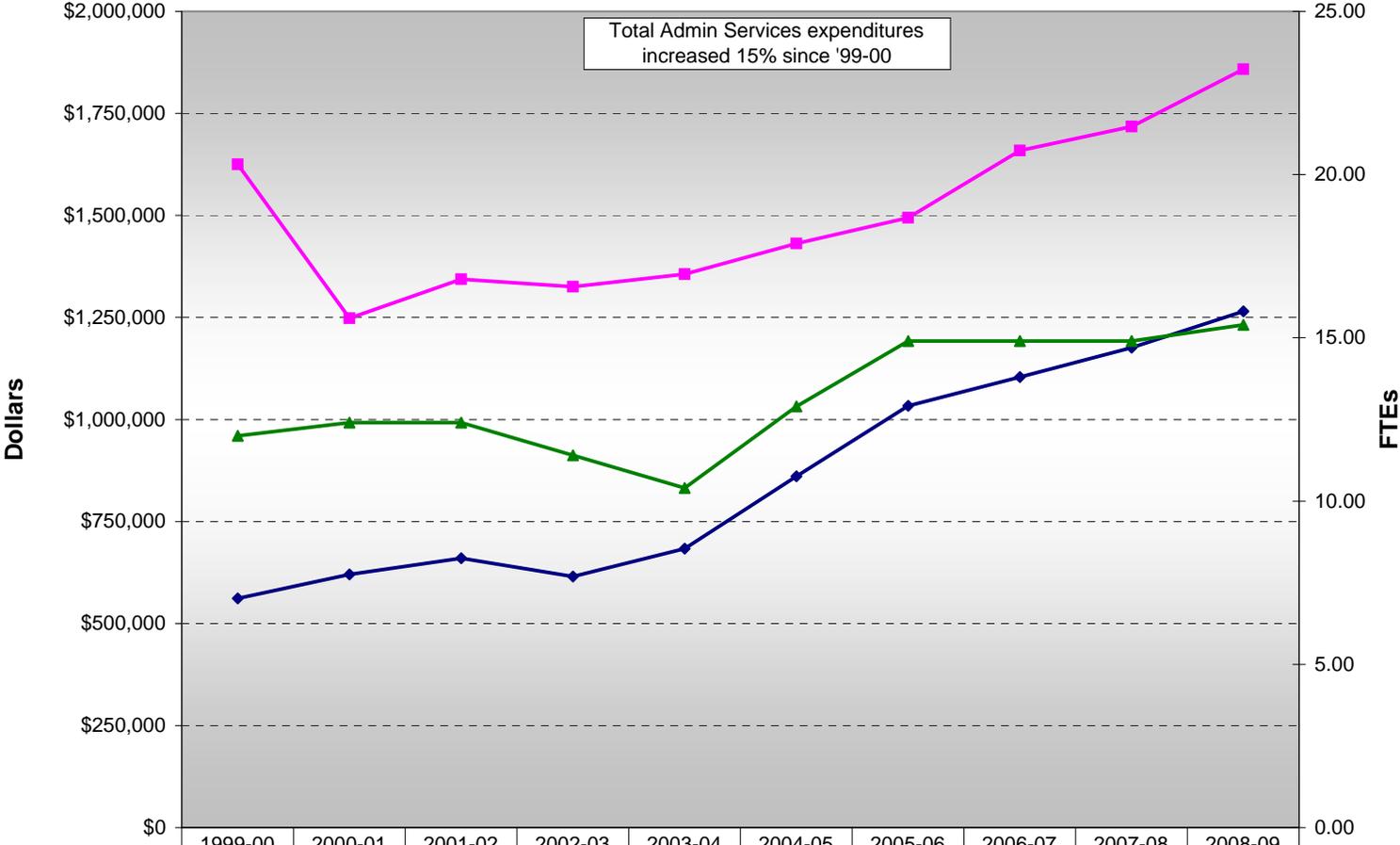
### Parks



### Parks

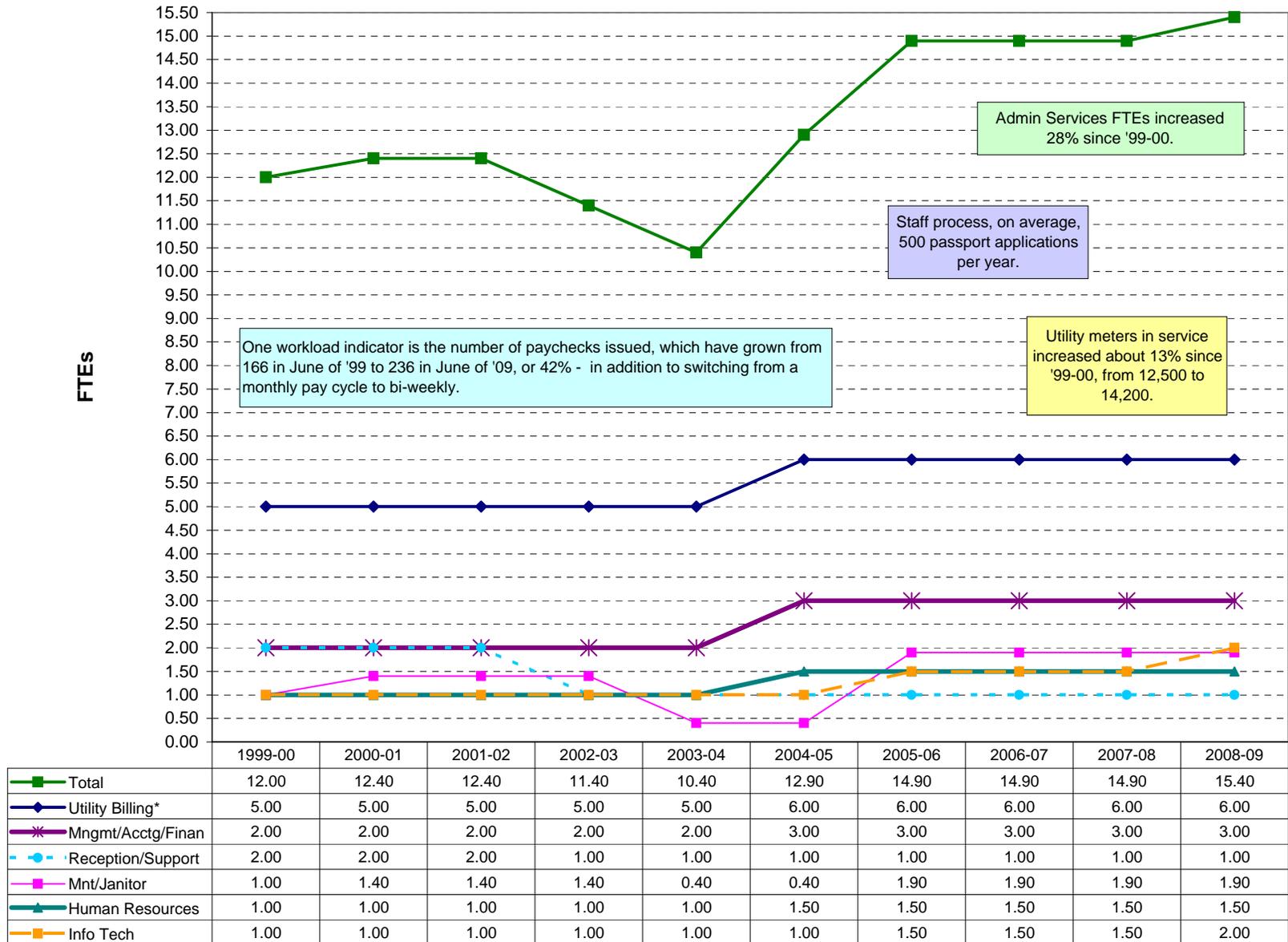


### Administrative Services



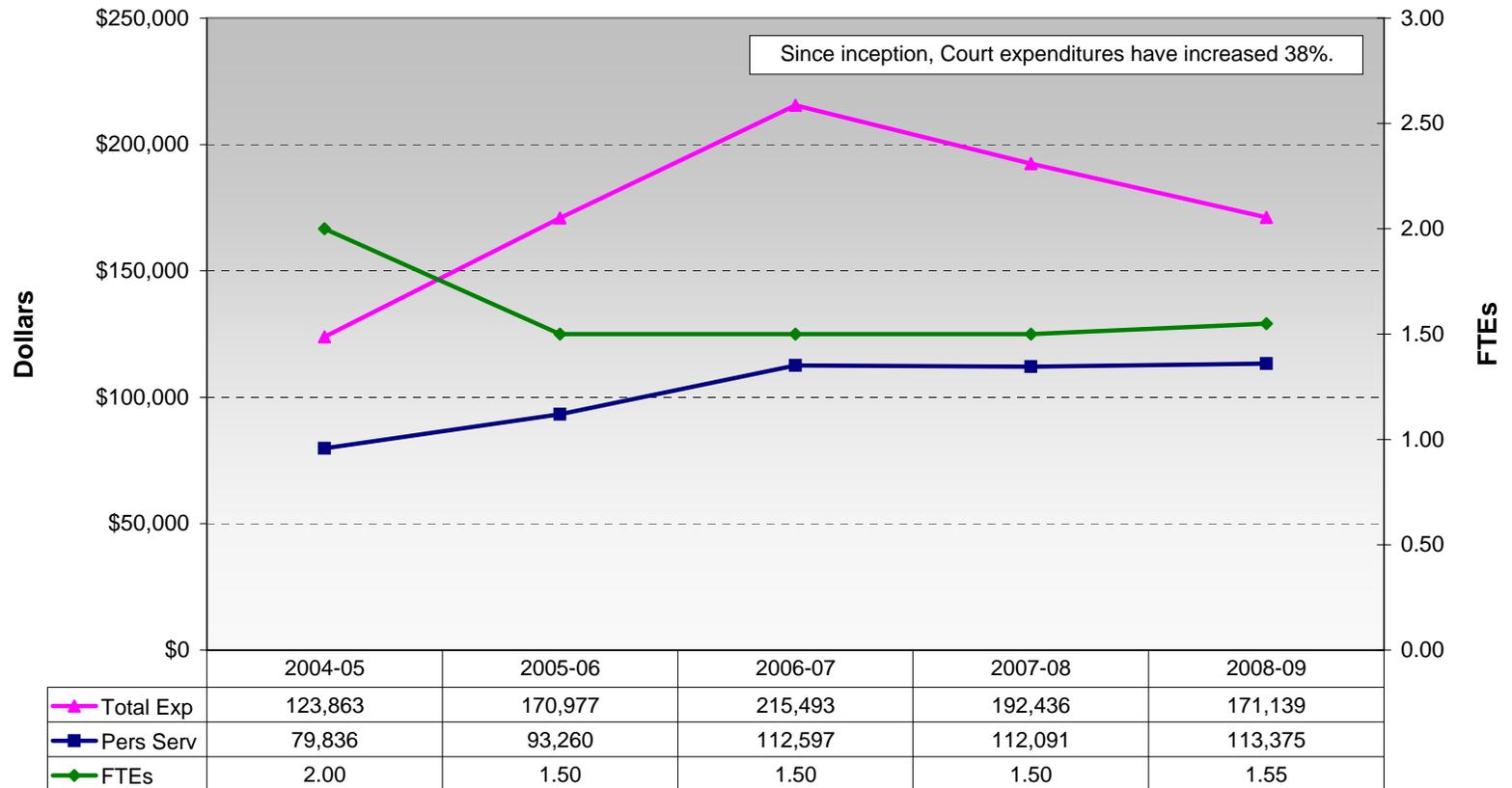
	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
■ Total Exp	1,624,983	1,247,983	1,343,367	1,325,107	1,356,331	1,431,096	1,494,355	1,659,035	1,717,919	1,858,036
◆ Pers Serv	561,812	620,093	660,281	614,956	683,630	860,538	1,033,088	1,104,350	1,175,975	1,265,149
▲ FTEs	12.00	12.40	12.40	11.40	10.40	12.90	14.90	14.90	14.90	15.40

# Administrative Services



\*Utility Billing staff are also responsible for payroll, accts payable, accts rec'ble, business licenses and passports.

### Municipal Court

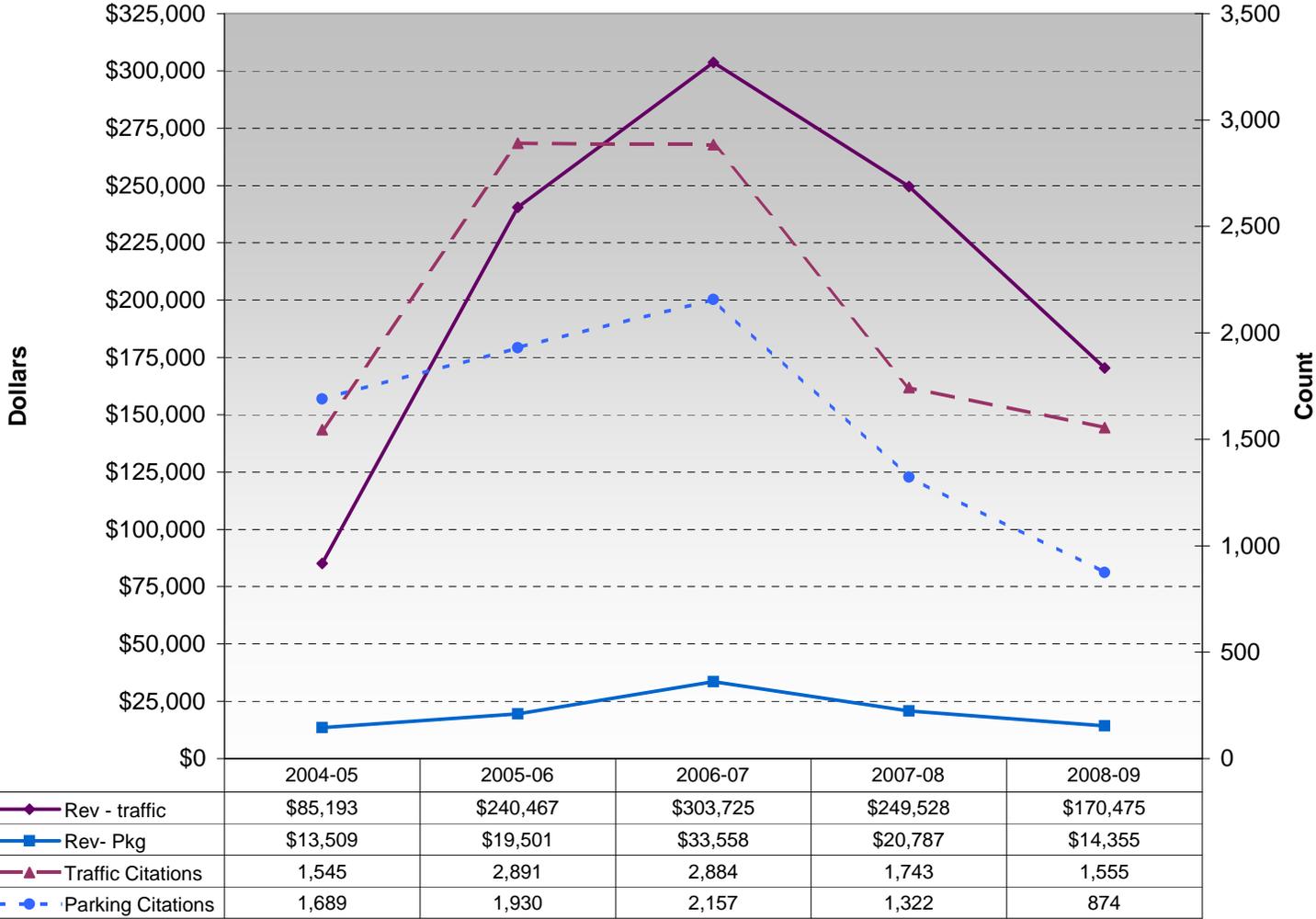


Muni Court began in FY 04-05. It is completely revenue supported through fines.

Starting up the Court required 2 new staff members, who were not eligible for all benefits until after 6 months. In FY 05-06, Asst. reduced to 1/2 time and was vacant for one year. In FY 06-07, the Court's positions were all filled.

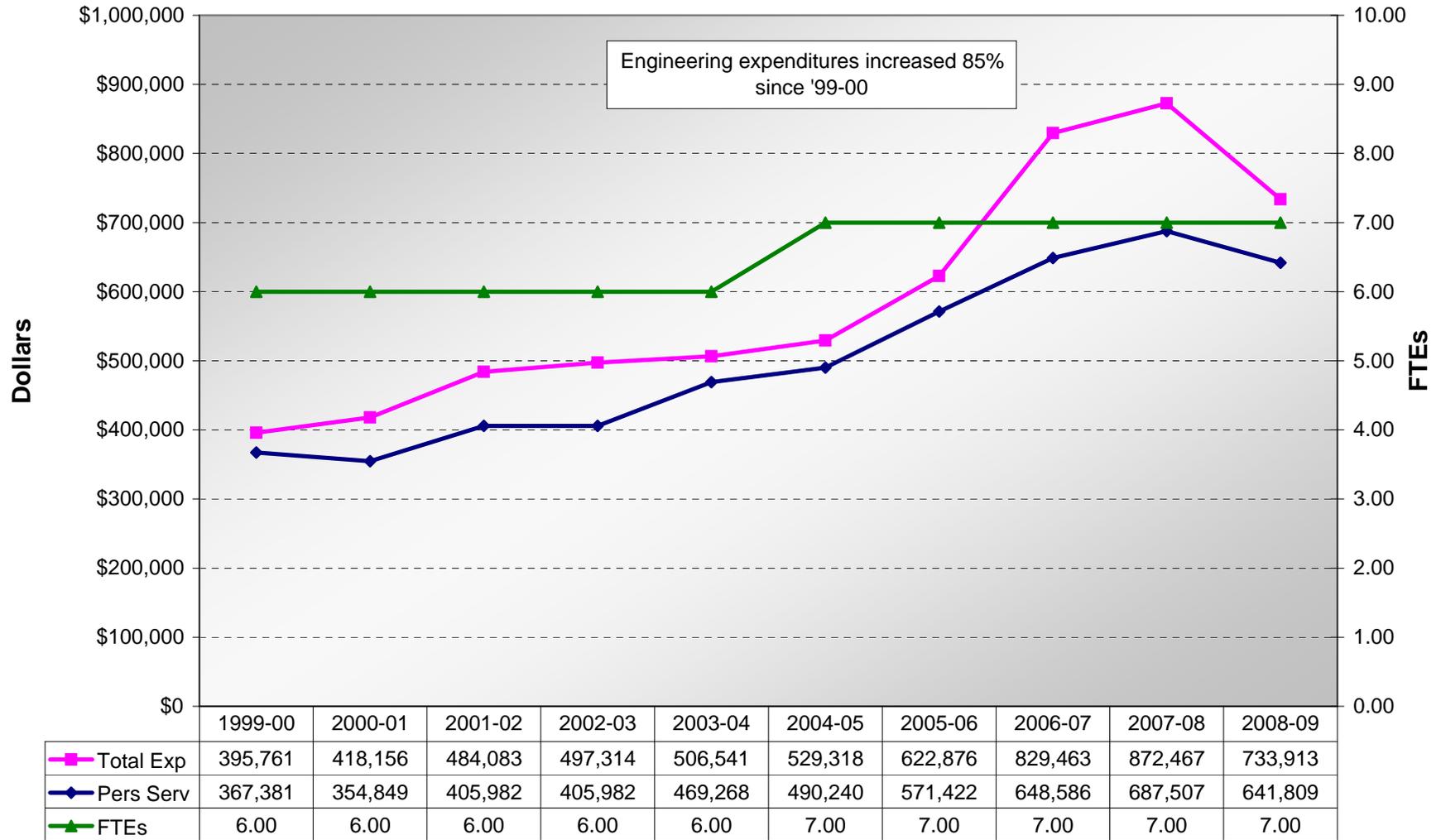
Court expenditures include assessments that are passed on to the County and State, and are tied to citation revenue. As citation revenue increases, so will the assessment expenditure to the County and State.

**Court - Traffic and Parking Citations**

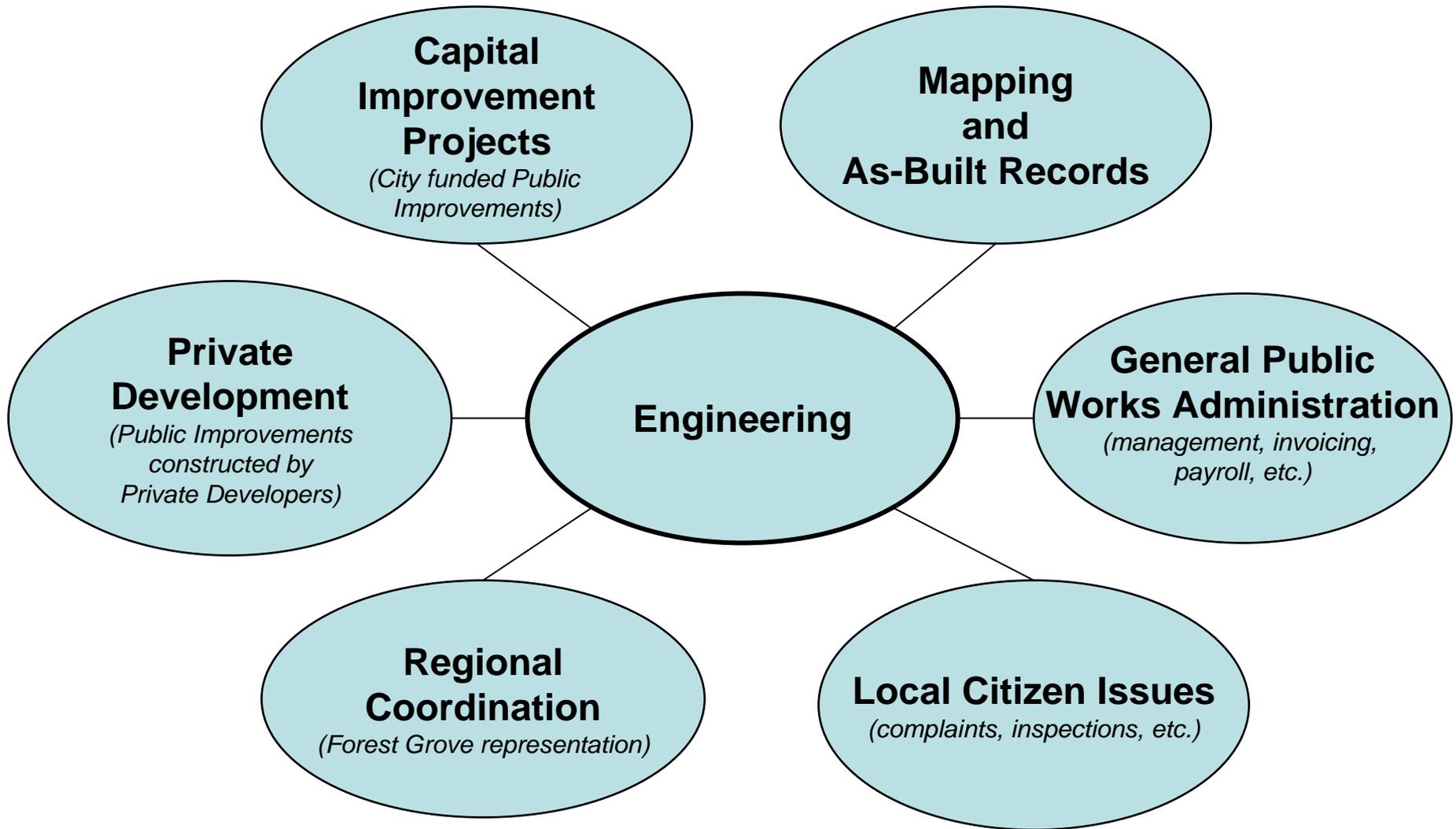


When the Court became established in Nov. '04, the Police Department (PD) had two officers assigned to traffic, and Community Service Officers were focused on parking, and citation volumes grew. However, with the failure of the levy, the PD downsized was not able to sustain assignments to traffic and parking, and the number of citations issued fell. Once the levy passed, the PD was able to re-hire, but officer vacancies and the time required to train new officers meant a continued decline in citations issued. In 09-10 (not shown) citation volume is starting to stabilize.

### Engineering



Engineering Department



**Engineering Dept**  
**Capital Improvement Projects - Last 10 Years**

<b>Year</b>	<b>Project</b>	<b>Value</b>
2009	A Street Reconstruction	\$ 311,000.00
	18th Avenue Sidewalks	\$ 282,000.00
	Town Center Pedestrian Improvements Phase	\$ 1,600,000.00
	Stites Park Drainage	\$ 254,000.00
	<b>2009 Total Value</b>	<b>\$ 2,447,000.00</b>
2008	Town Center Pedestrian Improvements	1,100,000.00
	<b>2008 Total Value</b>	<b>\$ 1,100,000.00</b>
2007	Filbert Street Reconstruction	160,000.00
	<b>2007 Total Value</b>	<b>\$ 160,000.00</b>
2006	Clear Creek Fish Ladder	\$ 120,000.00
	Senior Center Improvements	\$ 42,000.00
	23rd and Main Street	\$ 42,904.00
	<b>2006 Total Value</b>	<b>\$ 204,904.00</b>
2005	Bonnie Lane Extension	\$ 1,000,000.00
	14th Avenue Reconstruction	\$ 140,000.00
	B Street Waterline	\$ 146,805.00
	<b>2005 Total Value</b>	<b>\$ 1,286,805.00</b>
2004	Highway 8 Rehabilitation	\$ 2,000,000.00
	Martin Road Waterline	\$ 63,491.00
	Forest Gale Drive	\$ 71,222.00
	Watershed Road Improvements	\$ 60,025.00
	<b>2004 Total Value</b>	<b>\$ 2,194,738.00</b>
2003	22nd Place and D Street	\$ 340,000.00
	<b>2003 Total Value</b>	<b>\$ 340,000.00</b>
2002	Main Street and Council Street Improvements	\$ 470,000.00
	<b>2002 Total Value</b>	<b>\$ 470,000.00</b>
2001	B Street Reconstruction	\$ 500,000.00
	<b>2001 Total Value</b>	<b>\$ 500,000.00</b>
2000	Main Street Extension	\$ 385,000.00
	<b>2000 Total Value</b>	<b>\$ 385,000.00</b>
1999	22nd Place Reconstruction	\$ 104,000.00
	<b>1999 Total Value</b>	<b>\$ 104,000.00</b>
<b>Total CIP Projects Last 10 Years</b>		<b>\$ 9,192,447.00</b>

**Engineering Dept**  
**Private Development Projects - Last 10 Years**

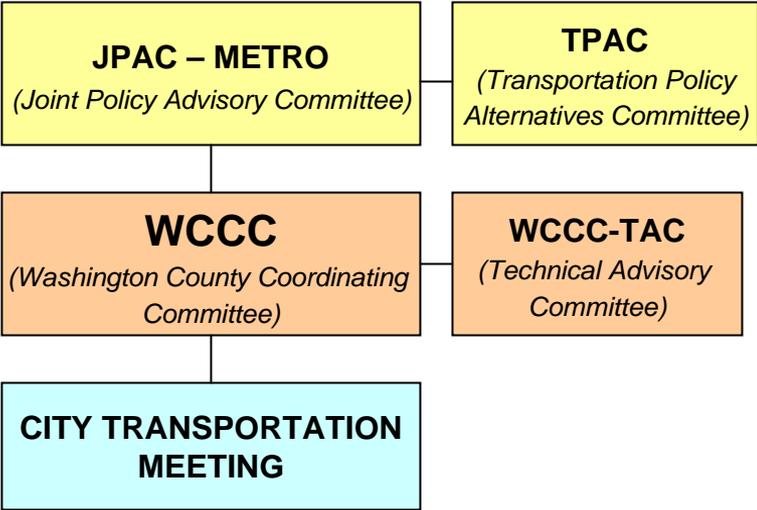
Year	Project	Value
2009	Taco Bell	\$ 169,018.00
	<b>2009 Total Value</b>	<b>\$ 169,018.00</b>
2008	Haney Townhomes	\$ 20,650.00
	Rydman Partition	\$ 43,700.00
	<b>2008 Total Value</b>	<b>\$ 64,350.00</b>
2007	Williams Meadows	\$ 422,400.00
	Casey Meadows	\$ 2,357,810.00
	Kings Gate	\$ 369,290.00
	Cook Village	\$ 577,518.00
	Hawthorne Village	\$ 1,214,258.00
	Hawthorne Meadows	\$ 600,000.00
	<b>2007 Total Value</b>	<b>\$ 5,541,276.00</b>
2006	Garland Storm Drain Extention	\$ 53,000.00
	Council Meadows	\$ 1,481,557.00
	Crop Partition	\$ 6,850.00
	Oak Hill Settlement IV	\$ 939,872.00
	Pacific University Residence Hall	\$ 84,480.00
	Laurkis Townhomes	\$ 67,694.00
	The Parks	\$ 4,858,115.00
	Pacific Crossing 1 and 4	\$ 2,690,060.00
	<b>2006 Total Value</b>	<b>\$ 10,181,628.00</b>
2005	Parr Lumber Storm Drain	\$ 14,927.00
	Holscher Farms	\$ 194,569.00
	Elm Meadows	\$ 409,750.00
	<b>2005 Total Value</b>	<b>\$ 619,246.00</b>
2004	Bolma Estates	\$ 306,250.00
	Oak Hill Settlement III	\$ 807,081.00
	Lincoln Park Village	\$ 436,000.00
	Heritage Park	\$ 171,199.00
	Summit Pointe	\$ 1,218,786.00
	<b>2004 Total Value</b>	<b>\$ 2,939,316.00</b>
2003	Oak Hill Settlement II	\$ 382,600.00
	Schuck's Auto Parts	\$ -
	11th Avenue Storm Drain	\$ 14,500.00
	<b>2003 Total Value</b>	<b>\$ 397,100.00</b>
2002	Lauren Lane	\$ 39,185.00
	Oak Hill Settlement	\$ 558,115.00

**Engineering Dept**  
**Private Development Projects - Last 10 Years**

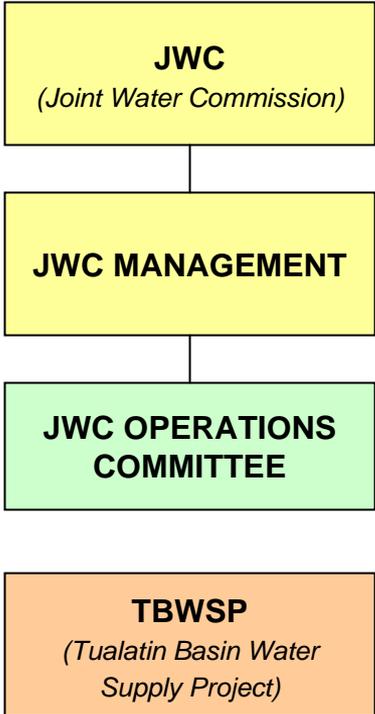
Year	Project	Value
	Verde Meadows	\$ 521,174.00
	Ridge Pointe	\$ 383,645.00
	Roxy Estates	\$ 137,000.00
	<b>2002 Total Value</b>	<b>\$ 1,639,119.00</b>
2001	Aspenwood	\$ 285,400.00
	Chantal Hamlet	\$ 181,170.00
	David Hill Estates	\$ 860,000.00
	Goodwill	\$ -
	<b>2001 Total Value</b>	<b>\$ 1,326,570.00</b>
2000	Best Western	\$ -
	Covey Run	\$ 433,427.00
	AutoZone	\$ 27,000.00
	<b>2000 Total Value</b>	<b>\$ 460,427.00</b>
1999	Knox Ridge 3 & 4	\$ 831,470.00
	Haggen / Ace Hardware	\$ 920,000.00
	Pacific Grove II, III and IV	\$ 541,535.00
	Videoland - Blockbuster	\$ -
	Larrabee Village	\$ 769,395.00
	Norse Woods	\$ -
	Fleming Place	
	Abudakar	\$ 14,500.00
	24th Avenue Storm Drain	\$ 43,528.00
	<b>1999 Total Value</b>	<b>\$ 3,062,400.00</b>
<b>Total Private Development Projects Last 10 Years</b>		<b>\$ 26,400,450.00</b>

# Regional Coordination

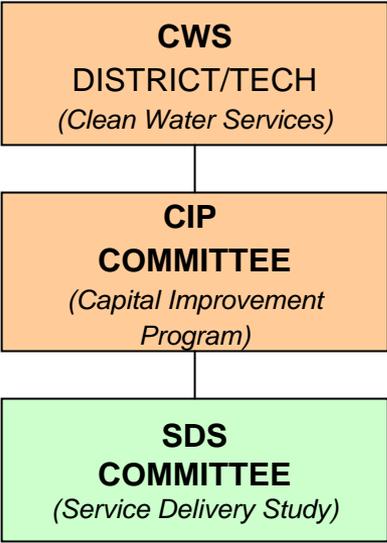
## TRANSPORTATION



## WATER



## SEWER/SWM



**KEY**

WEEKLY MEETING - BLUE  
 BI-MONTHLY MEETING - GREEN  
 MONTHLY MEETING - ORANGE  
 QUARTERLY MEETING - YELLOW

## Capital & Equipment Needs

### Current -

- ◆ Phone system
- ◆ Police Department roof
- ◆ Aquatic Center roof
- ◆ Police HVAC
- ◆ City Hall HVAC
- ◆ Library HVAC

### Future Projects -

- ◆ Replacement of Police radios and mobile terminals
- ◆ Library security system
- ◆ City public parking lot improvements
- ◆ Expansion of space/new buildings (Facility Master Plan)

**General Fund Financial Plan**

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Adopted</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
	2008-09	2009-10	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Revenues</b>							
Property Taxes <sup>1</sup>	4,144,264	4,277,016	4,315,860	4,443,268	4,598,783	4,782,734	4,974,043
Local Option Levy	1,410,273	1,453,672	1,469,477	1,516,512	1,569,590	1,632,374	1,697,669
All Other Taxes <sup>2</sup>	657,662	639,000	843,670	699,962	706,551	714,961	723,999
Intergovtl Rev <sup>3</sup>	1,666,311	1,679,168	1,830,585	1,842,468	1,719,763	1,760,466	1,811,286
Charges for Services <sup>4</sup>	3,005,050	3,063,637	3,120,766	3,076,958	3,169,045	3,262,862	3,359,491
Licenses, Permits, Fees <sup>5</sup>	147,106	98,338	183,922	108,051	87,506	88,630	89,786
Fines	239,388	238,955	265,115	264,120	274,182	283,435	293,043
Miscellaneous <sup>6</sup>	190,474	91,200	91,530	86,300	91,400	91,500	91,500
Transfer & Reimbursements	997,711	1,063,903	1,087,315	1,108,138	1,122,225	1,158,340	1,195,665
<b>Total Revenues</b>	<b>12,458,238</b>	<b>12,604,889</b>	<b>13,208,238</b>	<b>13,145,778</b>	<b>13,339,045</b>	<b>13,775,301</b>	<b>14,236,482</b>
<b>Expenditures</b>							
Legislative & Executive <sup>7</sup>	516,707	474,936	497,375	514,450	514,768	540,240	556,414
Administrative	1,858,036	2,008,943	1,966,583	2,091,099	2,148,958	2,231,879	2,319,395
Municipal Court	171,139	197,798	183,932	214,089	221,021	228,113	235,517
Library	889,484	898,228	905,908	908,405	944,565	979,665	1,016,519
Aquatics	569,282	598,445	551,963	609,119	633,260	657,941	683,841
Parks & Recreation <sup>8</sup>	487,109	552,176	503,765	555,780	576,741	600,190	624,877
Police	3,697,409	4,008,772	3,965,912	4,233,782	4,486,577	4,685,785	4,896,374
Fire	2,549,508	2,682,416	2,678,388	2,767,463	2,925,400	3,061,002	3,205,834
Planning <sup>10</sup>	349,267	355,031	366,440	494,132	375,855	391,131	407,215
Engineering <sup>11</sup>	733,913	784,656	626,561	603,927	630,460	655,279	681,374
Non-Dept (Transfers/Conting)	150,662	71,921	233,794	189,500	100,000	100,000	105,000
<b>Total Expenditures</b>	<b>11,972,516</b>	<b>12,633,322</b>	<b>12,480,621</b>	<b>13,181,746</b>	<b>13,557,605</b>	<b>14,131,226</b>	<b>14,732,360</b>
<b>Surplus/ (Deficit)</b> <i>(Revenue over Expenditure)</i>	<b>485,722</b>	<b>(28,433)</b>	<b>727,617</b>	<b>(35,968)</b>	<b>(218,560)</b>	<b>(355,925)</b>	<b>(495,878)</b>
<b>Equity Transfer<sup>12</sup></b>				<b>500,000</b>			
<b>Beginning Fund Balance</b>	<b>3,160,112</b>	<b>3,497,850</b>	<b>3,645,835</b>	<b>4,163,503</b>	<b>3,627,535</b>	<b>3,408,975</b>	<b>3,053,050</b>
<b>Ending Fund Balance<sup>13</sup></b>	<b>3,645,835</b>	<b>3,469,417</b>	<b>4,373,451</b>	<b>3,627,535</b>	<b>3,408,975</b>	<b>3,053,050</b>	<b>2,557,172</b>
<b>Operating Reserve Target<sup>14</sup></b>	<b>1,915,603</b>	<b>2,021,332</b>	<b>1,996,899</b>	<b>2,109,079</b>	<b>2,169,217</b>	<b>2,260,996</b>	<b>2,357,178</b>
<b>Variance from Target</b>	<b>1,730,232</b>	<b>1,448,086</b>	<b>2,376,552</b>	<b>1,518,455</b>	<b>1,239,758</b>	<b>792,054</b>	<b>199,994</b>

**Notes (Applicable to FY 10-11 unless otherwise noted):**

- <sup>1</sup> Growth in property taxes assumed to be 3% at the residential AV; New construction, industrial & commercial slow down. Some recovery in new construction, industrial and commercial built into out-years. Local Levy assumed renewed for FY 13-14.
- <sup>2</sup> One-time revenue projected to be collected from Verizon in '09-10.
- <sup>3</sup> FY 09-10 includes grant for Periodic Review that was anticipated in FY 08-09. FY 10-11 includes Constr. Exc. Tax grant.
- <sup>4</sup> FY 09-10 includes on-time bond fees from Pacific U
- <sup>5</sup> Engineering Inspection fees in FY 09-10 higher than originally adopted.
- <sup>6</sup> One time grant received in FY 08-09, removed for 09-10. In FY 09-10, enterprise zone repayment received.
- <sup>7</sup> One-time grant in FY 08-09 (Branding) removed in FY 09-10.
- <sup>8</sup> FY 09-10, benefits budgeted but not utilized.
- <sup>10</sup> Construction Excise Tax grant in FY 10-11 to study feasibility of urban renewal.
- <sup>11</sup> Engineering had vacant positions that were removed in the FY 10-11 budget.
- <sup>12</sup> Transferred to new Major Maintenance to fund capital needs such as new roofs for the Aquatic Center & Police Station, upgraded HVAC systems, etc.
- <sup>13</sup> The Ending Fund Balance consists of contingency funds and unappropriated fund balance.
- <sup>14</sup> Operating Reserve Target is equal to approximately 60 days of operating expense, or 16% of expenditures.

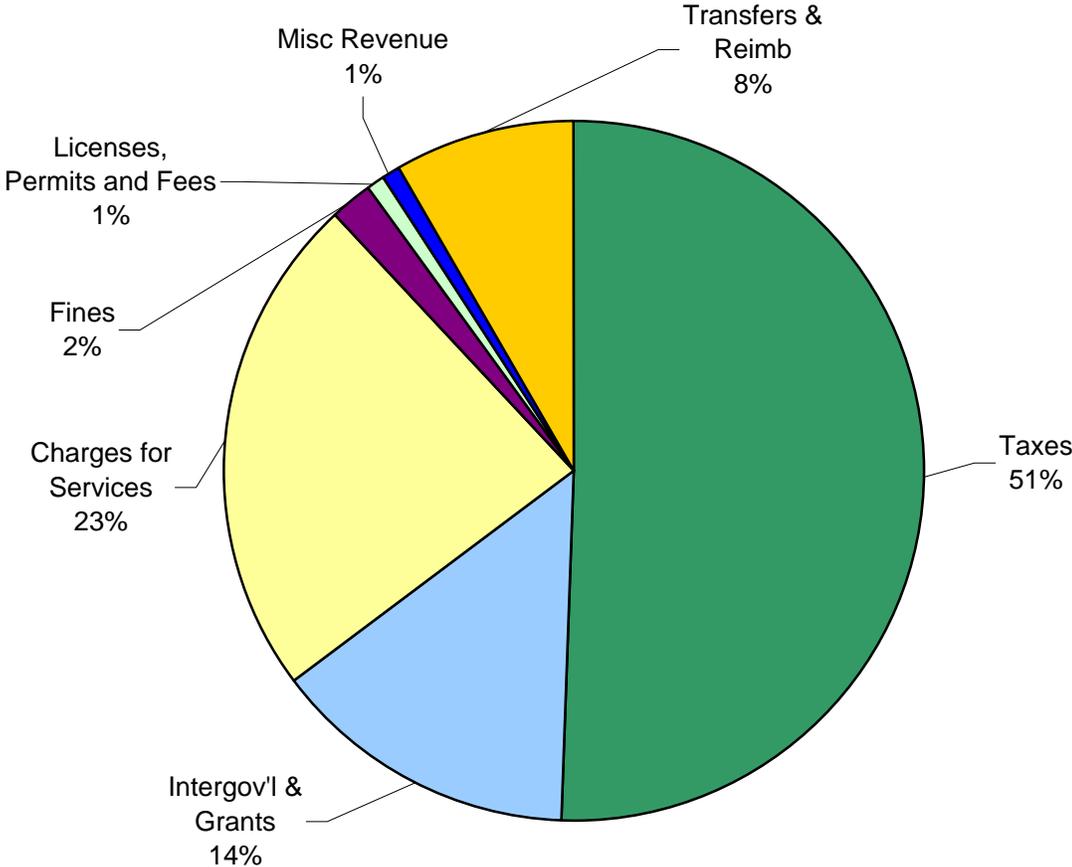
**DRAFT FOR PLANNING PURPOSES ONLY**

**2010-11 Adopted Budget  
General Fund Sources**

<b>Category</b>	<b>2010-11 Adopted Total</b>
Taxes	6,659,742
Intergov'l & Grants	1,842,468
Charges for Services	3,076,958
Fines	264,120
Licenses, Permits and Fees	108,051
Misc Revenue	86,300
Transfers & Reimb	1,108,138
<b>Total</b>	<b>13,145,778</b>

*\*Reserves not included*

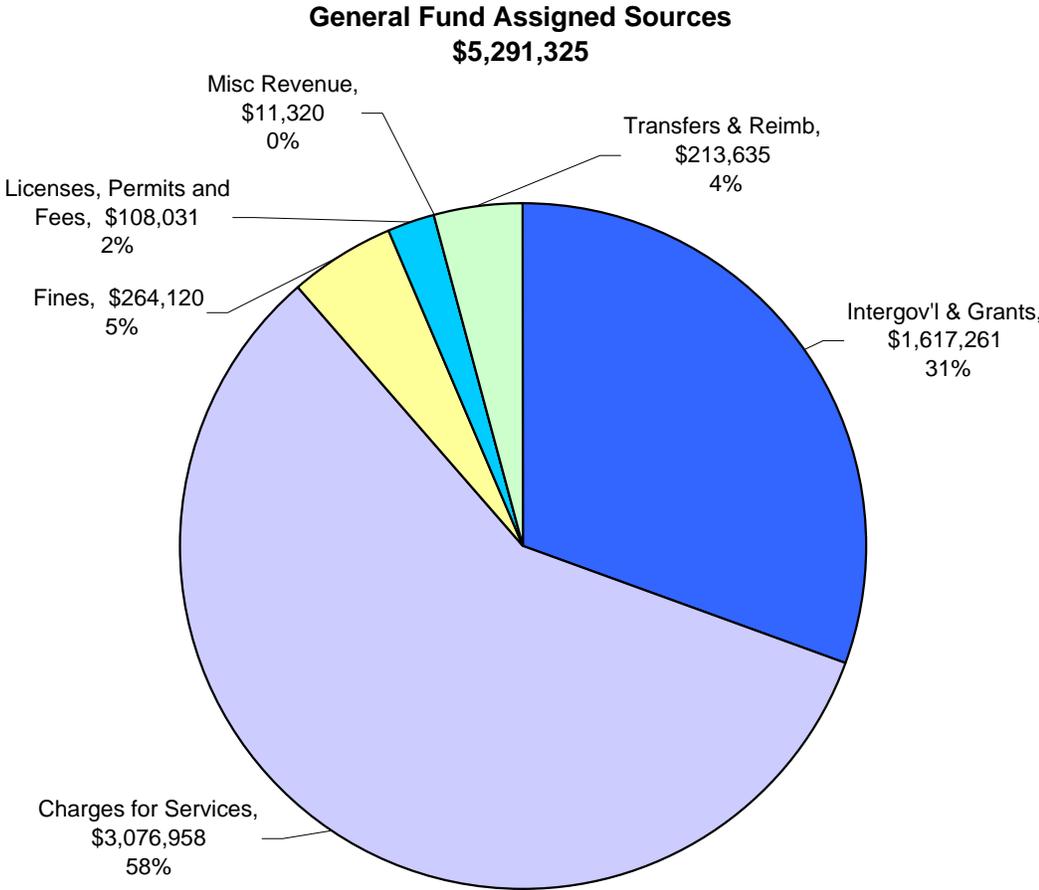
**Total General Fund Sources**



**2010-11 Adopted Budget**

**General Fund Sources Assigned to Departments**

Dept. Name	Intergov'l & Grants	Charges for Services	Fines	Licenses, Permits and Fees	Misc Revenue	Transfers & Reimb	Taxes	Total
Legislative & Executive	18,288	307,144			0			325,432
Administrative Services	1,500	1,791,229		30,040	18,300	5,000		1,846,069
Municipal Court			211,345			12,195		223,540
Library	654,266	8,195	16,000		2,020			680,481
Aquatics		265,030						265,030
Parks & Recreation		107,011						107,011
Police	246,768	2,515	36,775	3,170	1,000	191,790		482,018
Fire	481,438	70				4,650		486,158
Planning	85,000	56,472		49,821	1,800			193,093
Engineering		539,293		25,000				564,293
Non-Departmental	130,000							130,000
<b>Total Assigned</b>	<b>1,617,261</b>	<b>3,076,958</b>	<b>264,120</b>	<b>108,031</b>	<b>23,120</b>	<b>213,635</b>		<b>5,303,125</b>
<b>Total Discretionary</b>	<b>225,207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,200</b>	<b>894,504</b>	<b>6,659,742</b>	<b>7,842,653</b>
<b>Total Sources</b>	<b>1,842,468</b>	<b>3,076,958</b>	<b>264,120</b>	<b>108,031</b>	<b>86,320</b>	<b>1,108,138</b>	<b>6,659,742</b>	<b>13,145,778</b>



**2010-11 Adopted Budget**

**General Fund Uses**

Dept. Name	2010-11 Adopted Budget	Minus	Revenue Assigned	Equals	Discretionary General Fund per Dept.	
Legislative & Executive	514,450	—	325,432	≡	189,018	63.26%
Administrative Services	2,091,099	—	1,846,069	≡	245,030	88.28%
Municipal Court	214,089	—	223,540	≡	(9,451)	104.41%
Library	908,405	—	680,481	≡	227,924	74.91%
Aquatics	609,119	—	265,030	≡	344,089	43.51%
Parks & Recreation	555,780	—	107,011	≡	448,769	19.25%
Police	4,233,782	—	482,018	≡	3,751,764	11.39%
Fire	2,767,463	—	486,158	≡	2,281,305	17.57%
Planning	494,132	—	193,093	≡	301,040	39.08%
Engineering	603,927	—	564,293	≡	39,634	93.44%
Non-Departmental	189,500	—	130,000	≡	59,500	68.60%
<b>Total</b>	<b>13,181,746</b>	<b>—</b>	<b>5,303,125</b>	<b>≡</b>	<b>7,878,621</b>	

*\*Non-Departmental includes the Metro Construction Excise Tax and the School District Excise Tax. These taxes are pass through to those jurisdictions, but the City retains a small amount to cover the costs of administering those taxes.*

**Discretionary General Fund Uses**  
*Court removed*

Police and Fire total 76% of discretionary General Fund uses.

