

FUTURE BIENNIA FORECASTS



Future Biennia

OVERVIEW

What does the future hold for the City of Medford? Typically, the Budget Committee is presented with a two-year financial estimate which is adopted as the biennial budget. But no organization can survive by taking only a short-term financial view; long-range planning is essential to ensure future success. The Long Range Visioning process will ultimately define the City's overarching direction, but from a financial perspective, there are existing and ongoing obligations that must be met. This chapter provides a high-level look at anticipated financial resources and requirements for the next two biennia, (21-23 and 23-25). Combined with the current biennium's proposal, this provides a six-year forecast. This forecast should provide Council and the Budget Committee with information about the financial resources available to accomplish the City's vision.

Howard H. Stevenson wrote that prediction in organizations "...is at least two things: Important and hard"¹. Although future events are uncertain, predictions can be made based on trends, known challenges, upcoming opportunities and technical experience. Using these techniques, each department estimated future revenues and expenditures through fiscal year 2025.

This chapter presents the long-range forecast for each major fund. The department(s) primarily responsible for the fund provided an analysis of future trends that will impact their area of responsibility as well as the respective fund(s). While an overall growth rate of 1.25% per year was assumed for the forecast, there are some expenditures and revenues that exceed that rate.

The long-range forecasts are presented by fund. For all funds except the General Fund, the presentation begins with an analysis of future trends impacting the department that is primarily responsible for the fund(s). For each fund within the department, a table is provided that summarizes actual costs for the previous biennium, forecasted costs for the current biennium, the proposed budget for the next biennium and the future forecast for the following two biennia. This will allow you to see the trends. The General Fund presentation is similar. The analysis of future trends discussion begins with an overview of major financial contributors to revenue and expense. The analysis is then broken down by department, with a discussion of future trends impacting their area of responsibility. One table encompassing the entire General Fund reflects the financial data for all departments within the General Fund.

This is intended to be a high-level look at the City's financial future; it is expected that the numbers proposed in the 21-23 and 23-25 biennial budgets will be different from those presented here, as more certainty will exist about events when those budgets are prepared.

¹Stevenson, Howard, ed. Do lunch or be lunch. Boston: Harvard Business School Press, 1998

GENERAL FUND 100

ANALYSIS OF FUTURE TRENDS

The City's General Fund is funded by more than 100 different revenue sources and is comprised of 15 different departments. The largest revenue sources for the General Fund are property taxes and franchise fees, and the largest expense is personnel services. In analyzing the future trends of the General Fund, both revenues and expenses are equally important.

Many factors are taken into account when projecting future trends; these include (but are not limited to):

- Current state of the local economy
- Amount of growth in the city
- Home prices
- Current and projected union contract agreements
- Agreements with outside agencies

Revenues

Property Taxes

Property tax revenues have steadily increased over the past 20 years with the exception of one year – 2013. Assessed values in Medford increased in 2018 by 7.6%, a higher than average amount due to the Medford Urban Renewal Agency (MURA) anticipating to sunset. When this decision was reversed, the City saw a smaller than average increase of 2.3% in assessed values for 2019. If MURA would have sunset, the assessed value increase of the City would have been 5.2%.

In the current biennium, Council adopted the Transportation Systems Plan, which was one of the last steps before the City can annex land in the new urban growth boundary. With the new land available as well as mortgage rates declining, the future looks bright for property tax revenue in Medford. The City is budgeting 4.4% annual increases to property values for this biennium as well as the two following biennia.

Franchise Fees

The City has 11 franchise agreements with various utility companies that cover the use of City right-of-ways. Utility companies pay a franchise fee to the City which is typically based off gross revenues, and the fees vary between 5-7%.

Franchise fees typically closely follow the growth rate of the city. When the population of Medford increases, many utilities' connections like power, natural gas, and cable television increase as well. There are some exceptions including the franchise fees from Century Link. The revenue the City receives from Century Link has decreased by 8-19% for 12 consecutive years due to Century Link's gross revenue consistently declining.

Total franchise fees for 2020 and 2021 are based off a 5-year average and are budgeted to increase by 1.76% and 1.91%, respectively. For 2021-2025, franchise fees are budgeted a bit more conservatively at around 1.25% for most agreements due to the unknown growth in the City.

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Transient Lodging Taxes

Nine percent of taxable rents for lodging companies are paid to the City for transient lodging taxes (TLT). The monies received for TLT are split between the following funds:

- 50% to the General Fund
- 25% to the Community Promotions Fund
- 25% to the Parks Improvement Fund

Because TLT revenues are almost entirely dependent on tourism, the amount of revenues are heavily dependent on the economy of the state and country. TLT revenues declined from 2008-2010 and have steadily increased in most years since. In 2020 and 2021, we are projecting a growth in TLT revenues of 5% each year, which is based on a 5-year average.

Expenses

Wages

Wages continue to increase each year based off bargaining unit agreements. The City bargains with a total of seven unions and two other groups. Because all of the contracts expire in the next two years, future biennia wage increases are estimated based off previous contract increases.

PERS

PERS costs continue to be one of the largest increases in expenses that cities across Oregon are seeing, and Medford is no different. General Fund PERS increases are approximately \$2.7 million this biennium, and the City is expected to see the same increases for future two biennia. PERS rates are expected to start leveling out around 2025 or 2026 but are not expected to begin declining for many more years.

Healthcare

Healthcare costs continue to increase by 10% or more per year and will continue to be one of the largest employee costs in the future biennia. The City currently has a “cap system” where employees are paid a certain amount per month for healthcare. If the employee chooses a plan that costs less than their cap, the additional money goes into the employee’s HRA VEBA account. The cap system has been a part of contract negotiations for many years and has caused the amount the City pays for healthcare to increase greatly. Healthcare costs are not expected to slow down in the next three biennia.

Department Analyses

City Attorney

Because the City Attorney’s Office is an internal services department, it is not anticipated that there will be significant changes in terms of services provided to the City or costs. The workload in the City Attorney’s Office is largely responsive to matters being handled by other City departments, thus difficult to quantify or predict. However the ability to continue to keep legal matters handled by internal legal counsel instead of obtaining outside legal counsel, enables the City to keeps costs down. While it is hard to predict what kinds of matters that may arise in the next several years, the Urban Growth Boundary amendment will impact the City Attorney’s Office by increasing land use matters that will require legal involvement. Oregon’s marijuana laws are in a state of flux and often in need of interpretation. The overcrowding of the Jackson County jail leads to recidivism increasing the amount of criminal cases that require prosecution. The complexity of law and the need for legal interpretation has steadily increased. The need for legal assistance will increase as the City develops and grows.

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Municipal Court

Courts across the nation are facing many challenges in the coming years. There is currently proposed legislation in Oregon to eliminate a court's ability to suspend licenses for failing to pay traffic fines. This legislation has already been passed in some states. If passed in Oregon, Medford Municipal Court could potentially see a significant loss of revenue due to lack of enforcement.

Criminal caseload continues to be a challenge for the Municipal Court due to the lack of jail space in the Jackson County Jail. Habitual offenders with high failure to appear rates consume valuable resources from the court, jail, and police department. The volume of criminal and traffic offenses will continue to increase because of homelessness, drug/alcohol addiction and mental health issues. Property crimes, such as shoplifting, are increasing due to these three factors. Jail space and treatment programs will help but are not within the City's control.

Innovation and Technology

- *Reduced on premise installations of software solutions (Cloud/SaaS)*
Software as a Service (SaaS), or generally "the cloud", is hardly a new business model. What is new are the associated costs and the services they offer. The decision of where to host software solutions will not be a choice that we make out of preference, but rather out of fiscal prudence. The annual support and maintenance costs of onsite-installations will begin to eclipse the costs for annual hosting. We will have access to a broader range of software solutions, offered with higher availability, and we will be able to provide these solutions with less demand for the network administrators traditionally required for hardware support.
- *Automation through artificial intelligence (A.I.)*
We anticipate a reduction in the demand on front-line personnel, as well as back-office staff, by increasing the reliance on technologies that leverage A.I. and machine learning. Seamless automation will become commonplace as A.I. driven chatbots and voice assistants create a sort of 'virtual employee' providing citizens with faster access to City services without expanding staffing levels. Though it will increase efficiency and reduce the amount of time for our customers to conduct business, it will put a greater emphasis on fast and stable network/internet access.
- *Increased Connectivity and Internet of Things (IoT)*
We expect to see 5G supplant 4G/LTE wireless technologies. As 5G becomes ubiquitous, we anticipate managing an increased amount of IoT devices such as sensors, meters, smart-lights, etc. An example might be working with Public Works to deploy Internet-connected wireless sensors that monitor flow rates in real time to help prevent flooding or detecting leaks, or traffic signals that intelligently manage traffic flow by communicating directly with traffic.
- *Increased Mobility*
Research indicates that by 2023, 43.3% of the global workforce will be mobile. Not only does this mean we need to prepare for our own internal staff to be mobile, but we need to understand that our customers will expect our services to be available in the same way. We expect to see an increased reliance on services like Skype and Teams, for not only interoffice work, but for a more convenient and accessible way for us to engage our customer. Beyond leveraging progressive software solutions to facilitate a connection to our customers, we will also need to stay in front of the increased burden on the physical bandwidth requirements.

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Planning

- *Long Range Planning Division*

The City will experience new growth and development opportunities in the future with the approval of the Urban Growth Boundary expansion. This will result in review of urbanization plans, annexations, and an emphasis on the built environment and infrastructure needs. The Long Range Division will be responsible for evaluating and updating the Comprehensive Plan and ensuring it is consistent with the community's vision. It is anticipated relevant sections of the Comprehensive Plan will need to be updated including the population, housing, and economic elements as well as review of environmental features such as riparian corridors, floodplain, and wildland interface areas.

Other focus areas will include creating neighborhood and corridor plans that focus on community character, infrastructure needs, economic development, and housing. Such plans will create opportunities to evaluate the built environment and make changes to the Development Code to update regulations based on a preferred neighborhood vision.

These projects will result in increased public outreach efforts, counter time with the public, and increased research, writing, and presentations from staff. The need for one additional planner may be necessary. Other needs may come in the form of software and data tools that better communicate with the public on projects and help inform citizens about planning efforts occurring in their neighborhoods and citywide.

- *Current Planning Division*

The Current Planning Division relies heavily on land use applications submitted by the development community. As noted in the Long Range Division analysis, the newly expanded Urban Growth Boundary has resulted in new development areas. After properties are annexed, the Current Planning Division will process the land use applications for site plan reviews, land divisions, planned unit developments, etc. Development will continue to occur within the current city limits as well.

Development has steadily increased over the past five years with an approximate 1% annual increase in land use applications. This trend is anticipated to rise with development in the new expansion areas. Additionally, implementation of the new TRAKiT software will increase the planners' application processing time. Based on this analysis and the current 0.5 FTE shortfall in the division, one additional planner is anticipated to be needed in the next biennium.

- *Housing and Community Development Division*

The Housing and Community Development Division is increasingly subject to legislative and regulatory mandates around affordable housing and homelessness. These mandates resulted in a significant expansion in the 17-19 biennium that is expected to continue during the next two biennia. The Division will be responsible for administering the City's Community Development Block Grant, Neighborhood Stabilization, and General Fund Grant programs, as well as the newly created Construction Exercise Tax program. Administration will include ensuring each program is consistent with the Consolidated Plan and meeting the community's priority needs. The Division will also be responsible for implementation of the City's Homeless Action Plan and Housing Strategies, as directed by Council.

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Other areas of focus will include continuing to foster partnerships with other funders, service providers, developers, and landlords. These actions will increase the effectiveness of community resources and support projects and programs that impact the availability and accessibility of safe and affordable housing.

These forecasted trends will trigger increased community engagement, grant writing and administration, commission management, subrecipient oversight, and staff communications. The need for one additional housing/grant support technician may be necessary in the 21-23 biennium. Other needs may include grant management software and professional services.

Building and Safety -Business License

Business License revenues have been very consistent for the past several years. City management is working to recruit new businesses and, with that, the hope is that licensing revenues will increase and the community can enjoy enhanced local activities and amenities.

Administration of the Rental Registration and Vehicle Camping Registration programs have recently moved under the Business License program. Implementation of a new software program has afforded staff to tailor the program specifically to current workflow and automate several manual processes. It is anticipated and expected that this will streamline things enough to allow the program to maintain staffing levels and continue to provide the exceptional customer service that is delivered today.

Planning is beginning on forms automation to further decrease manual processes. Staff continues to look for ways to automate and streamline processes in order to improve customer satisfaction and internal efficiencies.

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GENERAL FUND 100

Future Biennia Forecast								
Fund: General (100)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	64,901,416	63,704,932	128,606,347	147,414,600	154,712,420	5.0%	164,383,470	6.3%
Beginning Fund Balance	17,662,870	18,104,615	17,662,870	17,630,300	16,006,220	-9.2%	13,308,290	-16.9%
Total Resources	82,564,286	81,809,547	146,269,217	165,044,900	170,718,640	3.4%	177,691,760	4.1%
Requirements								
Personnel Services	43,809,751	43,965,726	87,775,477	98,870,580	109,730,400	11.0%	118,968,470	8.4%
Material & Services	12,417,570	11,695,474	24,113,044	27,045,900	27,526,250	1.8%	28,284,310	2.8%
Capital Outlay	1,251,100	529,828	1,780,928	1,123,500	1,299,700	15.7%	1,129,400	-13.1%
Capital Improvement Projects	1,519,355	1,752,739	3,272,094	3,660,200	3,674,000	0.4%	4,015,000	9.3%
Transfers	5,460,815	6,235,522	11,696,337	15,888,500	15,180,000	-4.5%	15,867,000	4.5%
Sub-Total	64,458,591	64,179,288	128,637,879	146,588,680	157,410,350	7.4%	168,264,180	6.9%
Contingency	-	-	-	4,450,000	2,000,000	-55.1%	2,000,000	0.0%
Unappropriated Ending Fund Balance	18,105,695	17,630,258	17,631,338	14,006,220	11,308,290	-19.3%	7,427,580	-34%
Total Requirements	82,564,286	81,809,547	146,269,217	165,044,900	170,718,640	3.4%	177,691,760	4.1%
Economic Growth Rate	1.25%							

CONSTRUCTION EXCISE TAX FUND 120

Future Biennia Forecast								
Fund: Construction Excise Tax (120)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	-	300,278	300,278	1,990,000	1,008,640	-49.3%	1,034,020	2.5%
Beginning Fund Balance	-	-	-	300,300	-	-100.0%	-	N/A
Total Resources	-	300,278	300,278	2,290,300	1,008,640	-56.0%	1,034,020	2.5%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	-	-	-	667,000	333,000	-50.1%	-	-100.0%
Sub-Total	-	-	-	667,000	333,000	-50.1%	-	-100.0%
Contingency	-	-	-	1,623,300	675,640	-58.4%	1,034,020	53.0%
Unappropriated Ending Fund Balance	-	300,278	300,278	-	-	N/A	-	N/A
Total Requirements	-	300,278	300,278	2,290,300	1,008,640	-56.0%	1,034,020	2.5%
Economic Growth Rate	1.25%							

POLICE UTILITY FUND 200

ANALYSIS OF FUTURE TRENDS

We have created our strategic plan to serve as a guiding document to ensure the Medford Police Department continues to deliver excellent and efficient law enforcement services. The plan includes forecasting for the next five years through the analysis of current statistics and projections. The trends we found include: wanting more traffic enforcement, more outreach, proactive patrols, extra park patrols, dealing with the downtown homeless issues, drug enforcement, and more officers. Several key data sets were analyzed to forecast future data using mathematical methodologies:

- The projected trend reveals calls for service will increase 30% by 2022.
- The projected jail lodgings will increase 43% by 2022
- Part I Offenses (the most serious offenses as defined by the Federal Bureau of Investigations) is projected to increase 30% by 2022.
- Part II Offenses (less serious offenses such as minor thefts, fraud, embezzlement, vandalism and similar lower level crimes) are projected to increase 32% by 2022. Often these are the crimes that involve liability issues and impact perception of safety in our downtown area, parks and Bear Creek Greenway.
- Priority response time is projected to trend upward with a 10% increase by 2022.
- Non-Priority calls response times have been projected to increase 4% by 2022 as well.

Staffing levels were also analyzed, utilizing a process that included reviewing data, surveying employees, citizens and other stakeholders. A consistent theme from employees focused on employee staffing levels. The employees believe that the rising levels of calls for service impacts their safety, their ability to provide the best customer service, and limits discretionary time to address projects and livability issues.

The data and forecast predict that discretionary time will continue to diminish as the population and calls for service continue to increase. The department should add additional police officers to increase discretionary time, reduce the increasing calls for service per officer, and reduce response times. The department should study the current service model and look at what is necessary, what isn't, and what services could be accomplished by non-sworn employees, volunteers, and other partner organizations. The department should look at internal reorganization opportunities to ensure assignments are focused on utilizing resources at utmost efficiency. Some programs, online reporting for example, could be utilized more often to this end. Another program will include a proposed report writing unit to help keep officers on the street handling emergency and priority I calls for service and increase department efficiency. With a desire to improve services with static resources and increasing calls for service, it will require the ability to make organizational change to provide the service level Medford's citizens, employees, and visitors desire and deserve.

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POLICE UTILITY FUND 200

Future Biennia Forecast								
Fund: Police (200)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,726,015	1,546,000	3,272,015	4,623,200	4,948,150	7.0%	5,067,590	2.4%
Beginning Fund Balance	448,750	408,692	448,750	207,000	242,390	17.1%	332,310	37.1%
Total Resources	2,174,765	1,954,692	3,720,765	4,830,200	5,190,540	7.5%	5,399,900	4.0%
Requirements								
Personnel Services	605,441	573,776	1,179,217	1,339,810	1,601,990	19.6%	1,786,380	11.5%
Material & Services	50,455	47,525	97,980	105,400	107,390	1.9%	110,090	2.5%
Capital Outlay	11,710	11,900	23,610	24,000	24,450	1.9%	25,060	2.5%
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	1,098,466	1,114,452	2,212,918	3,118,600	3,124,400	0.2%	3,130,600	0.2%
Sub-Total	1,766,073	1,747,653	3,513,725	4,587,810	4,858,230	5.9%	5,052,130	4.0%
Contingency	-	-	-	180,700	182,960	1.3%	185,250	1.3%
Unappropriated Ending Fund Balance	408,692	207,039	207,040	61,690	149,350	142.1%	162,520	9%
Total Requirements	2,174,765	1,954,692	3,720,765	4,830,200	5,190,540	7.5%	5,399,900	4.0%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to remain within the 1.25% rate.

Expenditures

Future biennia assumes adoption of a Livability Team (see Budget Issue #5) that includes an additional three Police Officers paid out of this fund, as well as one Records Specialist and Community Service Officer paid out of the General Fund. The team's mission would be to conduct focused patrols on problem areas of the city. Problem areas include chronic nuisance properties, greenway patrol/health and safety operations, connecting homeless to continuum of care and other community programs, and, finally, enhancing the neighborhood livability partnership. The M&S costs for the additional Police Officers assigned to the Livability Team would be absorbed in current funding levels.

FIRE UTILITY FUND 300

ANALYSIS OF FUTURE TRENDS

The following trends will impact the Fire Department in three major areas in upcoming years.

- We are challenged with capturing data needed to better understand what the department is facing. Our data collection process is evolving as we attempt to better capture more detailed incident reporting and expand our Fire and Life Safety inspection program.
- Medford is experiencing an increased threat of fire to our valley's wildland urban interface areas that fall within our response district. These threats affect lives and property from direct exposure, as well as the quality of life from lingering smoke during the summer months.
- There are increased demands on our personnel to meet the needs of our citizens for their emergencies. Our continued approach is to proactively prepare the citizens through fire prevention and safety activities.

Incident responses continue to increase. A significant contributing factor is the increase in medical and fire related incidents involving the homeless. The increased call load also affects our ability to meet the day to day needs to those emergencies. As the call load increases, we experience reduced training opportunities and the ability of our personnel to perform the logistical needs for projects.

With these three main challenges, the Fire Department recognizes the need to increase funding for operating costs. Personnel are needed to meet the increase in call volume and reduce the stress placed on the current ranks of our personnel by decreasing the incident responses for each of our crews. Added personnel will also support the gathering and evaluation of data. This information can help guide the direction of the department. Medford Fire-Rescue continually strives to meet the impact of community growth through creative new solutions and efficiencies.

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FIRE UTILITY FUND 300

Future Biennia Forecast								
Fund: Fire (300)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,748,578	1,944,500	3,693,078	3,407,400	3,299,265	-3.2%	3,393,663	2.9%
Beginning Fund Balance	2,890,236	(795,040)	2,890,236	22,400	347,680	1452.1%	346,895	-0.2%
Total Resources	4,638,814	1,149,460	6,583,314	3,429,800	3,646,945	6.3%	3,740,558	2.6%
Requirements								
Personnel Services	530,260	581,575	1,111,835	1,346,420	1,587,290	17.9%	1,728,630	8.9%
Material & Services	20,385	(24)	20,361	175,600	148,360	-15.5%	152,070	2.5%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	4,371,372	19,829	4,391,201	-	-	N/A	-	N/A
Transfers	511,837	525,670	1,037,507	1,560,100	1,564,400	0.3%	1,568,800	0.3%
Sub-Total	5,433,854	1,127,051	6,560,905	3,082,120	3,300,050	7.1%	3,449,500	4.5%
Contingency	-	-	-	190,300	192,680	1.3%	195,090	1.3%
Unappropriated Ending Fund Balance	(795,040)	22,409	22,409	157,380	154,215	-2.0%	95,968	-38%
Total Requirements	4,638,814	1,149,460	6,583,314	3,429,800	3,646,945	6.3%	3,740,558	2.6%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to remain within the 1.25% rate.

Expenditures

Future biennia assumes an increase of 4 firefighters needed to support emergency response within the Fire Department's response area. This increases both Personnel Services and Materials and Services.

BUILDING AND SAFETY FUND 400

ANALYSIS OF FUTURE TRENDS

The construction industry has been going strong for the past several years. There has been an upturn in development for the period of 2013 through 2017. We are seeing a nominal decline from the previous biennium but still believe that the coming year will be strong. As the construction industry is so tied to the economy, it is impossible to speculate if building will continue at such a pace beyond next year.

State Building codes are due to be updated in the 2019-2021 biennium. Some of the anticipated changes include increased requirements in the Energy Code. Staff will need to obtain training in this area and be ready to educate the public.

Tiny homes are quickly gaining popularity as both an option for downsizing and simple living as well as being designated as an option for affordable housing. These structures will be built both on-site as well as in factories. Two other jurisdictions currently allow tiny homes. Medford will likely model our code for these structures after those jurisdictions' codes.

Building Safety staff would like to partner with MURA to develop an inventory of downtown structures. Staff would then meet with business owners to discuss potential building enhancements and collectively develop strategies to revitalize our downtown.

Buildings are getting more complex as yesterday's typical home increases in size and amenities and new industries burst on to the commercial platform. As such, requirements change resulting in more time needed for consultation and to complete reviews and inspections.

As the complexity of this industry increases, it is imperative for staff to continue with additional education and certification. Thus far this has served the department well by increasing efficiencies and in developing, promoting, and retaining talented and trained staff.

As technology evolves, the Building Safety Department will continue to seek ways to improve productivity and streamline processes. Thus far many improvements have been realized through technology such as the web, use of portable devices in the field, and utilizing remote-in capabilities.

Drones are becoming a mainstream tool for many industries. Discussion has begun around obtaining drone certification and purchasing a drone in the future. This tool can be used for roof top inspections, reducing a potential safety hazard and decreasing the time it takes to perform certain inspections. Ideally, this could be a pooled resource for all City staff.

Building Safety staff are also considering institution of a remote inspection program that uses Skype to connect inspectors with clients. This would be an ideal tool for simple re-inspections and minor projects. This will virtually automate the entire process. The inspection is called in via the voice or web applications that are currently in place. Results can be accessed via the web application. This will reduce costs of travel and fleet upkeep for those inspections that can be completed remotely. This program would require minimum up-front investment.

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BUILDING AND SAFETY FUND 400

Future Biennia Forecast								
Fund: Building & Safety (400)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	2,090,283	2,174,434	4,264,717	4,941,200	4,265,990	-13.7%	3,965,040	-7.1%
Beginning Fund Balance	4,307,557	4,570,578	4,307,557	4,907,400	4,700,020	-4.2%	4,490,380	-4.5%
Total Resources	6,397,840	6,745,012	8,572,274	9,848,600	8,966,010	-9.0%	8,455,420	-5.7%
Requirements								
Personnel Services	1,340,780	1,361,382	2,702,162	3,127,780	3,452,700	10.4%	3,731,090	8.1%
Material & Services	141,992	140,203	282,195	361,800	346,630	-4.2%	355,310	2.5%
Capital Outlay	22,876	-	22,876	30,000	32,000	6.7%	68,000	112.5%
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	321,614	336,022	657,636	1,629,000	644,300	-60.4%	660,500	2.5%
Sub-Total	1,827,262	1,837,606	3,664,868	5,148,580	4,475,630	-13.1%	4,814,900	7.6%
Contingency	-	-	-	500,000	506,250	1.3%	512,580	1.3%
Unappropriated Ending Fund Balance	4,570,578	4,907,406	4,907,405	4,200,020	3,984,130	-5.1%	3,127,940	-21%
Total Requirements	6,397,840	6,745,012	8,572,274	9,848,600	8,966,010	-9.0%	8,455,420	-5.7%
Economic Growth Rate	1.25%							

Future Biennia

PUBLIC WORKS FUNDS 500, 501, 502, 503, 520, 521, 522, 523, 530, 540

ANALYSIS OF FUTURE TRENDS

Operations

Looking forward over the next six years the Operations Division will face both internal and external pressures that may impact the division.

Americans with Disabilities Act (ADA)

Implementation of the Department of Justice (DOJ)/Federal Highway Administration (FHWA) joint interpretation of the ADA which requires the installation and/or upgrading of ADA ramps any time a street is “altered”. It has been interpreted that an asphalt overlay as an “alteration” that triggers the ADA ramp requirement. Installation of ADA ramps as necessitated by asphalt overlays currently uses the same funding source as pavement maintenance. The anticipated trend over the six year window is that less asphalt overlays will be performed and more alternative treatments that do not trigger the ADA upgrade requirement, such as a chip seal, will be performed. It is also anticipated that without additional funding the condition of the pavement network will decline slowly.

Upon completion of the City’s self-assessment and transition plan development required under ADA it is anticipated that significant funding will be required to comply with the requirements of the transition plan.

Inter-agency cooperation

In recent years the Operations Division has worked in cooperation with Jackson County to perform pavement maintenance related services for each other. In the summer of 2018 Operations Division crews performed an asphalt overlay for the County and the County provided chip seal treatments on some City streets. The anticipated trend is that this cooperative will grow over the next six years.

Sanitary Sewer Infrastructure

The City’s sanitary sewer collection system is old. There are many sewer mains that are in excess of 100 years old. The Operations Division has been addressing this utilizing methods that are an alternative to traditional “dig and replace”, such as cured in place pipe and pipe bursting. Use of this type of technology will continue, however, there are pipe segments in the system for which this technology is not practical and “dig and replace’ will be necessary.

Growth

The City of Medford continues to grow. The recent expansion of the urban growth boundary establishes the framework for even more growth. With growth comes more City to maintain which will necessitate continuing to be as efficient as possible, but will eventually mean adding staff, equipment, and a second corporation yard.

Succession planning

The next six years will see retirements of key leaders in the Public Works Department including the Public Works Director and the Deputy Public Works Director/Operations. In addition, in the Operations Division other key long-term personnel will retire. Capturing the institutional knowledge of these individuals is critical.

Future Biennia

Water Reclamation

Over the next six years increased regulatory requirements, aging infrastructure, and urban growth will create challenges for the Water Reclamation Division. Oregon Department of Environmental Quality is currently working on a new discharge permit for the Regional Water Reclamation Facility with a draft expected in 2020. The new permit is likely to include stricter nutrient discharge limits which will necessitate extensive modifications of existing facilities and construction of new facilities. Additionally, RWRf facilities continue to age and will require replacement and rehabilitation. Finally, urban growth in the Rogue Valley will continue to increase flows that the RWRf must treat which may require capacity expansion. Growth is currently being offset by ongoing improvements to the sanitary sewer collection system that have reduced storm water and groundwater intrusion into the collection system, but long term growth is expected to outpace these reductions.

Engineering

The City of Medford continues to realize a steady population growth in addition to an increase of visitors that come to the City primarily to work or play. The recent expansion of the urban growth boundary establishes the framework for additional more growth. This growth has increased infrastructure requirements relating to transportation, street, sewer and storm drain expansion, as well as the need to ensure commercial and residential neighborhoods are designed to support the overall growth. Although growth continues, the slowing rate of growth has decreased system development charges over the last four years and it is anticipated this trend will continue into at least the next biennium.

In order to meet the growing needs within the City, the expectation over the next several years is that streets, sewers and storm drains will require increased maintenance and repair as well as infrastructure expansion. The plan is to continue working with the updated Transportation System Plan and Sanitary Sewer Master Plan that identify areas within the City that need additional capacity. A new Storm Drain Master Plan will be completed within the biennium that will identify existing and future needs as well.

An area of concern is developing the infrastructure at the same pace that growth is occurring. Sanitary sewer will be the area of greatest concern as aging infrastructure and capacity needs have outpaced revenues. Challenges include being nimble enough to adjust projects to meet future growth demands as development shifts throughout the city. In general facilities will be replaced, upgraded or newly constructed based on the master plans when development needs are not directing projects outside of that order.

The City continues to provide a multi-modal transportation system including safe transport routes for bicycles, carpooling, and pedestrian traffic in accordance with the Transportation System Plan.

Upon completion of the City's self-assessment and transition plan development required under ADA it is anticipated that significant funding will be required to comply with the requirements of the transition plan. It is anticipated that the current process of installing and/or upgrading existing ramps may not be satisfactory and additional direct funding to meet the requirements of the transition plan may be necessary.

The regulatory environment in which Public Works is becoming more stringent and complex. Additional federal and state regulations not only increase the operational costs for the Department, but also impose on the City obligations to enforce regulations on the private sector. These increased requirements reduce resources available to provide established levels-of-service for Medford's residents.

Future Biennia

PUBLIC WORKS Street Utility Fund 500

Future Biennia Forecast								
Fund: Street Utility (500)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	7,943,219	8,805,558	16,748,777	16,610,300	17,113,780	3.0%	17,914,440	4.7%
Beginning Fund Balance	6,913,230	7,395,695	6,913,230	6,665,400	4,584,450	-31.2%	1,681,620	-63.3%
Total Resources	14,856,449	16,201,253	23,662,007	23,275,700	21,698,230	-6.8%	19,596,060	-9.7%
Requirements								
Personnel Services	2,722,693	2,916,497	5,639,190	6,067,650	6,628,070	9.2%	7,130,720	7.6%
Material & Services	1,654,548	2,547,891	4,202,439	4,388,100	4,585,910	4.5%	4,701,130	2.5%
Capital Outlay	240,479	178,769	419,248	348,000	305,330	-12.3%	407,030	33.3%
Capital Improvement Projects	2,093,842	3,110,081	5,203,922	5,602,800	6,184,000	10.4%	3,670,000	-40.7%
Transfers	749,192	782,661	1,531,853	2,284,700	2,313,300	1.3%	2,343,700	1.3%
Sub-Total	7,460,754	9,535,898	16,996,652	18,691,250	20,016,610	7.1%	18,252,580	-8.8%
Contingency	-	-	-	1,306,900	1,323,240	1.3%	1,339,780	1.2%
Unappropriated Ending Fund Balance	7,395,695	6,665,355	6,665,354	3,277,550	358,380	-89.1%	3,700	-99%
Total Requirements	14,856,449	16,201,253	23,662,007	23,275,700	21,698,230	-6.8%	19,596,060	-9.7%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Increases to the Street Utility Fee were assumed in the following fiscal years:

2022 – 2.5%; 2023 – 2.4%; 2024 – 2.4%

Expenditures

Expenditures are expected to remain within the growth rate, with the exception of Capital Improvement Projects (CIPs). Pavement Maintenance is expected to grow at \$150,000 per year (approximately 6.67% per biennium). Total CIPs for the 23-25 biennium will decrease due to the completion of specific projects.

Future Biennia

PUBLIC WORKS Storm Drain Utility Fund 501

Future Biennia Forecast								
Fund: Storm Drain Utility (501)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	6,707,631	6,913,547	13,621,178	13,944,800	14,287,380	2.5%	14,642,080	2.5%
Beginning Fund Balance	13,062,860	14,683,860	13,062,860	15,932,700	13,413,310	-15.8%	12,906,750	-3.8%
Total Resources	19,770,491	21,597,407	26,684,038	29,877,500	27,700,690	-7.3%	27,548,830	-0.5%
Requirements								
Personnel Services	2,148,092	2,419,429	4,567,521	5,111,390	5,554,510	8.7%	5,972,980	7.5%
Material & Services	1,018,406	936,603	1,955,009	2,596,000	2,643,730	1.8%	2,710,190	2.5%
Capital Outlay	36,535	43,317	79,852	450,000	465,000	3.3%	982,250	111.2%
Capital Improvement Projects	1,551,317	1,918,029	3,469,346	6,398,700	4,200,000	-34.4%	4,200,000	0.0%
Transfers	332,280	347,323	679,603	1,908,100	1,930,700	1.2%	1,954,700	1.2%
Sub-Total	5,086,631	5,664,701	10,751,332	16,464,190	14,793,940	-10.1%	15,820,120	6.9%
Contingency	-	-	-	13,413,310	12,906,750	-3.8%	11,728,710	-9.1%
Unappropriated Ending Fund Balance	14,683,861	15,932,706	15,932,707	-	-	N/A	-	N/A
Total Requirements	19,770,491	21,597,407	26,684,038	29,877,500	27,700,690	-7.3%	27,548,830	-0.5%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to remain within the growth rate.

Expenditures

Expenditures are expected remain within the growth rate, with the exception of Capital Outlay and CIPs. In the 23-25 Biennium, it is anticipated that three large pieces of equipment will need replacement, over and above current levels (Intermediate size sweeper, CCTV Inspection Van and Tractor Mower). CIPs are anticipated to decrease slightly over the 19-21 budget proposal due to the completion of the Oregon Hills Detention Facility. Future projects will be identified and constructed as outlined in the Storm Drain Master Plan.

Future Biennia

PUBLIC WORKS Sewer Collection Utility Fund 502

Future Biennia Forecast								
Fund: Sewer Collection Utility (502)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	4,748,128	5,420,055	10,168,183	12,684,100	15,019,400	18.4%	16,612,490	10.6%
Beginning Fund Balance	3,912,746	4,093,308	3,912,746	4,849,900	3,607,670	-25.6%	5,507,320	52.7%
Total Resources	8,660,874	9,513,363	14,080,929	17,534,000	18,627,070	6.2%	22,119,810	18.8%
Requirements								
Personnel Services	1,890,080	1,970,293	3,860,373	4,504,840	4,909,510	9.0%	5,277,950	7.5%
Material & Services	1,124,768	1,224,871	2,349,640	2,514,500	2,491,040	-0.9%	2,553,670	2.5%
Capital Outlay	255,193	12,365	267,557	105,000	155,000	47.6%	155,000	0.0%
Capital Improvement Projects	962,491	1,105,805	2,068,297	4,953,090	3,695,000	-25.4%	4,274,000	15.7%
Transfers	335,033	350,160	685,193	1,848,900	1,869,200	1.1%	1,890,700	1.2%
Sub-Total	4,567,565	4,663,494	9,231,059	13,926,330	13,119,750	-5.8%	14,151,320	7.9%
Contingency	-	-	-	877,400	888,370	1.3%	899,470	1.2%
Unappropriated Ending Fund Balance	4,093,308	4,849,869	4,849,869	2,730,270	4,618,950	69.2%	7,069,020	53%
Total Requirements	8,660,874	9,513,363	14,080,929	17,534,000	18,627,070	6.2%	22,119,810	18.8%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Increases to the Sewer Collection Utility Fee were assumed in the following fiscal years:

2021 – 10%; 2022 – 6%; 2023 – 5%

Expenditures

Expenditures are expected remain within the growth rate, with the exception of Capital Outlay. Capital Outlay is growing at about \$2,000 per year over the proposed 19-21 budget, in part due to the replacement of the Vacuum excavation truck (\$425,000) and other large miscellaneous equipment purchases. CIPs are anticipated to remain fairly flat with the proposed 19-21 budget levels.

Future Biennia

PUBLIC WORKS Sewage Treatment Utility Fund 503

Future Biennia Forecast								
Fund: Sewage Treatment (503)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	5,920,145	6,089,678	12,009,823	13,010,400	14,497,790	11.4%	16,735,780	15.4%
Beginning Fund Balance	1,979,049	3,049,470	1,979,049	3,153,600	2,674,830	-15.2%	3,090,820	15.6%
Total Resources	7,899,194	9,139,148	13,988,872	16,164,000	17,172,620	6.2%	19,826,600	15.5%
Requirements								
Personnel Services	2,852,040	2,860,411	5,712,451	6,126,870	6,691,030	9.2%	7,245,120	8.3%
Material & Services	1,319,458	1,592,853	2,912,311	3,681,500	3,514,170	-4.5%	3,602,450	2.5%
Capital Outlay	21,912	47,054	68,966	121,000	135,000	11.6%	260,000	92.6%
Capital Improvement Projects	324,688	1,138,112	1,462,800	2,768,000	2,918,000	5.4%	4,418,000	51.4%
Transfers	331,627	347,077	678,704	791,800	823,600	4.0%	857,400	4.1%
Sub-Total	4,849,724	5,985,508	10,835,232	13,489,170	14,081,800	4.4%	16,382,970	16.3%
Contingency	-	-	-	1,927,300	1,951,390	1.2%	1,975,780	1.2%
Unappropriated Ending Fund Balance	3,049,470	3,153,640	3,153,640	747,530	1,139,430	52.4%	1,467,850	29%
Total Requirements	7,899,194	9,139,148	13,988,872	16,164,000	17,172,620	6.2%	19,826,600	15.5%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Increases to the Sewage Treatment Utility Fee were assumed at 7.5% per year.

Expenditures

Future biennia forecasts assume adoption of Budget Issue #2 which increases Personnel Services by two additional Source Control Inspector positions in the proposed 19-21 budget. Additionally, two more Source Control positions are anticipated; one in Fiscal Year 2021 and one in Fiscal Year 2022.

Future Biennia

PUBLIC WORKS Street SDC Fund 520

Future Biennia Forecast								
Fund: Street SDC (520)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,830,915	2,462,348	4,293,263	3,895,300	3,905,320	0.3%	3,916,110	0.3%
Beginning Fund Balance	12,612,786	12,828,728	12,612,786	11,971,000	534,330	-95.5%	240,800	-54.9%
Total Resources	14,443,701	15,291,076	16,906,049	15,866,300	4,439,650	-72.0%	4,156,910	-6.4%
Requirements								
Personnel Services	510,470	743,263	1,253,733	616,370	671,070	8.9%	724,840	8.0%
Material & Services	4,843	4,728	9,571	9,400	9,580	1.9%	9,820	2.5%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	1,063,335	2,533,824	3,597,159	13,499,000	2,305,000	-82.9%	1,980,000	-14.1%
Transfers	36,324	38,231	74,555	1,207,200	1,213,200	0.5%	1,219,500	0.5%
Sub-Total	1,614,972	3,320,046	4,935,018	15,331,970	4,198,850	-72.6%	3,934,160	-6.3%
Contingency	-	-	-	200,000	202,500	1.3%	205,030	1.2%
Unappropriated Ending Fund Balance	12,828,729	11,971,030	11,971,030	334,330	38,300	-88.5%	17,720	-54%
Total Requirements	14,443,701	15,291,076	16,906,049	15,866,300	4,439,650	-72.0%	4,156,910	-6.4%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to remain within the growth rate.

Expenditures

The total cost of anticipated projects for the future biennia are expected to be less than what is proposed for the 19-21 biennium. Anticipated projects include completion of the Columbus Extension-W McAndrews to Hwy 238; Spring Street-Crater Lake Ave to Sunrise Ave; S Stage Rd-S. Pacific Hwy to N Phoenix Rd; S. Stage Rd – City Limits to Orchard Home Dr; and Table Rock Rd – Merriman Rd to Interstate 5.

Future Biennia

PUBLIC WORKS Sewer Collection SDC Fund 521

Future Biennia Forecast								
Fund: Sewer Collection SDC (521)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	233,796	221,511	455,307	398,200	399,120	0.2%	400,110	0.2%
Beginning Fund Balance	1,039,955	1,272,070	1,039,955	1,392,400	704,000	-49.4%	667,320	-5.2%
Total Resources	1,273,751	1,493,581	1,495,262	1,790,600	1,103,120	-38.4%	1,067,430	-3.2%
Requirements								
Personnel Services	767	151	918	-	-	N/A	-	N/A
Material & Services	500	500	1,000	400	400	0.0%	400	0.0%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	100,000	100,000	1,085,800	435,000	-59.9%	821,000	88.7%
Transfers	414	512	926	400	400	0.0%	400	0.0%
Sub-Total	1,681	101,163	102,844	1,086,600	435,800	-59.9%	821,800	88.6%
Contingency	-	-	-	200,000	202,500	1.3%	205,030	1.2%
Unappropriated Ending Fund Balance	1,272,070	1,392,418	1,392,418	504,000	464,820	-7.8%	40,600	-91%
Total Requirements	1,273,751	1,493,581	1,495,262	1,790,600	1,103,120	-38.4%	1,067,430	-3.2%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to increase 30% each of the next two biennia (21-23 and 23-25) over the proposed 19-21 budget.

Expenditures

The total cost of anticipated projects for the future biennia are expected to be less than what is proposed for the 19-21 biennium. Anticipated projects include E Jackson St between N Holly St and N Central Ave; Velia St, Corona Ave Grand Ave and Crater Lake Ave; and Hilton Rd between Biddle Rd and Crater Lake Hwy.

Future Biennia

PUBLIC WORKS Storm Drain SDC Fund 522

Future Biennia Forecast								
Fund: Sewer Collection SDC (522)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	195,256	416,298	611,554	572,000	573,910	0.3%	575,960	0.4%
Beginning Fund Balance	2,366,172	2,051,811	2,366,172	2,198,700	2,459,450	11.9%	2,720,330	10.6%
Total Resources	2,561,428	2,468,109	2,977,726	2,770,700	3,033,360	9.5%	3,296,290	8.7%
Requirements								
Personnel Services	194,638	130,325	324,963	244,350	263,970	8.0%	284,260	7.7%
Material & Services	1,581	1,560	3,141	2,800	2,860	2.1%	2,940	2.8%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	301,216	124,708	425,924	20,000	-	-100.0%	650,000	N/A
Transfers	12,182	12,769	24,951	44,100	46,200	4.8%	48,700	5.4%
Sub-Total	509,617	269,363	778,979	311,250	313,030	0.6%	985,900	215.0%
Contingency	-	-	-	200,000	202,500	1.3%	205,030	1.2%
Unappropriated Ending Fund Balance	2,051,811	2,198,747	2,198,747	2,259,450	2,517,830	11.4%	2,105,360	-16%
Total Requirements	2,561,428	2,468,109	2,977,726	2,770,700	3,033,360	9.5%	3,296,290	8.7%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to increase 30% each of the next two biennia (21-23 and 23-25) over the proposed 19-21 budget.

Expenditures

The total cost of anticipated projects for the future biennia are expected to increase over what is proposed for the 19-21 biennium. Only one anticipated project has been identified, which is Spring St., Crater Lake Ave to Sunrise Ave. Additional projects will be identified once the Storm Drain Master Plan is completed and approved.

Future Biennia

PUBLIC WORKS Sewage Treatment SDC Fund 523

Future Biennia Forecast								
Fund: Sewer Collection SDC (523)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,244,573	1,297,243	2,541,816	2,346,300	2,399,720	2.3%	2,470,920	3.0%
Beginning Fund Balance	7,346,991	7,975,043	7,346,991	6,746,600	9,092,900	34.8%	9,292,620	2.2%
Total Resources	8,591,564	9,272,286	9,888,807	9,092,900	11,492,620	26.4%	11,763,540	2.4%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	601,932	2,510,389	3,112,321	-	2,200,000	N/A	11,250,000	411.4%
Transfers	14,589	15,277	29,866	-	-	N/A	-	N/A
Sub-Total	616,521	2,525,666	3,142,187	-	2,200,000	N/A	11,250,000	411.4%
Contingency	-	-	-	500,000	506,250	1.3%	512,580	1.3%
Unappropriated Ending Fund Balance	7,975,043	6,746,620	6,746,620	8,592,900	8,786,370	2.3%	960	-100%
Total Requirements	8,591,564	9,272,286	9,888,807	9,092,900	11,492,620	26.4%	11,763,540	2.4%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Section 3.839 of Medford's Municipal Code authorizes an annual adjustment to the Sewage Treatment SDC based on the Engineering News Record's Construction Cost Index (ENR-CCI). This increase is averaging about 3% per year.

Expenditures

The total cost of anticipated projects for the future biennia are expected to increase over what is proposed for the 19-21 biennium. Anticipated projects include construction of a new aeration basin and new secondary clarifier.

Future Biennia

PUBLIC WORKS Gas Tax Fund 530

Future Biennia Forecast								
Fund: Gas Tax (530)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	5,643,030	5,760,706	11,403,736	11,157,000	11,171,150	0.1%	11,186,320	0.1%
Beginning Fund Balance	16,007,511	17,618,342	16,007,511	19,661,500	13,199,580	-32.9%	5,069,070	-61.6%
Total Resources	21,650,541	23,379,048	27,411,247	30,818,500	24,370,730	-20.9%	16,255,390	-33.3%
Requirements								
Personnel Services	1,472,074	1,373,912	2,845,986	3,915,720	4,249,400	8.5%	4,585,110	7.9%
Material & Services	902,044	764,406	1,666,450	2,080,200	2,113,060	1.6%	2,166,160	2.5%
Capital Outlay	31,513	22,143	53,656	795,000	1,020,000	28.3%	1,021,250	0.1%
Capital Improvement Projects	1,415,836	1,336,586	2,752,422	8,668,600	9,743,000	12.4%	5,159,000	-47.0%
Transfers	210,733	220,519	431,251	2,159,400	2,176,200	0.8%	2,194,200	0.8%
Sub-Total	4,032,200	3,717,566	7,749,766	17,618,920	19,301,660	9.6%	15,125,720	-21.6%
Contingency	-	-	-	1,000,000	1,012,500	1.3%	1,025,160	1.3%
Unappropriated Ending Fund Balance	17,618,341	19,661,482	19,661,481	12,199,580	4,056,570	-66.7%	104,510	-97%
Total Requirements	21,650,541	23,379,048	27,411,247	30,818,500	24,370,730	-20.9%	16,255,390	-33.3%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to remain within the growth rate.

Expenditures

On average, expenditures are expected to decrease over the next four biennia. There are no anticipated changes to Personnel Services or Materials and Services outside the growth rate. Capital Outlay purchases are expected to decrease over the proposed budget levels, and Capital Improvement Projects will fluctuate with an increase in the 21-23 biennium and projected decrease in the 23-25 biennium.

Future Biennia

PUBLIC WORKS Fleet Maintenance Fund 540

Future Biennia Forecast								
Fund: Fleet Maintenance (540)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,645,055	1,500,873	3,145,928	3,320,400	3,383,140	1.9%	3,468,240	2.5%
Beginning Fund Balance	914,003	770,228	914,003	761,200	393,050	-48.4%	262,640	-33.2%
Total Resources	2,559,058	2,271,101	4,059,931	4,081,600	3,776,190	-7.5%	3,730,880	-1.2%
Requirements								
Personnel Services	771,640	700,472	1,472,112	1,751,150	1,891,050	8.0%	2,033,750	7.5%
Material & Services	907,952	732,552	1,640,504	1,267,100	1,292,200	2.0%	1,324,780	2.5%
Capital Outlay	35,855	-	35,855	-	42,000	N/A	35,000	-16.7%
Capital Improvement Projects	-	-	-	390,000	-	-100.0%	-	N/A
Transfers	73,383	76,909	150,291	280,300	288,300	2.9%	297,000	3.0%
Sub-Total	1,788,830	1,509,932	3,298,762	3,688,550	3,513,550	-4.7%	3,690,530	5.0%
Contingency	-	-	-	393,050	397,960	1.2%	402,930	1.2%
Unappropriated Ending Fund Balance	770,228	761,169	761,169	-	(135,320)	N/A	(362,580)	168%
Total Requirements	2,559,058	2,271,101	4,059,931	4,081,600	3,776,190	-7.5%	3,730,880	-1.2%
Economic Growth Rate	1.25%							

DISCUSSION

Revenue

Revenue is expected to remain within the growth rate.

Expenditures

On average, expenditures are expected to decrease over the next four biennia. There are no anticipated changes to Personnel Services or Materials and Services outside the growth rate. Capital Outlay purchases are expected to increase over the proposed budget levels, and Capital Improvement Projects will decrease.

Future Biennia

PARKS, RECREATION AND FACILITIES FUNDS 600, 620, 621, 630, 631, 632, 633, 634, 650, 670, 671

Analysis of Future Trends

The department has a bright future because of its responsiveness to community needs through public engagement. The following are emerging issues and opportunities facing the department:

- Recreation programs and services are at or near maximum capacity based on available facility inventory and staffing resources. Consequently, program revenues are projected to be flat going forward unless new recreation facilities are developed. Opportunities for growth in the depth and breadth of recreation services are the potential construction of an indoor recreation center and development of the Wes Howard Sports Park.
- If funding mechanisms for new recreation facilities are approved, additional full-time staffing will be needed for efficient operation, programming and maintenance of the new facilities.
- The Jackson Park neighborhood is an excellent candidate for an urban renewal district in conjunction with potential refurbishment of the existing aquatics facility.
- The Medford Senior Center currently requires a City subsidy to keep its doors open, but the level of support could be reduced or eliminated through successful strategic planning and capital campaigns by its newly revamped Board of Directors. A new or renovated facility will also help the Center's viability as it attempts to transition into a new era.
- As new parks come online to meet the needs of a growing community, park maintenance resources will also need to be increased. The Park Utility Fee is a key revenue source that can be adjusted to keep up with maintenance needs based on citizen and policymaker expectations.
- One of three USCCP debt service bonds will be paid off in 2022, freeing up approximately \$434,000 per year. The second (and largest) bond matures in 2025 (\$1.4 million per year) and the third in 2034 (\$476,000 per year). The ability to re-bond provides opportunities for new facility development, to replace artificial turf at U.S. Cellular Community Park on a large scale when needed, and to potentially reduce the department's reliance on the General Fund.
- A rapidly increasing amount of park-maintenance time is devoted to cleaning up illegal camp sites and repairing vandalism, particularly along the Bear Creek Greenway and adjacent parks. The impact is three-fold: 1. The impact of illegal camping reduces time for routine maintenance of all City parks; 2. The high volume of trash collected on a weekly basis is a significant environmental threat; and 3. The often-dangerous clean-up tasks pose health risks to staff that severely impact the department's ability to recruit and retain qualified staff.
- The cost of developing parkland, paths and trails is increasing, regardless of the regional or national economic condition, and this trend is likely to continue. During the 2017-19 biennium, the cost to develop an acre of parkland increased 30 percent, and the department had difficulty attracting bidders for park projects.



Future Biennia

PARKS, RECREATION AND FACILITIES Parks Utility Fund, 600

Future Biennia Forecast								
Fund: Park Utility (600)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,367,821	1,315,752	2,683,573	2,839,500	2,910,380	2.5%	2,983,610	2.5%
Beginning Fund Balance	402,220	1,072,639	402,220	1,772,900	1,903,300	7.4%	3,357,010	76.4%
Total Resources	1,770,040	2,388,391	3,085,792	4,612,400	4,813,680	4.4%	6,340,620	31.7%
Requirements								
Personnel Services	49,770	39,395	89,165	198,500	212,410	7.0%	224,700	5.8%
Material & Services	140,883	72,815	213,697	232,400	236,760	1.9%	242,670	2.5%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	506,749	503,280	1,010,029	2,278,200	1,007,500	-55.8%	1,056,300	4.8%
Sub-Total	697,402	615,490	1,312,891	2,709,100	1,456,670	-46.2%	1,523,670	4.6%
Contingency	-	-	-	500,000	506,250	1.3%	512,580	1.3%
Unappropriated Ending Fund Balance	1,072,639	1,772,901	1,772,901	1,403,300	2,850,760	103.1%	4,304,370	51%
Total Requirements	1,770,040	2,388,391	3,085,792	4,612,400	4,813,680	4.4%	6,340,620	31.7%
Economic Growth Rate	1.25%							

PARKS, RECREATION AND FACILITIES Parks SDC Fund, 620

Future Biennia Forecast								
Fund: Park SDC (620)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	880,095	943,670	1,823,765	1,458,000	1,486,260	1.9%	1,523,640	2.5%
Beginning Fund Balance	5,047,463	3,575,955	5,047,463	2,183,900	308,510	-85.9%	338,020	9.6%
Total Resources	5,927,558	4,519,625	6,871,228	3,641,900	1,794,770	-50.7%	1,861,660	3.7%
Requirements								
Personnel Services	36,538	54,503	91,040	41,790	45,150	8.0%	48,880	8.3%
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	873,559	1,834,901	2,708,460	2,418,900	1,404,200	-41.9%	1,039,350	-26.0%
Transfers	1,441,505	446,364	1,887,869	872,700	7,400	-99.2%	434,900	5777.0%
Sub-Total	2,351,602	2,335,768	4,687,369	3,333,390	1,456,750	-56.3%	1,523,130	4.6%
Contingency	-	-	-	308,510	312,370	1.3%	316,270	1.2%
Unappropriated Ending Fund Balance	3,575,956	2,183,857	2,183,859	-	25,650	N/A	22,260	-13%
Total Requirements	5,927,558	4,519,625	6,871,228	3,641,900	1,794,770	-50.7%	1,861,660	3.7%
Economic Growth Rate	1.25%							

Future Biennia

PARKS, RECREATION AND FACILITIES Parks Southeast SDC Fund, 621

Future Biennia Forecast								
Fund: Park Southeast SDC (621)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	238,951	299,864	538,815	305,900	311,780	1.9%	319,630	2.5%
Beginning Fund Balance	362,851	273,541	362,851	346,300	22,000	-93.6%	30,030	36.5%
Total Resources	601,803	573,405	901,667	652,200	333,780	-48.8%	349,660	4.8%
Requirements								
Personnel Services	354	2,834	3,188	-	-	N/A	-	N/A
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	327,908	224,303	552,210	630,200	303,750	-51.8%	307,550	1.3%
Transfers	-	-	-	-	-	N/A	-	N/A
Sub-Total	328,262	227,137	555,399	630,200	303,750	-51.8%	307,550	1.3%
Contingency	-	-	-	22,000	22,280	1.3%	22,560	1.3%
Unappropriated Ending Fund Balance	273,541	346,268	346,268	-	7,750	N/A	19,550	152%
Total Requirements	601,803	573,405	901,667	652,200	333,780	-48.8%	349,660	4.8%
Economic Growth Rate	1.25%							

PARKS, RECREATION AND FACILITIES Parks Improvement Fund, 630

Future Biennia Forecast								
Fund: Park Improvement Fund (630)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	2,676,111	2,799,694	5,475,805	5,509,200	5,298,930	-3.8%	5,420,380	2.3%
Beginning Fund Balance	2,791,680	2,184,260	2,791,680	2,539,800	813,690	-68.0%	865,540	6.4%
Total Resources	5,467,791	4,983,954	8,267,485	8,049,000	6,112,620	-24.1%	6,285,920	2.8%
Requirements								
Personnel Services	248,836	219,997	468,833	682,610	738,680	8.2%	786,930	6.5%
Material & Services	80,505	7,074	87,579	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	921,692	908,326	1,830,017	3,135,900	1,080,800	-65.5%	1,497,650	38.6%
Transfers	2,032,498	1,308,730	3,341,228	3,416,800	3,427,600	0.3%	3,253,300	-5.1%
Sub-Total	3,283,530	2,444,126	5,727,657	7,235,310	5,247,080	-27.5%	5,537,880	5.5%
Contingency	-	-	-	465,000	470,810	1.2%	476,700	1.3%
Unappropriated Ending Fund Balance	2,184,261	2,539,828	2,539,828	348,690	394,730	13.2%	271,340	-31%
Total Requirements	5,467,791	4,983,954	8,267,485	8,049,000	6,112,620	-24.1%	6,285,920	2.8%
Economic Growth Rate	1.25%							

Future Biennia

PARKS, RECREATION AND FACILITIES Cemetery Fund, 633

Future Biennia Forecast								
Fund: Cemetery (633)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	14,213	2,444	16,657	6,800	6,920	1.8%	7,080	2.3%
Beginning Fund Balance	32,768	40,275	32,768	38,200	33,300	-12.8%	36,530	9.7%
Total Resources	46,981	42,719	49,425	45,000	40,220	-10.6%	43,610	8.4%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	6,706	4,504	11,210	11,700	3,690	-68.5%	3,810	3.3%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	-	-	-	-	-	N/A	-	N/A
Sub-Total	6,706	4,504	11,210	11,700	3,690	-68.5%	3,810	3.3%
Contingency	-	-	-	33,300	33,720	1.3%	34,140	1.2%
Unappropriated Ending Fund Balance	40,275	38,215	38,215	-	2,810	N/A	5,660	101%
Total Requirements	46,981	42,719	49,425	45,000	40,220	-10.6%	43,610	8.4%
Economic Growth Rate	1.25%							

PARKS, RECREATION AND FACILITIES Veterans' Park Fund, 634

Future Biennia Forecast								
Fund: Veterans Park (634)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	99	130	229	200	200	0.0%	200	0.0%
Beginning Fund Balance	7,764	7,863	7,764	8,000	8,200	2.5%	8,400	2.4%
Total Resources	7,863	7,993	7,993	8,200	8,400	2.4%	8,600	2.4%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	-	-	-	-	-	N/A	-	N/A
Sub-Total	-	-	-	-	-	N/A	-	N/A
Contingency	-	-	-	8,200	8,300	1.2%	8,400	1.2%
Unappropriated Ending Fund Balance	7,863	7,993	7,993	-	100	N/A	200	100%
Total Requirements	7,863	7,993	7,993	8,200	8,400	2.4%	8,600	2.4%
Economic Growth Rate	1.25%							

Future Biennia

PARKS, RECREATION AND FACILITIES Greenway Construction Fund 650

Future Biennia Forecast								
Fund: Greenway Construction Fund (650)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	24	30	54	-	-	N/A	-	N/A
Beginning Fund Balance	1,882	1,906	1,882	1,900	1,900	0.0%	1,900	0.0%
Total Resources	1,906	1,936	1,936	1,900	1,900	0.0%	1,900	0.0%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	-	-	-	-	-	N/A	-	N/A
Sub-Total	-	-	-	-	-	N/A	-	N/A
Contingency	-	-	-	1,900	1,900	0.0%	1,900	0.0%
Unappropriated Ending Fund Balance	1,906	1,936	1,936	-	-	N/A	-	N/A
Total Requirements	1,906	1,936	1,936	1,900	1,900	0.0%	1,900	0.0%
Economic Growth Rate	0.00%							

PARKS, RECREATION AND FACILITIES Community Park Reserve Fund 670

Future Biennia Forecast								
Fund: Community Park Reserve (670)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	23,624	30,304	53,928	53,400	54,400	1.9%	55,760	2.5%
Beginning Fund Balance	122,965	69,105	122,965	99,400	107,900	8.6%	87,030	-19.3%
Total Resources	146,589	99,409	176,893	152,800	162,300	6.2%	142,790	-12.0%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	77,484	-	77,484	-	30,370	N/A	30,760	1.3%
Transfers	-	-	-	44,900	44,900	0.0%	-	-100.0%
Sub-Total	77,484	-	77,484	44,900	75,270	67.6%	30,760	-59.1%
Contingency	-	-	-	107,900	79,250	-26.6%	80,240	1.2%
Unappropriated Ending Fund Balance	69,105	99,409	99,409	-	7,780	N/A	31,790	309%
Total Requirements	146,589	99,409	176,893	152,800	162,300	6.2%	142,790	-12.0%
Economic Growth Rate	1.25%							

Future Biennia

PARKS, RECREATION AND FACILITIES Aquatics Reserve Fund 671

Future Biennia Forecast								
Fund: Aquatics Reserve (671)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	72,469	7,054	79,523	1,027,300	162,010	-84.2%	162,320	0.2%
Beginning Fund Balance	351,060	423,529	351,060	430,600	1,030,700	139.4%	765,510	-25.7%
Total Resources	423,529	430,583	430,583	1,457,900	1,192,710	-18.2%	927,830	-22.2%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	-	-	-	-	-	N/A	-	N/A
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	-	-	-	427,200	427,200	0.0%	-	-100.0%
Sub-Total	-	-	-	427,200	427,200	0.0%	-	-100.0%
Contingency	-	-	-	1,030,700	765,510	-25.7%	927,830	21.2%
Unappropriated Ending Fund Balance	423,529	430,583	430,583	-	-	N/A	-	N/A
Total Requirements	423,529	430,583	430,583	1,457,900	1,192,710	-18.2%	927,830	-22.2%
Economic Growth Rate	1.25%							

Future Biennia

RISK MANAGEMENT Risk Management Fund 700

Future Biennia Forecast								
Fund: Risk Management (700)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,948,136	1,897,669	3,845,805	3,956,400	3,958,950	0.1%	3,961,590	0.1%
Beginning Fund Balance	2,969,129	2,613,808	5,582,937	3,103,700	3,348,050	7.9%	3,428,330	2.4%
Total Resources	4,917,265	4,511,477	9,428,742	7,060,100	7,307,000	3.5%	7,389,920	1.1%
Requirements								
Personnel Services	243,330	245,662	488,992	543,850	605,170	11.3%	664,220	9.8%
Material & Services	1,971,333	953,960	2,925,293	2,915,000	3,017,800	3.5%	3,093,730	2.5%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	88,794	208,204	296,998	253,200	255,700	1.0%	258,500	1.1%
Sub-Total	2,303,457	1,407,827	3,711,283	3,712,050	3,878,670	4.5%	4,016,450	3.6%
Contingency	-	-	-	1,750,000	1,771,880	1.3%	1,794,030	1.3%
Unappropriated Ending Fund Balance	2,613,808	3,103,650	5,717,459	1,598,050	1,656,450	3.7%	1,579,440	-5%
Total Requirements	4,917,265	4,511,477	9,428,742	7,060,100	7,307,000	3.5%	7,389,920	1.1%
Economic Growth Rate	1.25%							

PARKING Parking Facilities Fund 701

Future Biennia Forecast								
Fund: Parking Facilities Fund (701)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	772,257	656,472	1,428,729	1,166,100	1,188,190	1.9%	1,218,080	2.5%
Beginning Fund Balance	860,579	1,083,075	1,943,654	1,160,600	959,540	-17.3%	677,300	-29.4%
Total Resources	1,632,836	1,739,547	3,372,383	2,326,700	2,147,730	-7.7%	1,895,380	-11.7%
Requirements								
Personnel Services	118,394	137,756	256,150	263,660	279,490	6.0%	294,710	5.4%
Material & Services	372,715	416,384	789,100	917,800	935,040	1.9%	958,420	2.5%
Capital Outlay	35,000	-	35,000	-	69,000	N/A	-	-100.0%
Capital Improvement Projects	-	-	-	-	-	N/A	75,000	N/A
Transfers	23,651	24,810	48,461	185,700	186,900	0.6%	188,300	0.7%
Sub-Total	549,761	578,950	1,128,711	1,367,160	1,470,430	7.6%	1,516,430	3.1%
Contingency	-	-	-	500,000	500,000	0.0%	500,000	0.0%
Unappropriated Ending Fund Balance	1,083,075	1,160,597	2,243,672	459,540	177,300	-61.4%	(121,050)	-168%
Total Requirements	1,632,836	1,739,547	3,372,383	2,326,700	2,147,730	-7.7%	1,895,380	-11.7%
Economic Growth Rate	1.25%							

Future Biennia

COMMUNITY PROMOTIONS Community Promotions Fund 730

Future Biennia Forecast								
Fund: Community Promotions (730)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	1,100,561	1,289,830	2,390,391	1,920,000	1,976,540	2.9%	2,026,270	2.5%
Beginning Fund Balance	-	-	-	-	-	N/A	-	N/A
Total Resources	1,100,561	1,289,830	2,390,391	1,920,000	1,976,540	2.9%	2,026,270	2.5%
Requirements								
Personnel Services	-	-	-	-	-	N/A	-	N/A
Material & Services	960,122	1,289,830	2,249,952	1,920,000	1,976,540	2.9%	2,026,270	2.5%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	-	-	-	-	-	N/A	-	N/A
Transfers	-	-	-	-	-	N/A	-	N/A
Sub-Total	960,122	1,289,830	2,249,952	1,920,000	1,976,540	2.9%	2,026,270	2.5%
Contingency	-	-	-	-	-	N/A	-	N/A
Unappropriated Ending Fund Balance	140,439	-	140,439	-	-	N/A	-	N/A
Total Requirements	1,100,561	1,289,830	2,390,391	1,920,000	1,976,540	2.9%	2,026,270	2.5%
Economic Growth Rate	1.25%							

COMMUNITY DEVELOPMENT BLOCK GRANTS Community Development Block Grants Fund 731

Future Biennia Forecast								
Fund: CDBG (731)								
Description	17-18 FY Actual	18-19 FY Forecast	17-19 Biennium Forecast	19-21 Biennium Proposed	21-23 Biennium Projected	% Change	23-25 Biennium Projected	% Change
Resources								
Revenue	964,441	1,259,988	2,224,429	1,793,500	1,707,300	-4.8%	1,744,470	2.2%
Beginning Fund Balance	55,972	44,573	100,545	-	10	N/A	-	-100.0%
Total Resources	1,020,413	1,304,561	2,324,974	1,793,500	1,707,310	-4.8%	1,744,470	2.2%
Requirements								
Personnel Services	114,744	109,411	224,155	258,490	298,640	15.5%	325,880	9.1%
Material & Services	740,752	1,195,151	1,935,903	1,535,000	1,408,670	-8.2%	1,418,590	0.7%
Capital Outlay	-	-	-	-	-	N/A	-	N/A
Capital Improvement Projects	120,344	-	120,344	-	-	N/A	-	N/A
Transfers	-	-	-	-	-	N/A	-	N/A
Sub-Total	975,840	1,304,562	2,280,401	1,793,490	1,707,310	-4.8%	1,744,470	2.2%
Contingency	-	-	-	-	-	N/A	-	N/A
Unappropriated Ending Fund Balance	44,573	(1)	44,573	10	-	-100.0%	-	N/A
Total Requirements	1,020,413	1,304,561	2,324,974	1,793,500	1,707,310	-4.8%	1,744,470	2.2%
Economic Growth Rate	1.25%							