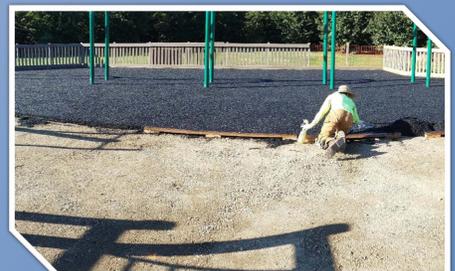


City of Keizer

Marion County, Oregon

Adopted

Budget FY 2018-19





FISCAL YEAR 2018-2019

BUDGET COMMITTEE MEMBERS

Council Members:

Cathy Clark, Mayor
Marlene Parsons, President
Bruce Anderson
Kim Freeman
Roland Herrera
Laura Reid
Amy Ryan

Public Members:

Allen Barker
Ron Bersin
Keith Blair
Don Clark
Kevin Dial
Nelson Sossaman
Jonathan Thompson

STAFF

Chris Eppley, City Manager
Shannon Johnson, City Attorney

Department Head Team

Nathan Brown, Community Development Director
Tracy Davis, City Recorder
Machell DePina, Human Resources Director
Bill Lawyer, Public Works Director
John Teague, Chief of Police
Tim Wood, Finance Director

“We’re Building a Better Community - Together!”

Quotes on Democracy

Democracy, like liberty, justice and other social and political rights, is not "given," it is earned through courage, resolution and sacrifice.

Aung San Suu Kyi, *In Quest of Democracy*

If there were a nation of Gods, it would govern itself democratically. A government so perfect is not suited to men.

Jean-Jacques Rousseau, *The Social Contract, Or Principles of Political Right*

Democracy alone, of all forms of government, enlists the full force of men's enlightened will.

Franklin D. Roosevelt, *Third Inaugural Address, January 20, 1941*

The very essence of democracy is the absolute faith that while people must cooperate, the first function of democracy, its peculiar gift, is to develop each individual into everything that he might be.

Edwin H. Land, address at MIT, "Generation of Greatness: The Idea of a University in an Age of Science," May 22, 1957

A pure democracy is a society consisting of a small number of citizens, who assemble and administer the government in person.

James Madison, attributed, *Quote Junkie Presidents Edition*

Today, we claim we don't use direct democracy because it would be impractical to poll everybody on every issue. The truth is that we use representative democracy because we want to get an above-average group to think through problems and make choices that, in the short term, might not be obvious-even if they are to everybody's benefit over the long term.

Bill Gates



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Keizer
Oregon**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

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Budget Message





City Manager's Budget Message City of Keizer Fiscal Year 2018-19

Honorable Mayor Clark, City Councilors, Budget Committee and Citizens of Keizer:

I am pleased to present the City of Keizer's annual budget for Fiscal Year 2018-19. Overall the City of Keizer is in a stable financial position with resources adequate to maintain the existing City services.

The City is expecting overall operating revenues to increase 7% over the prior year. The primary revenue increases are from the Park Services Fee and Police Services Fee. These fees became effective November 2017 so the City will experience the annualized impact of the fees during Fiscal Year 2018-19. Property taxes are expected to increase 4% which include a 3%-increase in assessed values and a 1%-increase in growth. In addition charges for services is expected to increase as the result of:

- a proposed 4% water rate increase,
- a proposed \$0.55 per ESU Stormwater rate increase, and
- an expected 3.0% sewer rate increase. The City of Salem, who manages the City's sewer infrastructure, sets the rates for the regional system.

The rate increases are needed to sustain service levels and fund necessary capital improvements.

The Fiscal Year 2018-19 operating budget is expecting to increase 9% as compared to Fiscal Year 2017-18. The increase is primarily attributable to the annualized impact of the additional personnel costs associated with adding five police officers and two parks employees during Fiscal Year 2017-18. The City does not anticipate adding any additional employees during Fiscal Year 2018-19. In addition the increase is due to increases in pension and insurance costs.

Capital outlay is expected to increase as the City intends to complete the construction of the bridge over Claggett Creek on Dearborn Ave NE. In addition the City anticipates replacing or repairing existing park structures.

I thank the City Council and Budget Committee for providing helpful policy direction in creating this balanced budget, the important questions you ask, and the requests for detail needed to understand and appreciate the City services.

Respectfully submitted,

Christopher C. Eppley
City Manager



City Overview

- City Demographics.....
- Budget Process & Calendar
- Financial Policies.....
- Organization Chart
- Fund – Department Matrix.....
- City Council Goals.....

Demographics

CITY OF KEIZER

Keizer, a mid-size city in Oregon, is nestled in the center of the Willamette Valley and is recognized as the "Iris Capital of the World." In the 1990's, the City experienced a rapid amount of new residential building and growth, establishing Keizer as one of the fastest growing cities in Oregon. In spite of this growth, the community continues to preserve its small-town pride by supporting the largest volunteer youth baseball program in Oregon and community-wide events, such as the Keizer Iris Festival, the Keizer Holiday Lights Parade and the annual Miracle of Christmas lighting display. Opening for the first season in 1997, the Keizer Stadium is home to the Volcanoes, a Minor League baseball team affiliated with the San Francisco Giants. The citizens of Keizer can be proud of the progress of this great community. Pride, Spirit, and Volunteerism are alive and well in the City of Keizer.

DEMOGRAPHICS & STATISTICS

Incorporation	1982	City Debt	
Government	Council/Manager	Moody's Bond Rating	Aa3
Population (July 1, 2017)	38,345	General obligation debt	None
Neighborhood	3	General obligation debt limit*	\$98,054,882
Area in square miles	7.36	Revenue bonds debt	\$650,000
Keizer School Enrollment	7,354	Full faith and credit debt	\$15,625,000
		Line of Credit outstanding	None

Public Safety

Number of sworn officers	42
Calls for service	22,077
Number of holding cells	2

*3% of real market value of all taxable property in Keizer

Culture & Recreation

Heritage center	1
Community center	1
Neighborhood parks	15
Community parks	2
Regional park	1
Dog park	1
Amphitheater	1
Splash fountain	1
Public golf course	1
Minor league ball club	1

ECONOMIC INDICATORS

Largest Private Enterprise Tax Payers Assessed Value:	
Donahue Schriber Realty Group LP	\$61,182,830
Lowe's HIW Inc	11,938,480
Target Corporation	11,833,838
Emerald Pointe LLC	11,802,740
CCP Keizer 1526 LLC	11,708,910
Hawk's Point Apartments LLC	11,352,710
McGee Court LLC	10,441,520
Per capita personal income	37,199
Total personal income	\$1.4 billion
Average annual unemployment	4.1%
Real market value of property	\$3.7 billion
Assessed value of property	\$2.6 billion

Budget Process

BUDGETING IN THE STATE OF OREGON

A budget as defined by Oregon State Law [Oregon Revised Statutes (ORS)] is a financial plan containing estimates of revenues and expenditures for a given period of purpose. Local governments in Oregon operate on a fiscal year that begins July 1 and ends the following June 30. Budgeting requires local governments to evaluate plans and priorities in light of the financial resources available to meet those needs. In Oregon, a budget is necessary to justify the need for a given rate and amount of property taxes.

Oregon's local governments are highly regulated and controlled in state statute. The state's local budget law is set out in ORS 294. Oregon local budget law has several important objectives:

- Establish standard procedures,
- Outline programs and services and the fiscal policy to carry them out,
- Provide estimates of revenues, expenditures, and proposed tax levies (if any),
- Inform citizens and encourage citizen involvement in budget formulation before budget adoption, and
- Provide controls to promote efficiency and economy in expenditure of public funds.

BUDGETING IN THE CITY OF KEIZER

Budget Adoption

The City prepares its budget in accordance with state statute and City Charter. The budget is presented by fund either by function or object class. Over-expenditure in any function or object class are prohibited and unexpended budget appropriations lapse at the fiscal year's end.

As provided by City Council resolution, the Finance Director serves as the Budget Officer and has the responsibility to prepare the budget document and maintain budgetary control at the approved appropriation level. Ongoing review and monitoring of revenues and expenditure is performed by the Finance Department and the appropriate operating departments. Under the City's expenditure limitation, total expenditures cannot exceed the final appropriation once the budget is adopted. Any amendments to the budget come about via the supplemental budget process.

The City employs baseline (or status quo) budgeting which assumes current service levels are maintained into the next budget year. Increases or decreases are considered separately and are dependent upon available resources and priorities.

Budget Amendments

The adopted budget may be amended by budget transfers (ORS 294.463) or supplemental budget (ORS 294.471 to 294.473). By transferring appropriations, the City is able to carry out the programs prescribed in its adopted budget. There will be times, however, when an adopted budget has no authority to make certain expenditures or when revenues are received for which the City had no prior knowledge. In those cases it is possible to use a supplemental budget to authorize expenditures and/or appropriate additional revenues in the current fiscal year.

Budget Process

Supplemental budgets are adopted through a process similar to that of the regular budget process (including public hearings but excluding Budget Committee meetings) and shall not extend beyond the end of the fiscal year in which they are submitted. Supplemental budgets cannot be used to authorize a tax levy.

BUDGET TIMELINE AND INTERNAL PROCESS

October through January

- Finance staff review financial position and report to City Manager and Department Directors
- Finance develop basic departmental and program worksheets

January

- City Council updates goals for the year
- Finance staff submit worksheets to departments for completion
- Department Directors gather data for departmental workload indicators
- Finance staff send outside budget request forms to City partners

February

- Finance staff compile revenue estimates
- Department Directors submit requests for new or expanded programs
- Finance compute indirect costs and interfund transfers
- Department Directors submit narratives for Finance staff review
- Finance staff develop and update long-range financial forecasts
- Human Resource staff provide personnel services information to finance staff for incorporation in to budget

March

- Department Directors submit preliminary budget drafts for Finance staff review
- City partners submit outside budget request forms
- Department Directors hold internal meetings on departmental budget requests
- Long Range Planning Committee meets and discusses upcoming initiative and challenges

April

- Finance staff determine City Manager proposed budget
- Finance staff, in coordination with Department Directors, make final adjustments to balance each fund
- Finance staff prepare Proposed Budget document
- Finance staff deliver Proposed Budget to Budget Committee members and post on City web site
- City Recorder advertise notice of Budget Committee public hearings
- City Recorder advertise notice of State Shared Revenues public hearings

Budget Process

May

- City Manager presents budget message at opening meeting of Budget Committee, public testimony received
- Continue Budget Committee meetings, deliberations, discuss changes, approve the budget and specify tax levies
- Finance staff update budget to reflect committee changes, if any
- City Recorder advertise notice of State Shared Revenues
- City Recorder advertise budget adoption public hearing and publish legal forms summarizing approved budget

June

- Council receives public input on budget approved by Budget Committee
- Council discusses and proposes changes, if any
- Council passes resolutions for state revenue sharing eligibility and proposed uses
- Council adopts budget, makes appropriations and declares tax levies
- Finance staff finalize Adopted Budget, distribute and post on City Website

July

- Adopted Budget takes effect
- Finance staff submit budget packets to County Assessor and revenue sharing certifications to State of Oregon

BUDGET COMMITTEE

The Budget Committee reviews and approves the budget as proposed by the City Manager and Budget Officer. The committee consists of the governing body (City Council) plus an equal number of voters within the City. The non-elected positions are appointed by the Council and serve three year terms. Terms are staggered so no more than three members' terms expire in any given year. Keizer's Budget Committee consists of fourteen members. Each member has an equal vote. The City alternates between Council members and non-elected members each year to serve as chair of the Budget Committee. Members receive no compensation for their services.

The Budget Committee reviews the proposed budget as presented by the City Manager. The Committee may approve the proposed budget intact, or change part or all of it prior to final approval. After notices and publications are filed according to law, the budget is forwarded to the City Council for formal adoption prior to June 30.

The powers and duties of the Budget Committee are:

- Receive the proposed budget
- Receive public testimony
- Discuss and deliberate on the budget
- Request from officers or employees information the committee requires for the revision of the proposed budget
- Specify the ad valorem property tax amount or rate
- Approve the proposed budget with changes as voted on by the committee

Budget Process

The Budget Committee is comprised of:

City Council Member

Cathy Clark, Mayor
Marlene Parsons, President
Bruce Anderson
Kim Freeman
Roland Herrera
Laura Reid
Amy Ryan

Citizen Members

Allen Barker
Ron Bersin
Keith Blair
Don Clark
Kevin Dial
Nelson Sossaman
Jonathan Thompson

After the Budget Committee reviews and recommends changes, if any, the budget is forwarded to the City Council for formal adoption prior to June 30. Once the budget hearing has been held, the governing body can make changes to the budget that was approved by the budget committee.

Any expenditure in any fund can be reduced as long as resources and requirements in the fund remain in balance. The total budget must also remain in balance. No additional process steps are required when expenditures are reduced. Any tax levy can be reduced from the rate or amount that was approved by the Budget Committee. Otherwise, no additional process steps are required when taxes are reduced.

Expenditures may be increased. If the total increase in a fund does not exceed \$5,000 or 10 percent, whichever is greater, then no additional process steps are required. However, if the expenditures in any fund are increased by more than \$5,000 or 10 percent, the governing body must publish notice of a second budget hearing and a new financial summary, and hold the second hearing before the adjusted budget can be adopted. If taxes are increased at all above the rate or amount approved by the budget committee, a second notice and hearing are required before a budget including those additional revenues can be adopted. Oregon law prohibits the increase of a municipality's tax rate above its permanent rate (\$2.0838 for Keizer).

BUDGETING BY FUND

The City's budget is organized on the basis of funds and each is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. The various funds are grouped by three types: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds finance two-thirds of the City's services and include the general fund, special revenue funds, debt service funds, and capital projects funds. Proprietary funds are used to account for the City's activities that are similar to those often found in the private sector and include enterprise and internal services. All of the City funds in the budget document are listed later on in this section and are appropriated.

Budget Process

Major funds represent the significant activities of the City and basically include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

The City's funds are budgeted by either:

- Organizational unit – any administrative subdivision of a municipal corporation, especially one charged with carrying on one or more functions or activities, or
- Program and Activities – A group of related activities aimed at accomplishing a major service or function for which the municipality is responsible.

BASIS OF ACCOUNTING

Budget Basis

All of the funds are budgeted using the modified accrual basis of accounting in accordance with budgetary accounting practices. In modified accrual, revenues are recognized when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay off liabilities of the current period.

Significant revenues that are considered to be measurable and available under the modified accrual basis of accounting are property taxes, franchise fees, and assessment lien installments received within approximately 60 days of the end of the fiscal year. Expenditures are recognized when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Audit Basis

The Audit, as reported in the Comprehensive Annual Financial Report (CAFR), accounts for the City's finances on the basis of generally accepted accounting principles. Generally Accepted Accounting Principles or GAAP is defined as conventions, rules, and procedures necessary to describe accepted accounting practice at a particular time.

The modified accrual basis of accounting, a GAAP-approved method, is also used in the audit for all funds except for the Proprietary Fund Types. The audit uses the full accrual method of accounting for the Proprietary Funds. The CAFR shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

Friday, April 13 & Friday, April 20	Notice of Budget Committee meeting on City Budget posted to website and for publication for purpose of receiving proposed budget, and a public hearing to be held on Tuesday, May 1st on the proposed budget and state revenue sharing.
Friday, April 20	Budget documents to be distributed to Budget Committee
Tuesday, May 1 6:00 p.m.	City Budget Committee Meeting <ul style="list-style-type: none"> ◆ Election of City of Keizer Budget Committee Chair ◆ Approval of Budget Calendar ◆ Public Testimony ◆ Presentation of City of Keizer Budget Message ◆ Staff presentations & discussions
Thursday, May 3 6:00 p.m.	City Budget Committee Meeting <ul style="list-style-type: none"> ◆ Public Testimony ◆ Continuation of presentations and discussion
Thursday, May 10	City Budget Committee Meeting <ul style="list-style-type: none"> ◆ Continuation of discussion from Thursday, May 3th as needed ◆ Budget recommendations to City Council
Friday, May 18	Financial Summaries and notice of budget hearings for publication
Monday June 4 7:00 p.m.	Public hearing on City Budget. Council adoption of City Budget, if approved.
Monday June 18 7:00 p.m.	Alternate public hearing on City Budget (if needed). Council adoption of City Budget.

STATEMENT OF FINANCIAL POLICIES

Financial management policies provide guidelines for the City Council and staff to use in making financial decisions that ensure core services are maintained and the Council's vision for the community is achieved.

In addition, financial policies provide a level of security for the community by ensuring tax dollars, user charges and other public resources are being used openly, legally, efficiently and effectively and in a manner that provides insulation from fiscal crisis and economic disruption.

The City's financial policies accomplish the following:

1. Ensure the financial integrity and accountability of the City
2. Ensure compliance with financially related legal mandates, laws and regulations
3. Guide policy decisions that have a significant fiscal impact and direct attention to the total financial picture of the City rather than single-issue areas
4. Ensure the City maintains a financial base to sustain a consistent level of municipal services
5. Ensure the City is able to withstand local and regional economic variations
6. Adjust to changes in the service requirements of the community

GENERAL

1. The City shall keep City government costs and services to a minimum by providing City services to the community in a coordinated, efficient and least cost fashion.
2. The City shall seek federal, state, and local funding to support its current priorities and policy objectives.
3. The City shall initiate, encourage, and participate in economic development efforts to create job opportunities, broaden the community's tax base and strengthen the local economy.
4. The City shall commit existing resources to continue developing a proactive Police Department with a strong Problem-oriented Policing philosophy.
5. The City's shall set the anniversary dates for all financially related decisions at July 1 of each year in its contractual agreements.

OPERATING BUDGET

Present a balanced budget that serves as a policy document, financial tool, and communications tool, to demonstrate fiscal integrity and measure performance.

1. The City shall comply with Oregon Budget Law in preparing, presenting, adopting and amending the annual budget.
2. The City shall adopt a balanced budget based on one of the following scenarios:
 - a. Revenues equal expenditures
 - b. Revenues exceed expenditures
 - c. Revenues plus appropriated fund balances equal expenditures
3. Revenue forecasts shall be based on actual historical data adjusted for any known changes in the underlying assumptions. Assumptions will be based on likely outcomes versus more extreme aggressive or conservative outcomes.
4. The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior years.

LONG-RANGE PLANNING

Provide "road map" for where the City wants to go financially and how it plans to get there, by combining financial forecasting with financial strategizing.

1. The City shall develop and maintain a financial forecast for each operating fund. The first year shall be the current year's adopted budget and the ensuing years shall be forecasts.
2. Operating budgets shall be tested for sustainability using long-range forecasts. Corrective action plans will be created and implemented in the year deficiencies are noted.
3. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's Long-Range Financial Forecast.
4. The City's updated Long-Range Financial Forecast is a picture of the City's financial future given existing resources and service levels and agreed upon assumptions. The Long-Range Financial Forecast is the basis for preparing the Long-Range Financial Plan. The Long-Range Financial Plan incorporates changes in resources and service levels as needed to attain a sustainable financial condition while providing an acceptable level of service.
5. Major financial decisions shall be made in the context of the Long-Range Financial Plan.

CAPITAL IMPROVEMENT PLANS (CIPS)

Annually review and monitor the state of the City's capital equipment and infrastructure, set priorities for replacement and renovation based on needs, funding alternatives and availabilities of resources.

1. The City will develop a multi-year plan for capital improvements, update it annually and make all capital improvements in accordance with the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs. The budget will provide for adequate maintenance and orderly replacement of capital assets from current revenues where possible.
3. Capital projects will conform to the following criteria:
 - a. Will be part of an approved City plan
 - b. Will be part of a maintenance and/or replacement schedule
 - c. Will minimize operating costs
 - d. Will be selected according to the established Capital Improvement Plan
4. The capital budget process works in conjunction with the regular operating budget process. CIP projects are flagged as funded or unfunded depending on whether or not the forecasted operating budget can support or fund the project. All funded CIP projects are included in the operating budget for the current budget year.

REVENUES

Design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

1. The City will strive to maintain a diversified and stable revenue system to shelter the government from short-run fluctuations in any one revenue source.
2. The City shall collect revenues aggressively, including past due bills of any type.
3. Restricted revenue will only be used for the purposes legally permissible and in a fiscally responsible manner.
4. One-time revenue will be used for one-time expenses whenever possible. If one-time revenue is considered for ongoing expenditures the City will balance the need for the additional ongoing expenditure with the ongoing ability to pay prior to approving the program.

5. Fees, licenses, permits and fines shall be set to recover the City's full cost (operating, direct, indirect, capital) of providing the related service. A fee shall be charged for any service that benefits limited interests within the community, except for basic unavoidable human needs type services provided to persons with limited ability to pay. Such concessions shall be authorized by Council resolution. Fees will be indexed periodically using a formula adopted by Council resolution for that fee.
6. Enterprise and Internal Service operations will be self-supporting.
7. As provided for in the City Charter, all revenue generated by the Water Fund shall be used exclusively to pay for Water Fund expenses.
8. Utility fees and related system development charges will be based on the cost of providing the service so that total resources of each utility are at least equal to its operating expenditures, reserves, debt coverage and planned infrastructure replacement.
9. The City shall follow State adopted guidelines in setting fines and forfeiture amounts.

EXPENDITURES

Identify priority services, establish appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

1. All purchases shall comply with State laws and regulations and the City's Purchasing Policies.
2. The City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases (if approved by City Council), or use of contingencies. Expenditure deferrals into future years, short-term loans, or use of one-time revenues to balance the budget shall be avoided.
3. The City shall undertake periodic staff and third-party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other entities will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
4. The City shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.
5. The City shall commit a minimum 2.5% of General Fund Budgeted Revenues (net grants and other dedicated revenues) to the operation and maintenance of its Park system.
6. Subject to available funding and budget approval, salary surveys for all classifications will be performed on a schedule of no less than every four years.
7. Beginning in fiscal year 2016-17 the City needs to pay \$208,700 each year over the next six years to repay the Salem-Keizer School District for tax increment revenue foregone to the Keizer Urban Renewal District. By contractual agreement, repayment of \$1,252,205 must be paid by December 2022. The additional property tax revenues received into the General Fund beginning in fiscal year 2015-16 will be sufficient to cover this expense.

CONTINGENCIES, UNANTICIPATED EXPENSES, RESERVES, AND FUND BALANCE

Maintain contingencies, reserves, and ending fund balances of the City's operating funds at levels sufficient to protect the City's credit as well as its financial position from adversity.

1. Funds shall be set aside each year to build reserves necessary to fulfill long-term commitments.
2. Fund balance in each of the City's operating funds is projected to ensure that there is adequate cash on hand to meet the expected cash flow needs for that fund.
3. General Fund:
 - a. Contingency levels are based on historical usage and represent approximately 1% of operating expenditures (Personnel Services and Materials and Services less grant expenditures).

- b. Ending fund balance is projected to ensure that there is adequate cash on hand to meet the expected cash flow needs from July until November, when the bulk of the property tax revenue is received. Ending fund balance shall be at least 15% of annual operating revenues.
4. Street Fund:
 - a. Contingency is 5% of operating expenditures (Personnel Services and Materials and Services).
 - b. Unanticipated expenses within the Capital Outlay category shall be at least 10% of appropriated expenditures. Use of these funds shall be identified and then authorized by City Council prior to expenditure.
 - c. Fund balance provides for at least a 30-day cash supply to correspond with the monthly gas tax revenue receipts.
 5. Sewer Fund:
 - a. Contingency is 5% of total expenses less the Salem Sewer Payments which are a pass-through of Salem Sewer Billings.
 - b. Fund balance provides for at least a 60-day cash supply to correspond with the bi-monthly sewer billings.
 6. Water Fund:
 - a. Contingency equals 5% of total expenditures (excluding debt service), as provided for in the Cost of Service Analysis adopted by the City Council.
 - b. Unanticipated expenses within the Capital Outlay category shall be at least 10% of appropriated expenditures. Use of these funds shall be identified and then authorized by City Council prior to expenditure.
 - c. Fund balance provides for at least a 60-day cash supply, as provided for in the Cost of Service Analysis adopted by the City Council.
 7. Water Facility Fund:
 - a. Unanticipated expenses within the Capital Outlay category shall be at least 10% of appropriated expenditures. Use of these funds shall be identified and then authorized by City Council prior to expenditure.
 - b. The Water Bond covenant requires a reserve in the amount of \$234,100 for debt service.
 8. Street Lighting Districts Fund:
 - a. Contingency shall be at least 5% of operating expenditures (Personnel Services and Materials and Services).
 - b. The City has contractual agreements with various property owners to set aside reserves for pole replacement. Reserves are funding through assessments collected through property tax bills.
 - c. Ending fund balance is projected to ensure that there is adequate cash on hand to meet the expected cash flow needs from July until November, when the bulk of the lighting assessments are received. Ending fund balance shall be at least 15% of annual revenues.
 9. Stormwater Fund:
 - a. Contingency shall be at least 5% of total expenditures.
 - b. Fund balance shall provide for at least a 60-day cash supply to correspond with the bi-monthly stormwater billings.
 10. Administrative Services Fund:
 - a. Reserves shall be maintained for Civic Center Improvements using a long-range replacement forecasting model. Reserves are appropriated to contingency each year so that funds may be accessed to cover unforeseen expenses.
 - b. General, auto and liability insurance reserves shall be maintained at the maximum exposure level as defined in the City's insurance policy agreement. Reserves are appropriated to contingency each year to cover the maximum claims loss if needed.
 11. Debt reserves shall be maintained in the amounts provided for in the debt covenants.

CAPITAL ASSET MANAGEMENT

Safeguard the capital assets of the City which is property owned in-common by the citizens of our community.

1. Capital assets will not be degraded, given away, or allowed to deteriorate except by action of the City Council.
2. Capital assets include land, right-of-way, buildings, improvements, equipment, infrastructure, and other tangible and intangible assets costing \$5,000 or more and used in operations that have initial useful lives extending beyond two years.
3. Adequate insurance shall be maintained on all capital assets.
4. GASB 34: The Government Accounting Standards Board (GASB) requires local governments to report infrastructure and depreciation on all capital assets. The City shall maintain compliance with this requirement.

INVESTMENTS

Invest the City's operating cash to ensure its legality, safety, necessary liquidity, prudent risk, and to optimize yield. Legality is first priority, followed by preservation of principal, with rate-of-return last.

1. The City shall invest funds subject to arbitrage regulations, bond indenture requirements, and the Prudent Person Rule which states that "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
2. Pursuant to the provisions of ORS 294.035 and 294.125, the City Manager is authorized to invest surplus funds to include all bond and sinking funds, into allowable investments at current market prices as described in ORS 294.035, subject to any limitations imposed by law.
3. Investment objectives are:
 - a. Compliance with all applicable statutes and legal provisions.
 - b. Preservation of capital and the protection of principal.
 - c. Maintenance of sufficient liquidity to meet operating requirements.
 - d. Avoidance of imprudent credit, market, or speculative risk.
 - e. Attainment of a market rate-of-return throughout all economic and fiscal cycles.
 - f. Safekeeping shall be consistent with modern investment, banking, and commercial practices and may include physical possession, book entry, and automated recordation.

DEBT POLICIES

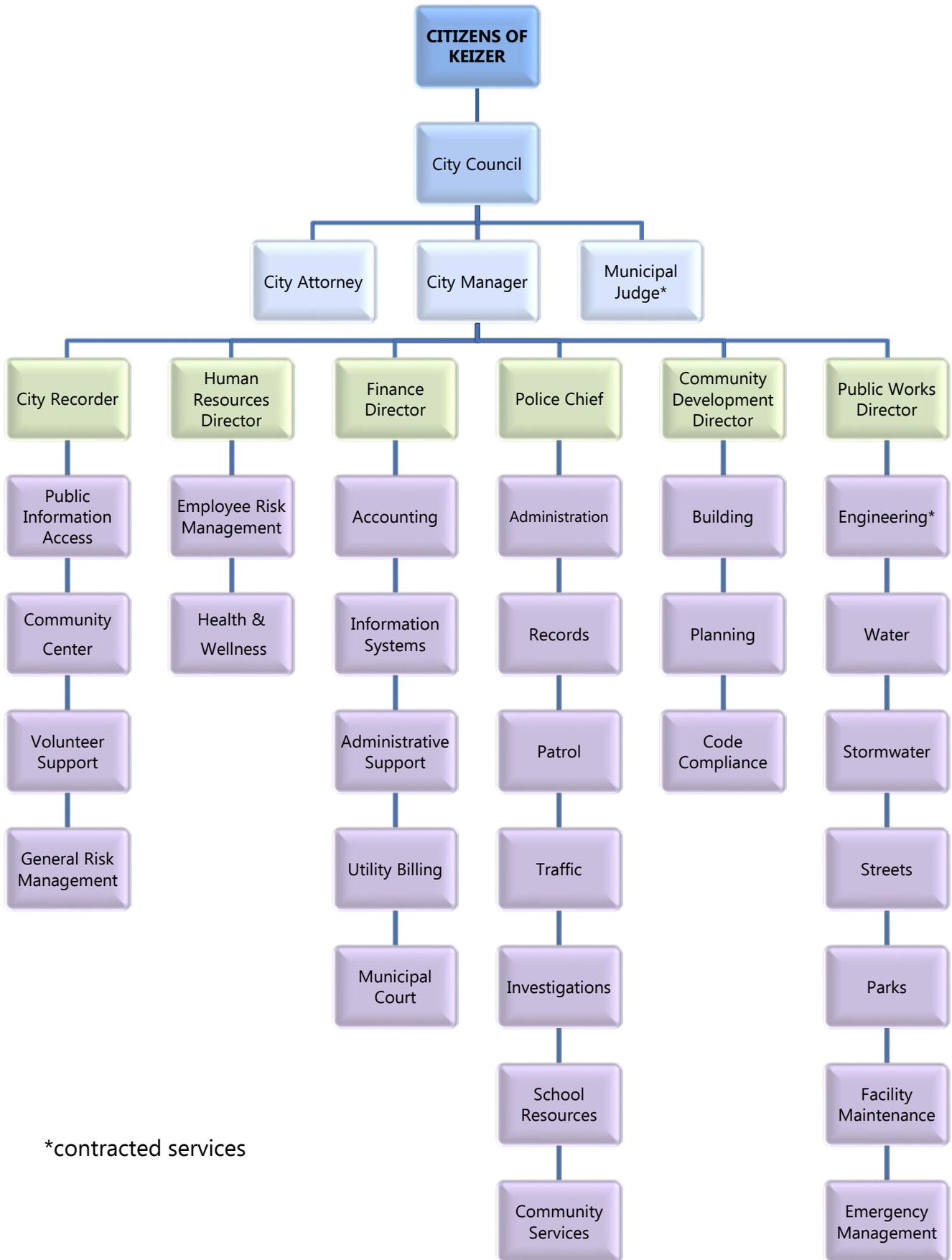
Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

1. The City will confine long-term borrowing to capital improvements.
2. General Obligation Debt issued by the City shall not exceed three percent of the total assessed value of property in the City, in accordance with Oregon State law (ORS 287.004).
3. The City will follow a policy of full disclosure on every financial report and bond prospectus.
4. The City will strive to maintain its A3 Moody's bond rating.
5. General obligation debt will not be used for self-supporting enterprise activity.
6. The City shall strive to repay its debt as expeditiously as is financially prudent within the constraints of debt covenants as a means of reducing interest expense.
7. The City shall balance its future debt obligations with its current rate structure to ensure a balance so that current rate payers do not bear the burden of future goods and services and future rate payers do not bear the burden of past goods and services.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

Comply with prevailing federal, state, and local statutes and regulations. Conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

1. The City shall establish and maintain a system of internal controls that is designed to provide reasonable assurance that the City achieves the following objectives:
 - a. Effective and efficient operations
 - b. Reliable and accurate financial information
 - c. Compliance with applicable laws and regulations
 - d. Safeguarding assets against unauthorized acquisition, use or disposition
2. The financial system shall be used as the means of recording and reporting financial transactions in a way that will assist users in assessing the service efforts, costs and accomplishments of the City.
3. The City will establish and maintain only those funds that are necessary by law and for sound financial management.
4. The City shall prepare and adopt an annual budget by June 30th of each year.
5. The City shall annually prepare and publish, by December 31st of each year, a Comprehensive Annual Financial Report (CAFR) in conformity with generally accepted accounting principles.
6. In accordance with Oregon State law, the City shall hire an independent external auditor to perform an annual audit of the financial statements, including tests of the system of internal controls.



*contracted services

Fund - Department Matrix

	FUND	City Manager	Legal	City Records	Human Resources	Finance	Community Development	Public Works	Police
M	GENERAL FUND - By Function								
	Community Development						X		
	General Administration			X		X			
	Municipal Court					X			
	Police								X
	Revenue Sharing								X
	SPECIAL REVENUE FUNDS								
N	Energy Loan Program						X		
N	Housing Services						X		
N	Law Enforcement Grant								X
N	Off-Site Transportation Improvement							X	
N	Park Improvements							X	
N	Park Services							X	
N	Public Education Government Access	X							
N	Sewer Reserve							X	
M	Street							X	
N	Transportation Improvements							X	
	PROPRIETARY FUNDS								
	Enterprise Funds								
N	Community Center			X					
M	Sewer					X		X	
M	Stormwater							X	
N	Street Lighting Districts							X	
M	Water							X	
M	Water Facility Replacement Reserve							X	
	Internal Services Fund								
M	Administrative Services Fund								
	City Attorney's Office		X						
	City Manager's Office	X							
	City Records			X					
	City-Wide Administration			X					
	Civic Center Facilities							X	
	Finance					X			
	Human Resources				X				
	Information Systems					X			
	Utility Billing					X			
	Public Works							X	
	DEBT SERVICE FUNDS								
M	Keizer Station Local Improvement District					X			

X indicates primary responsibility for budget and services provided

M Major Fund

N Non-major Fund

City Council Goals

Introduction

Each year at a City Council work session, the Council reviews, reprioritizes and updates the City Council Goals. Below is a listing of the Council's goal list as adopted in April 2017.

Council Goals Established for 2017 through 2019

SHORT TERM GOALS

- Complete the steps necessary to have all appropriate data collected in order to facilitate a comprehensive community wide Urban Growth Boundary discussion.
- Develop and implement a stable Parks funding mechanism for maintenance and operations of the City's parks system.
- Continue expanding and enhancing methods and opportunities to engage with as many Keizer citizens as possible so as to broaden communication with all of our residents.
- Expand you council program to all schooling types (public, private, and homeschool) with the objective of having a youth voice on all city boards and commissions.
- Facilitate conversations with and between volunteer groups who run youth sports and recreation programs within Keizer so as to foster widely successful programs for our residents to enjoy.
- Develop and implement a stable funding source to attain sustainable police staffing at acceptable levels now and into the future.

LONG TERM GOALS

- Engage in a comprehensive community wide Urban Growth Boundary Expansion (or not) discussion with residents.
- Use the proceeds from the sale of Keizer Station Area A LID properties (Rawlins parcels and Tract C) to promote Economic Development purposes and programs to be determined by the City Council as revenues become available. The use of such revenues will be consistent with the intent set forth in Urban Renewal Agency Resolution UR2012-156. Consider using the proceeds from the sale of other City owned properties to support economic development purposes as such opportunities arise and the Council determines it is advantageous to commit such resources to those types of efforts.
- Consider adding a Public Information Officer or City-wide Communications/Volunteer Coordinator position to further the community's outreach initiatives as stable funding becomes available.
- Initiate a comprehensive update of the Transportation System Development plan.



Financial Trends

- General & Economic Information.....
- Revenue Trends & Assumptions.....
- Resources & Requirements
- Budgets.....
- Debt.....
- Property Taxes and Comparative Tax Rate

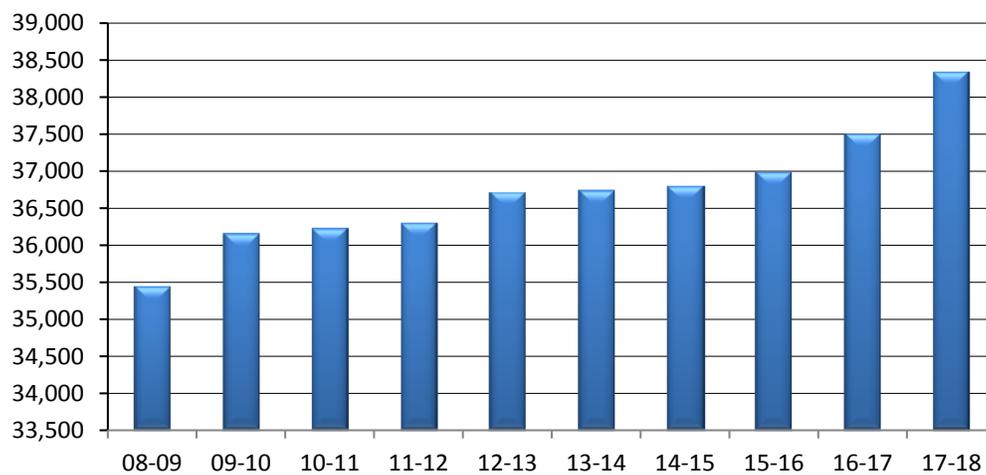
General & Economic Information

Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of July 1, 2017, its population was 38,345. It lies inside of the Willamette Valley and is part of the Metropolitan Statistical Area. Keizer shares its southern border with Salem, the state capital. Keizer is primarily a residential community having a low level of commercial activity. Most new commercial development is at Keizer Station, near Interstate 5.

POPULATION TRENDS

The City's population increased marginally yet steadily over the past 10 years at an average 0.95% growth rate per year. Keizer anticipates an increase in growth over the next several years at 1.5% annually compared with the State of Oregon, which is increasing in population at 1.7% annually.

Population Trend



AVERAGE ANNUAL CPI-U

The Bureau of Labor Statistics for the U.S. Department of Labor tracks the Consumer Price Index (CPI-U) for most U.S. cities. The CPI-U is a leading economic indicator that measures inflation, which is central to assessing the cost of living and whether living standards are rising or falling. The table below shows the annual percentage change in this measure for the past 10 years. Nationally, over the last 12 months, the all items index increased 2.1 percent before seasonal adjustment.

Percent Change in Average Annual CPI-U Index Portland Oregon

Year	CPI-U Increase
2008	103.3%
2009	100.1%
2010	101.3%
2011	102.9%
2012	102.3%
2013	102.5%
2014	102.4%
2015	101.2%
2016	102.1%
2017	104.2%

General & Economic Information

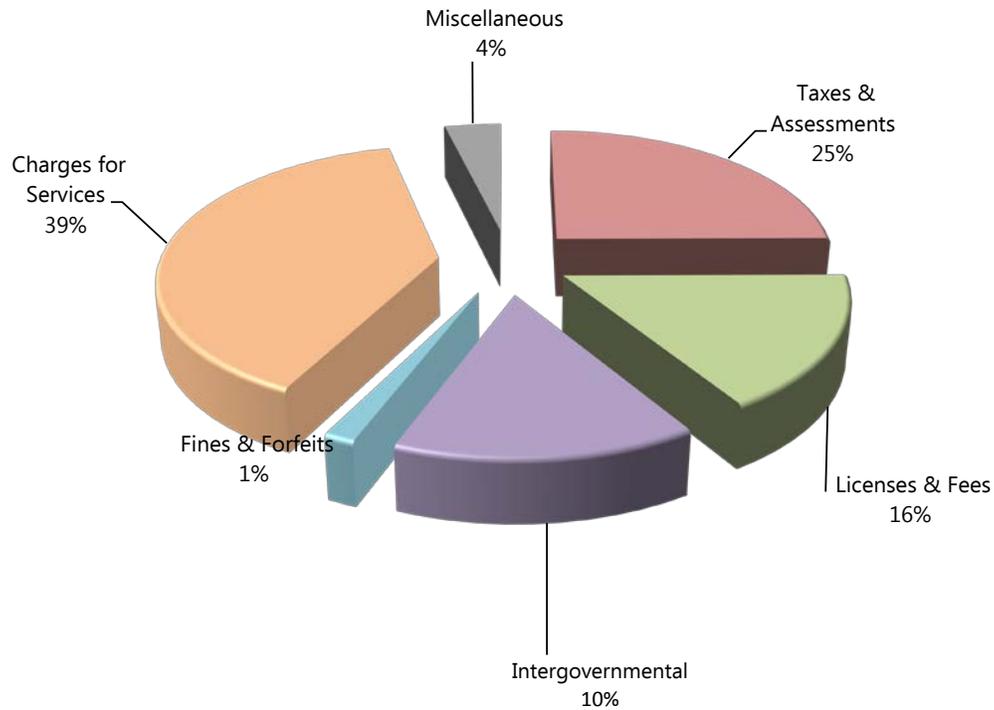
City Population vs. Number of City Employees by Fiscal Year										
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18
Population	35,435	36,150	36,220	36,295	36,715	36,735	36,795	36,985	37,505	38,345
Staffing	93	94	93	90	90	92	95	95	94	100.5
Per Capita	2.6	2.6	2.6	2.5	2.5	2.5	2.6	2.6	2.5	2.6

This chart compares the City of Keizer's population to the City's number of full-time employees over the past ten years. For the 2018-19 fiscal year, the City budgeted 100.5 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.6 employees per thousand of population.

This section describes the City's major revenue sources, explains the underlying assumptions for the revenue estimates, and discusses significant revenue trends. The City uses 'moderate' assumptions in its revenue projections as opposed to more aggressive or conservative estimates. The City believes this is the appropriate balance between mitigating risk and allowing the city to provide a responsible level of service.

The City is expecting overall operating revenues to increase 7% over the prior year. The primary revenue increase is for license and fees and intergovernmental revenue.

This chart shows the make-up of the City's revenue sources by category.



The revenue sources and assumptions used in the fiscal year 2018-19 budget are summarized below:

TAXES AND ASSESSMENTS

Property Taxes

Property taxes are assessed using a levy rate on each \$1,000 of assessed valuation. They are classified into three types: permanent rate levy for general purpose operations, local option serial levies for specific purposes approved by voters, and bonded debt principal and interest. The City's permanent rate levy is a function of its permanent tax rate applied to its assessed value. The City has no local option serial levies or bonded debt levies.

The budget projects the tax base levy by estimating the new assessed value and applying it to the City's applicable tax rate. The estimation of the assessed value starts with the previous year's assessed value and adds three factors: a growth factor (maximum allowed by law is 3%), an allowance for new construction, and an allowance for annexed property. The City's permanent tax rate is \$2.0838 per \$1,000 assessed value. Assessed value is projected to be \$2.7 billion for fiscal year 2018-19 compared to real market value which is approximately \$3.7 billion; over 37% above assessed value.

At \$5.3 million, property tax revenues continue to be a major source of revenue for the City, comprising 19% of total revenues. Despite the economic downturn and slow recovery during the past ten year period, property taxes increased 61% or \$2.0 million. A significant factor in this was the reduction of the North River Road Urban Renewal District tax increment collections. When the district collects less than the maximum allowable, those taxes revert to the overlapping jurisdictions. The North River Road Urban Renewal District completed its plan in fiscal year 2014-15 and will no longer collect tax increment revenue.

Beginning in fiscal year 2008-09 real market value was 67% more than assessed value. That margin narrowed to 22% by fiscal year 2013-14 however since then the margin has slowly increased with fiscal year 2017-18 increasing to 44%. The higher the percentage the more likely the City will receive the full 3% growth in future years.

For fiscal year 2018-19, Marion County projects a 4.0% increase in current property tax revenues; 1% from new construction and 3% for increased valuation. This projection is supported by construction permits taken in by the City's Community Development Department. The impact of new construction will favorably impact future property tax collections.

Assessments

Assessments are primarily from Local Improvement Districts (LID). An LID is a method by which a group of property owners can share in the cost of transportation and utility infrastructure improvements.

The Keizer Station Local Improvement Fund has been established to account for the improvements to the Keizer Station Development Project. Money expended in this fund was financed with a line-of-credit and an interfund loan during the construction phase of the project. Now that the project is complete, the City has arranged for long-term financing to pay off the line-of-credit and interfund loan. The cost of the improvements has been assessed to the property owners who directly benefit from the project. The assessments received will be used to pay off the long-term debt scheduled for maturity on June 1, 2031. These assessments make up 6% of the City's total revenues. Revenue projections are based on contractual agreements with property owners totaling \$1.6 million annually.

LICENSES AND FEES

For 2018-19, revenue from licenses and fees is projected to be 16% of the City's total revenues.

Franchise Fees

Franchise fees are received from several franchises currently operating within the City of Keizer. These fees are collected based upon rates applied to the gross operating revenues generated within the City. Franchise fee rates have been set at 5% for natural gas, electricity, garbage, cable and broadband, water, sewer and stormwater and at 7% for telephone. Franchise Fees are an important revenue source for the City. Revenue is estimated at \$2.9 million for fiscal year 2018-19 and represents 10% of total revenues. Revenue estimates are based on a five-year trend analysis and adjusted for known changes in utility rates. Over the past five years, franchise fees have increased 14% primarily due to rate increases. Electricity fee revenues make up over 40% of total franchise fees and have increased 9% during this time.

Assumptions for fiscal year 2018-19 include:

- Electricity companies anticipate a 3% long term growth rate.
- Gas companies, serving the Keizer area expect a 3% growth rate during fiscal year 2018-19.

- Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. Fiscal year 2018-19 revenue projections are based on a 4% reduction over fiscal year 2017-18 projected revenues, consistent with the current downward trend.
- The area's cable television provider is projecting a 3% increase overall in cable television revenues during calendar year 2019.
- City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in fiscal year 2018-19 and include Water at 4%, Sewer at 3% and Stormwater at 9%.

Park Fees

In November 2017 the City started collecting Park Fees to provide resources to increase the level of repairs and maintenance in the City's park system. The fee covers additional employees costs such as wages, health insurance, retirement and taxes for two additional park's employees in addition to costs associated with maintaining and repairing existing park amenities. The fee is expected to provide \$656,000 per year in additional revenue.

Police Fee

In November 2017 the City started collecting Police Fees to provide resources to hire and equip five additional police officers. The fee covers employee costs such as wages, health insurance, retirement and taxes in addition to uniforms, service equipment and vehicles. The fee is expected to provide \$656,000 in additional revenue per year.

System Development Charges

System Development Charges (SDCs) are one-time fees based on the proposed new use or increase in use of a property. These fees apply to both new construction and residential projects which increase impact to city infrastructure. The City has four SDC fees including water, sanitary sewer, transportation, and park improvements. These fees make up 1% of the City's total revenues. Revenue estimates are based on expected growth of 1-2% in fiscal year 2018-19 using assumptions from Marion County and the City's Community Development Department. By Council action, these SDCs are indexed annually taking an average of the Northwest construction cost index (CCI) and the change in land values in the Keizer area.

Building and Permit Fees

This revenue category includes, building permits and fees, and planning development review fees. All licenses and fees are authorized by council resolution or ordinance and located on the City's website. Revenue estimates are based on expected growth of 1% in fiscal year 2018-19 using assumptions from Marion County and the City's Community Development Department. These fees make up less than 1% of the City's total revenues.

INTERGOVERNMENTAL REVENUES

Intergovernmental revenues include federal, state, and local grant revenues and state-shared revenues received from the State of Oregon. All the grant revenues directly support specific programs that are reviewed annually and adjusted to incorporate any changes in funding levels. The State of Oregon collects gas, cigarette, and liquor taxes and shares these taxes with its political subdivision based upon a per capita distribution. The City's share is budgeted at \$4.1 million or 15% of the City's total revenue. State shared revenue estimates are based on five-year trend analysis and adjusted using information provided by the State of Oregon through the League of Oregon Cities (League).

FINES AND FORFEITS

The City operates a municipal court to handle traffic citations and municipal code violations with the primary goal of encouraging compliance. These revenues have remained consistent in recent years. Revenue estimates are based on five-year trend analysis adjusted for any changes in the traffic control efforts as planned by the Keizer Chief of Police.

CHARGES FOR SERVICES

Utility Revenues

The City operates a water and stormwater utility and does the billing for the sewer utility (which is operated by the City of Salem). Utility rates are expected to increase in fiscal year 2018-19 to keep up with operating costs and implement the capital improvement program of each utility. These revenues make up 39% of the City's operating revenues. Revenue estimates are based on approved rate structures for each utility and adjusted for changes in consumption in consultation with the Public Works Director.

Over the past five years water consumption has declined due to customer conservation measures and wetter than average summers. These trends are offset by modest annual rate increases. Water sales revenues are expected to increase 4% over fiscal year 2017-18 commensurate with the scheduled rate increase.

Sewer charges are set using average water consumption per customer account. Revenue trends are similar to water sales given annual modest sewer rate increases are similar to water rates. Sewer revenues are expected to increase 3.0% in fiscal year 2018-19 over the previous year.

Stormwater charges are based on equivalent service unit (ESU) which is set at one ESU per single family dwelling and impervious surface measurements for multifamily and commercial accounts. Revenue increases are driven by rate increases and new construction which adds impervious surface to the system. The City anticipates revenues to increase 9% in the upcoming fiscal year over fiscal year 2018-19.

Administrative Services Charges

Administrative Service charges represent costs between departments for administration, insurance, maintenance, and operational services and are reflected in both the resource category and as the requirements of the respective funds. Revenue estimates are based on total expenditures appropriated for the fund plus increases in reserve requirements. Revenues are expected to increase 8% over projected fiscal year 2017-18 amounts.

MISCELLANEOUS

For fiscal year 2018-19, miscellaneous revenue is projected to be 4% of the City's total revenues.

Investment Income

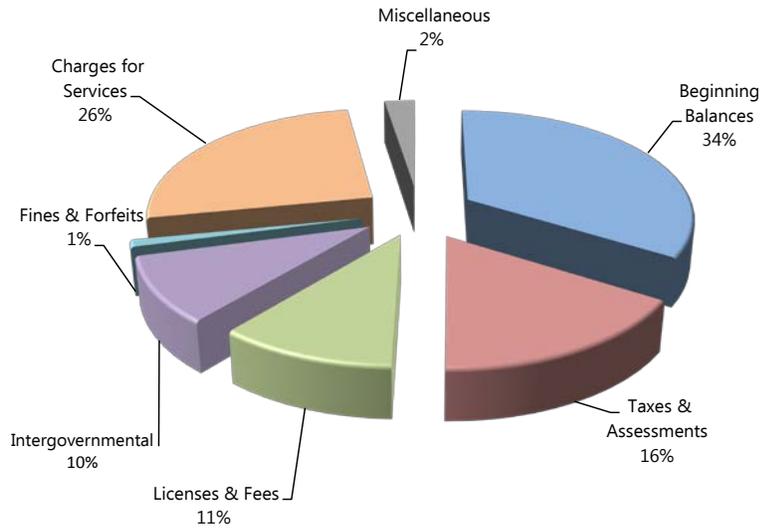
Investment income is dependent upon short-term interest rates and the amount of resources available for investment. Our investment policy, as summarized in the *Financial Policies* section, outlines the investment objectives as follows: legality, safety of principal, adequate liquidity, avoidance of unnecessary risk, and then obtaining a market yield. Generally, the City invests heavily in the State of Oregon Local Government Investment Pool (LGIP) and has sizable deposits with banks as needed to offset banking fees.

Currently, the LGIP is earning 2.1% on its investments. For this coming fiscal year, the rate of return on the City's investments is projected to remain very low. Investment income is budgeted in each fund based upon its estimated share of pooled cash at the projected interest rate for the upcoming year.

TRANSFERS

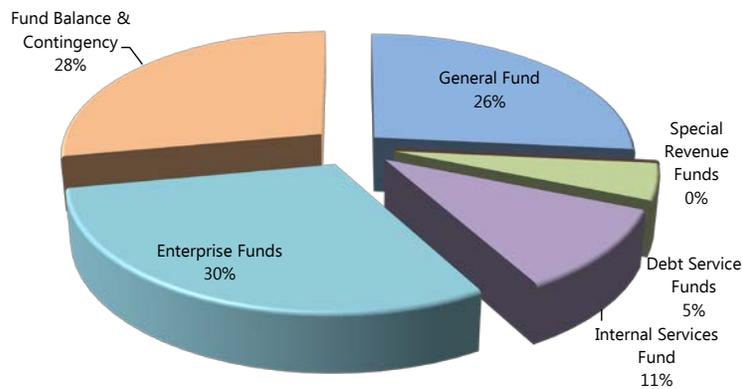
Transfers represent payments between departments for subsidizing operations or funding capital projects and are reflected in both the resource category as well as the requirements of a fund.

RESOURCES BY SOURCE – FY 2018-19



For fiscal year 2018-19, total resources come to \$44 million. Charges for Services support the City’s utilities including Water, Sewer and Stormwater. Property tax revenues, including delinquencies continue to be a major source of resources for the City. For this fiscal year, City property taxes are projected to be 4% above the previous fiscal year.

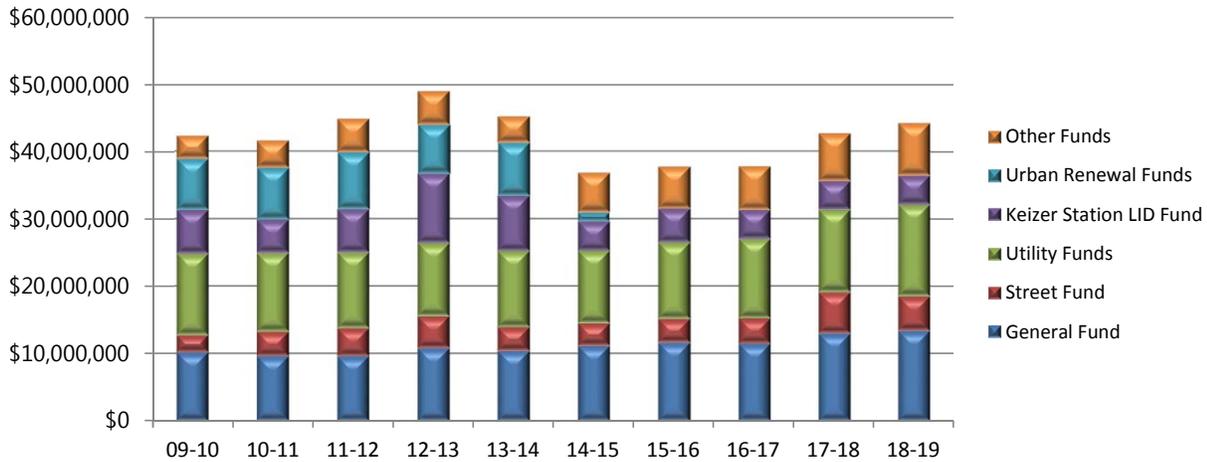
REQUIREMENTS BY USE – FY 2018-19



Requirements are balanced to fiscal year 2018-19 resources at \$44 million. As the pie chart above shows, 28% of this fiscal year’s requirements are budgeted as contingency and ending fund balances. The remaining budgeted requirements are allocated between the General Fund, Special Revenue Funds, Capital Projects, Debt Service and Utility Funds.

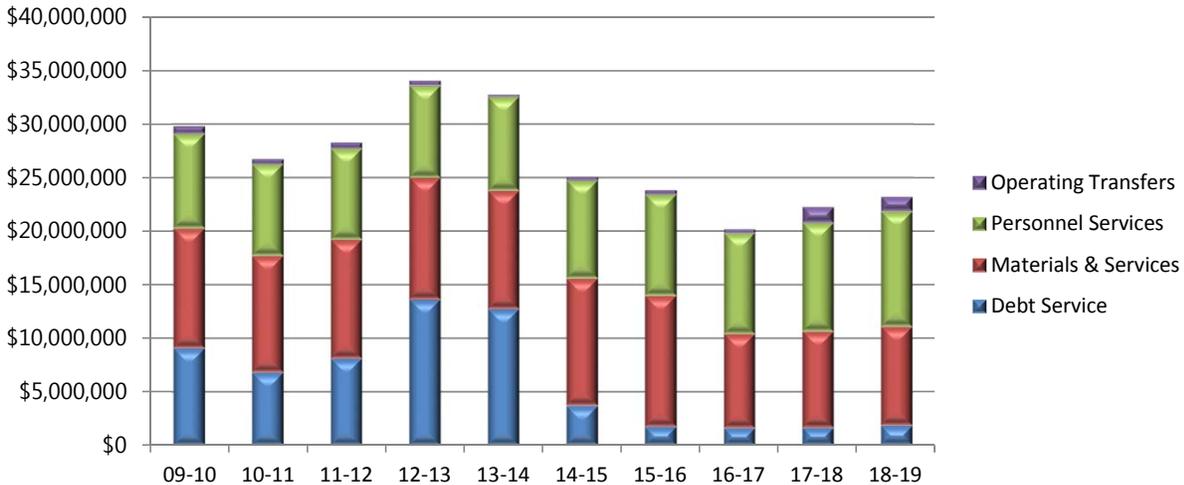
Financial Trends - Budgets

Total Budgeted Resources by Fund Categories



This graph depicts the total resources budgeted in each fund category for the past ten fiscal years. The graph indicates the combined General Fund, which includes General Services, Parks Operations, Community Development, Municipal Court and Police Services. The Utility funds include Water, Sewer and Stormwater both Operations and Capital Improvements. The Urban Renewal Funds significantly declined in recent years as the district accomplished its plan and stopped collecting tax increment revenue at the end of FY14-15.

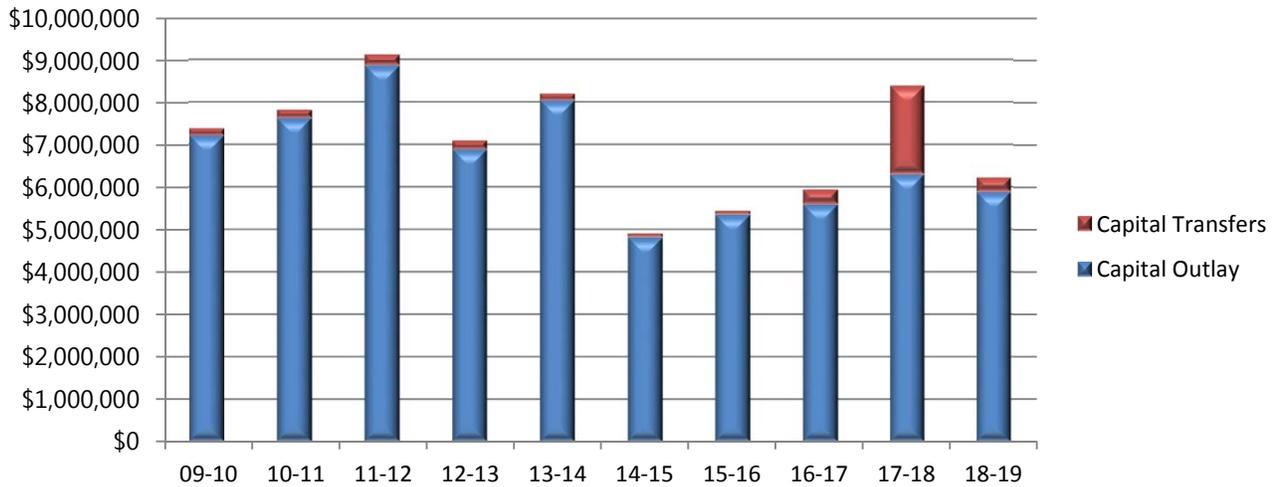
Operating Budget



The above graph depicts the total operating expenditures by category for the past ten fiscal years, adjusted for inflation. Spikes in debt service payments in FY12-13 and FY13-14 represent pay down of Keizer Station Local Improvement District debt resulting from the foreclosure of delinquent properties. Proceeds from these properties were used to repay debt owed by those properties. Operating costs, other than debt service have increased gradually over the ten year period.

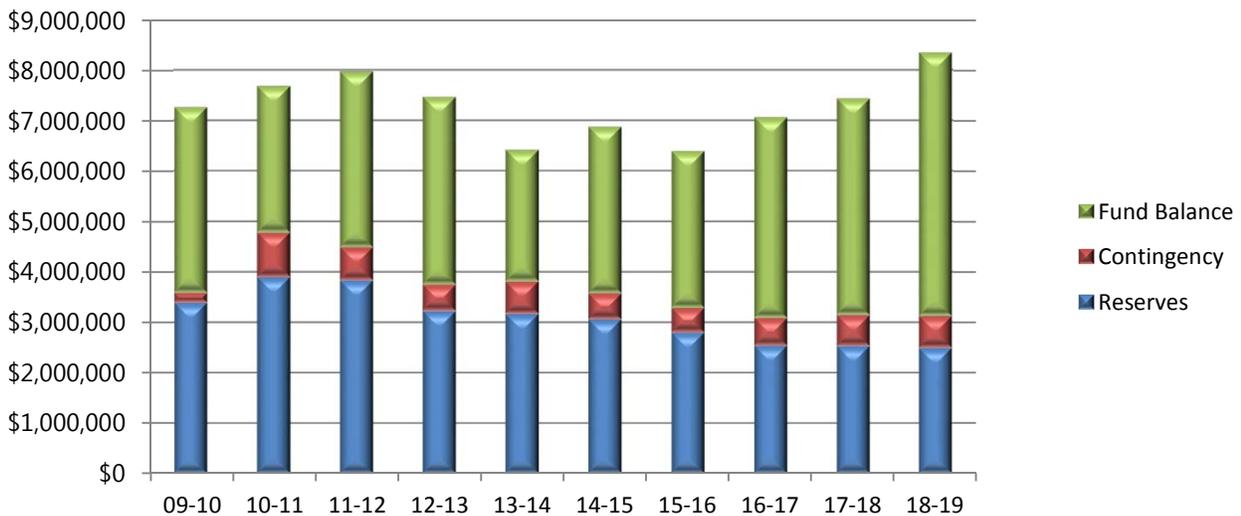
Financial Trends - Budgets

Capital Budget



The above graph depicts the total capital expenditures by category for the past ten fiscal years, adjusted for inflation. Capital construction in FY09-10 through FY18-19 is for road, water and stormwater improvements. FY17-18 includes a capital transfer which will be used as short term working capital for the construction of the bridge over Claggett Creek on Dearborn Ave NE.

Reserves, Contingencies and Ending Fund Balances



The above graph depicts budgeted reserves, contingencies, and unappropriated ending fund balances for the past ten fiscal years, adjusted for inflation. Generally, these balances reflect what is left after revenues and expenditures have been accounted for. Each year, these balances have met or exceeded the City's adopted policy in their respective area. Reserves are primarily for the Keizer Station Local Improvement District debt. The City has also established contingencies and reserves for Liability Insurance and Civic Center Facility Improvements.

Financial Trends - Debt Service

FULL FAITH AND CREDIT BONDS

Full faith and credit bonds are long-term obligations that are payable solely from a designated source of revenue. They do not carry any taxing power. The Keizer Station Local Improvement District Debt is the City's one full faith and credit bond outstanding. Assessment payments from property owners are used to pay this debt. Interest payments are due semi-annually and principal is not due until maturity. The debt service schedule below represents the City's legally obligated debt service requirements. However, the City intends to make principal payments semi-annually from assessments received. Future assessments due and existing reserves are sufficient to repay the full principal and interest due on this debt.

Keizer Station Local Improvement District Debt Service Schedule

	Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
	12/1/2018	13,825,000	-	359,450	359,450
	6/1/2019	13,825,000	-	359,450	359,450
	12/1/2019	13,825,000	-	359,450	359,450
	6/1/2020	13,825,000	-	359,450	359,450
	12/1/2020	13,825,000	-	359,450	359,450
	6/1/2021	13,825,000	-	359,450	359,450
	12/1/2021	13,825,000	-	359,450	359,450
	6/1/2022	13,825,000	-	359,450	359,450
12/1/2022 through	12/1/2030	13,825,000	-	6,110,650	6,110,650
	6/1/2031	13,825,000	13,825,000	359,450	14,184,450
			\$13,825,000	\$9,345,700	\$23,170,700

REVENUE BONDS

Revenue bonds are long-term obligations that are payable solely from a designated source of revenue. They do not carry any taxing power or general fund pledge as security. Currently, the City has one revenue bond issue outstanding:

	Interest Rate	Original Date	Maturity Date	Original Principal	Principal Outstanding	Annual Debt Service	Coverage Ratio*
2005 Water Revenue Loan	4.10%	9/30/2005	9/1/2020	\$ 2,600,000	\$ 650,000	\$ 231,000	2.55%

* Coverage ratio required by the Water Revenue Loan is 1.25. In other words, the net operating revenues pledged by these funds must exceed their annual debt service payments by at least this ratio. To date, the City's revenue bond has all exceeded these coverage requirements.

Financial Trends - Debt Service

Water Revenue Loan Debt Service Schedule

Fiscal Year End	Principal	Interest	Total
	Payable	Payable	
June 30, 2019	210,000	22,345	232,345
June 30, 2020	215,000	13,633	228,633
June 30, 2021	225,000	4,613	229,613
	<u>\$ 650,000</u>	<u>\$ 40,591</u>	<u>\$ 690,591</u>

	Debt Outstanding	Debt Per Capita	Debt as % of RMV	Statutory Maximum
Revenue Bond, debt ratios	\$ 650,000	\$ 16.95	17.43%	NA

REIMBURSEMENT AGREEMENT

The City entered into reimbursement agreements with the North River Road Urban Renewal District's overlapping taxing jurisdictions to repay the districts for their foregone revenues as described in the agreements. The City has repaid all Districts[1] the amounts owed for tax increment collected plus interest at 4% per annum, except the Salem-Keizer School District. The City closed the Urban Renewal District at the end of fiscal year 2014-15 and the Urban Renewal District no longer collects tax increment revenue.

Beginning in fiscal year 2016-17 the City needs to pay \$208,700 each year over the next six years to repay the Salem-Keizer School District for tax increment revenue foregone to the Keizer Urban Renewal District. By contractual agreement, repayment of \$1,252,205 must be paid by December 2022. The additional property tax revenues received into the General Fund as the result of closing the Urban Renewal District will be sufficient to repay the annual obligation to the Salem-Keizer School District.

[1] Note: the City of Keizer is a North River Road Urban Renewal District overlapping taxing jurisdiction, however, the City did not elect to be repaid for foregone taxes.

FUTURE DEBT ISSUANCE

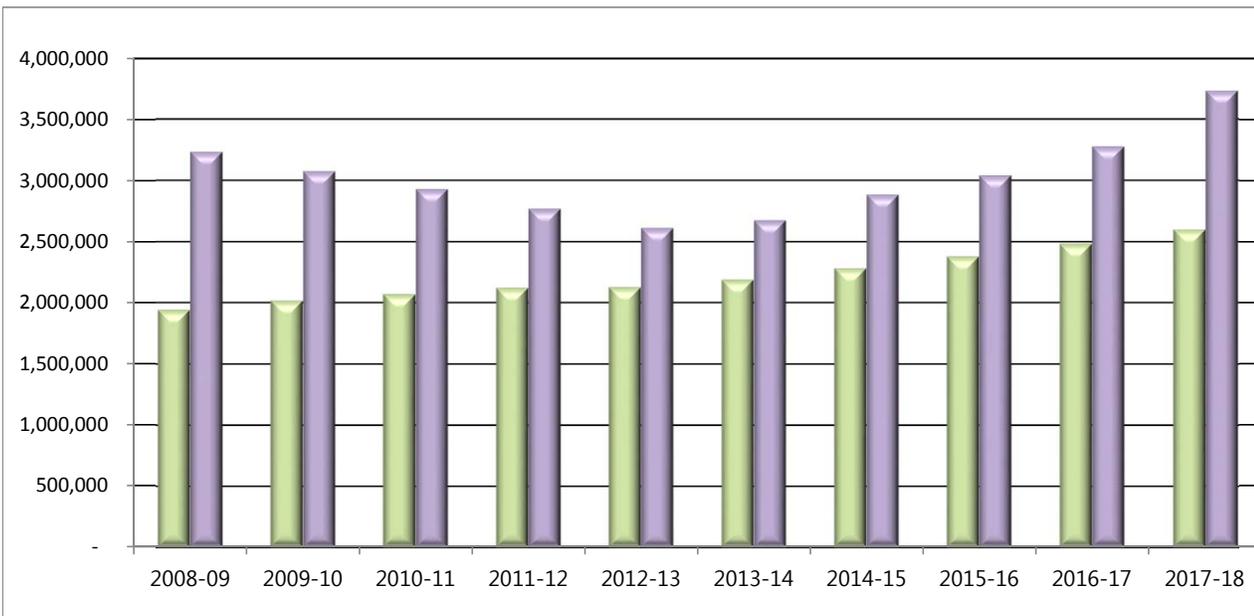
The City is in the process of entering into a full faith and credit debt obligation to finance the construction of a bridge on Dearborn Ave NE over Claggett Creek. The debt issuance is expected to be approximately \$1.8 million and close by the end of fiscal year 2017-18. The debt will be repaid using gas tax revenue in the Street Fund.

Financial Trends - Property Taxes

City Property Tax Revenues		2017-18 Actual Tax Revenue	2018-19 Estimated Tax Revenues 104%
1	District Assessed Value	\$2,595,897,958	\$2,699,733,876
2	Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
3	Gross Property Tax Revenues	\$5,409,332	\$5,625,705
4	Penalties/Compression/Adjustments	(0)	
5	Property Tax Revenues	\$5,409,332	\$5,625,705
6	Uncollectables and Discounts (5.0%)	(270,467)	(281,285)
7	Net Anticipated Tax Collected	\$ 5,138,866	\$ 5,344,420

Assessed value is expected to increase 4%; 3% from the maximum growth value plus 1% for new construction.

Total Real Market Value Compared to Assessed Value (000's) for City of Keizer



This graph provides some insight into the growth of the City of Keizer's property values over the past 10 years. The trend shows that assessed value continues to climb and real market value took a decline with the economic downturn impacting 2009-10 values. The estimation of the assessed value starts with the previous year's assessed value and adds three factors: a growth factor (maximum allowed by law is 3%), an allowance for new construction, and an allowance for annexed property. The assessed value now reflects about 70% of the real market value compared to fiscal year 2012-13 which was the high at 82%. This is a positive trend and shows that real market value is increasing faster than assessed value which has a legal cap as previously noted.

Comparative Tax Rate & FTE by City

FY18-19

<i>Jurisdiction</i>	<i>Pop</i>	<i>City Tax Rate/\$1,000</i>	<i>City FTE</i>	<i>Fire District Tax Rate/\$1,000</i>	<i>Park & Rec Tax Rate/\$1,000</i>	<i>Total FTE</i>	<i>Total FTE/1,000 Residents</i>	<i>Total Tax Rate</i>
Roseburg	24,015	7.33	163.60			163.60	6.81	7.33
Beaverton	95,685	4.81	563.53	2.08	1.62	629.53	6.58	9.80
Klamath Falls	21,770	5.58	156.20	2.88		231.20	10.62	8.46
Woodburn	24,685	6.43	155.49	1.90		170.99	6.93	8.33
Albany	52,710	7.82	424.12			424.12	8.05	7.82
Pendleton	16,890	6.58	172.74			172.74	10.23	6.58
La Grande	13,245	7.44	161.15			161.15	12.17	7.44
Forest Grove	23,555	5.56	174.23			174.23	7.40	6.85
Milwaukie	20,550	4.63	142.51	2.41	0.54	216.90	10.55	8.87
Eugene	167,780	7.99	1487.79			1487.79	8.87	7.99
Oregon City	34,610	4.41	206.35	2.41		333.08	9.62	8.11
Redmond	28,265	4.08	179.50	1.60	0.37	241.50	8.54	6.06
Sherwood	19,350	3.47	114.50	2.08		128.50	6.64	6.84
Salem	163,480	6.98	1209.90			1209.90	7.40	6.98
McMinnville	33,665	6.36	214.81			214.81	6.38	6.36
Newberg	23,480	4.38	144.33	2.08	0.91	144.33	6.15	7.37
Lake Oswego	37,490	5.16	344.30			344.30	9.18	6.45
Hillsboro	101,540	5.39	817.38			817.38	8.05	6.68
Medford	79,590	5.30	482.00			482.00	6.06	5.30
The Dalles	14,625	3.02	100.00	2.10		126.00	8.62	5.12
Corvallis	58,735	5.92	435.09			435.09	7.41	5.92
Springfield	60,655	6.38	407.60		1.97	407.60	6.72	8.35
Tigard	50,985	2.90	297.85	2.08	0.09	322.85	6.33	6.36
Wilsonville	24,315	2.52	162.02	2.08		192.02	7.90	5.89
Tualatin	26,960	2.50	157.03	2.08	0.09	170.03	6.31	5.96
West Linn	25,695	2.54	130.48	2.08		172.48	6.71	5.91
Ashland	20,700	4.40	263.82			263.82	12.74	4.40
Bend	86,765	3.15	626.46		1.68	626.46	7.22	4.83
Grants Pass	37,135	6.31	238.08			238.08	6.41	6.31
Keizer	38,345	2.08	100.50	2.08		136.00	3.55	4.16
Average FTE for All Listed Cities							7.87	
Average Tax Rate for All Listed Cities								6.76

Notes:

Tax rate calculation does not take into account Roadway Districts, Water Districts, Library Districts, or Port Authorities, which exist in a number of the above referenced cities.

Total Tax Rate includes 0.74 Metro Tri-Met tax as applicable to cities in the PDX Metro area. Details available on request.

Source Documents include:

- Population by Portland State University Population Research Center as of 07.01.2017.
- 2017-18 Tax Roll from County Assessor for Benton, Clackamas, Deschutes, Douglas, Jackson, Klamath, Lane, Linn, Marion, Multnomah, Union, Washington, and Yamhill Counties
- 2017-18 Budget Documents for all listed Cities and Fire Districts (FTE data), direct contact and/or Annual Report info. utilized where FTE data is not present in budget documents



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Staffing Allocations.....

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Budget Overview

The following provides an overview of the fiscal year 2018-19 Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total budget for fiscal year 2018-19 is \$44,270,200 a 1% increase from the current year projections primarily due to an increase in license and fees associated with the newly adopted Park Services Fee and Police Services Fee, in addition to an increase intergovernmental revenue. The City's total operating budget, excluding transfers and debt proceeds, is \$27,761,900.

REVENUES

The City of Keizer is a full service organization and receives revenue from a number of sources and for a variety of purposes. The largest source of ongoing revenue is charges for services including water, sewer and stormwater charges. Property taxes make up the next largest revenue source.

Revenue projections for fiscal year 2018-19 total \$27,761,900 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 29.

EXPENDITURES

Expenditures for fiscal year 2018-19 total \$32,695,900 (excluding transfers and contingency).

Personnel Services

City services are labor intensive operations including public safety and water, sewer and stormwater utilities. Consequently, personnel services make up the largest operating expense and include salaries and benefits. Personnel services reflect an overall increase of 10% primarily due to five additional police officers and two additional park employees. The budget provides for salary and wage increases of 3.0%; however the City is in negotiations with both the Local 737 and the Keizer Police Association so actual increases may vary. In addition, the budget includes an 8% increase in medical insurance premiums. Employees from the City's two labor groups, Keizer Police Association and Local 737, contribute 5% to their health and dental

Budget Overview

insurance premiums while non-represented staff contributes 10%. The City's share of the cost for employee health and dental insurance is estimated at \$2.3 million. Retirement costs are expected to increase 15% primarily due to an increase in the number of employees. Employer PERS contributions rates are actuarially determined and are for a two year period beginning July 1, 2017.

Materials & Services

Materials and Services expenditures include administrative costs, a variety of contractual services, and operating and maintenance costs.

Capital Outlay

The City's total capital outlay budget for fiscal year 2018-19 is \$7,192,000 of which \$3,560,000 is for routine expenditures and \$3,632,000 is for non-routine expenditures. A summary of total capital expenditures is on page 60.

Debt Service

Citywide debt service is budgeted at \$2,130,700 and includes the following payments:

- Keizer Station Local Improvement District - \$1,642,000
- Water Fund - \$232,400, and
- Street Fund - \$256,300 (estimated)

Transfers

The fiscal year 2018-19 Budget includes the following transfers:

- From the Police Services Fund to the General Fund to provide for the costs associated with adding five additional police officers - \$597,000
- From the General Fund to the Park Services Fund to provide at least 2.5% of the General Fund revenues in support of the park operations - \$360,800
- From the Street Fund to the Stormwater Fund to cover the cost of maintaining public street impervious surfaces - \$483,000
- From the Water Fund to the Water Facility Fund for capital improvements - \$400,000

Budget Overview

- From the Park Services Fund to the Water Fund to share the proceeds from the cell tower lease located in Bair Park - \$17,400.
- From the Transportation Improvement Fund to the General Fund to provide a capital loan for the improvements to Area B of Keizer Station.

FUND BALANCES

The City's reserves and fund balances consist of restricted funds for specific purposes and planned future expenditures, set aside for emergencies and unforeseen circumstances and for operating capital. The City's total projected Ending Fund Balance is \$8,464,400.

Projections by fund are on pages 61-63.

Budget Highlights

The fiscal year 2018-19 City of Keizer Budget was developed per the City's Financial Policies and City Council directives, and is balanced in accordance with state budget law. The total budget is \$44,270,200 and includes \$7,192,000 in capital spending and \$2,130,700 in debt service payments.

Since incorporating in 1982 the City of Keizer (the "City") has embraced the philosophy that the City should keep costs and services to a minimum by providing City services to the community in a coordinated, efficient and least cost fashion. This philosophy has enabled the City to continue to provide basic services, such as public safety and community development, while maintaining the City's infrastructure (park, street, water, sewer and stormwater) at a time when other cities were forced to make drastic cuts in response to the challenging economic environment that continues to face our country.

The predominant short term factors that influence the decisions made in the development of the fiscal year 2018-19 budget include:

1. The City Council's short term goals,
2. Impact of newly adopted Park Services Fee and Police Services Fee,
3. Marginal increases in other general fund revenues,
4. Maintain existing services and
5. Limited capital outlay for the police vehicle fleet and information system upgrades in prior years.

While stable economic indicators continue, the City is mindful to ensure that all increases in service level are sustainable into the near future. The City uses long-range planning tools to assist in this endeavor (pages 165-171).

The following is a summary of the financial highlights of the 2018-19 fiscal year budget.

FINANCIAL AND BUDGET TRENDS

The City uses 'moderate' assumptions in its revenue and expenditure projections as opposed to more aggressive or conservative estimates. The City believes this is the appropriate balance between mitigating risk and allowing the city to provide a responsible level of service.

As shown on page 27, the City averages 0.95% growth in its population rate per year. The City expects an increase in growth over the next several years at 1.5% annually. The Consumer Price Index in Oregon for 2017 was up 4.2% over 2016. These marginal economic increases were factored into the City's budget projections.

REVENUES

The City is expecting overall operating revenues to increase 4% over the prior year. The primary revenue increase is for taxes and assessment and intergovernmental and charges for services offset by a decrease in miscellaneous.

Taxes

Property tax revenues are the General Fund's single most important revenue source and support operating programs such as Police, Municipal Court, Parks, Community Development and Administration. The City has a permanent tax rate of \$2.0838 per \$1,000 of assessed value, which cannot increase under the current Oregon law. The City is expecting property tax revenue to increase approximately 4% in fiscal year 2018-19 as compared to fiscal year 2017-18. The increase is attributed to a 3% increase in assessed value and a 1% increase for new construction.

Budget Highlights

Assessments

Assessments are expected to remain consistent at approximately \$1.3 million in fiscal year 2018-19 as compared to fiscal year 2017-18. The assessments are primarily associated with the Keizer Station Local Improvement District and the Street Light Local Improvement Districts.

Intergovernmental Revenues

Intergovernmental Revenues are expected to increase 15% in fiscal year 2018-19 as compared to fiscal year 2017-18 primarily from a grant the City expects to receive from the Oregon Parks and Recreation Department Grant for \$434,200 to help fund restrooms and pathways at the "Big Toy" in Keizer Rapids Park.

Charges for Services

Charges for services are expected to increase approximately 4%. The increase is attributed to:

- a proposed 4% water rate increase,
- a proposed \$0.55 per ESU Storm Water rate increase, and
- a proposed 3.0% sewer rate increase. The City of Salem, who manages the regional sewer system, sets the sewer rates for the City of Keizer.

If approved, the rate increases would go into effect January 2019. Rate increases are needed to sustain service levels and fund capital improvements in the Water system as provided for in the Capital Improvement Plan.

OPERATING EXPENDITURES

In total, the City's operating expenditures, which include personnel services and materials and services are expected to increase 9%.

Personnel Services

Personnel Services include employee salaries and wages, retirement benefits and health and welfare benefits. The City anticipates a \$1.1 million increase in personnel services expense in fiscal year 2018-19 as compared to fiscal year 2017-18. A summary of employee benefit costs City-wide is provided on page 68.

Salaries and Wages

Employee salary and wages comprise the largest category of personnel services. Salaries and wages are expected to increase \$0.5 million in fiscal year 2018-19 as compared to fiscal year 2017-18 projections.

The City is currently in negotiations with both the Keizer Police Association ("KPA") and the Laborers International Union of North America, Local 737 ("Local 737"). For budgeting purposes salaries and wages are projected to increase 3.0% however actual increases may be different upon ratification of the respective collective bargaining agreements.

For employees not subject to the provisions of a collective bargaining agreement salaries and wages are projected to increase 3.0%. The City strives to provide a consistent wage and salary adjustment to all employees, represented and unrepresented alike, however a reduced adjustment is projected for unrepresented employees to help balance the General Fund budget.

Budget Highlights

The budgeted regular status full-time equivalents for fiscal year 2018-19 will be 100.5 employees as which is consistent with the end of the year budgeted positions in fiscal year 2017-18. Five additional police officers and two additional park employees were added mid-year in fiscal year 2017-18.

Retirement Benefits

Retirement benefits provided to City employees are remaining the same but the cost of those benefits will increase approximately \$0.2 million in fiscal year 2018-19 as compared to fiscal year 2017-18. The increase is the result of adding five additional police officers and two additional park employees in addition to overall salary and wage increases.

Health and Welfare Benefits

Health and welfare benefits provided to city employees will remain the same however, the cost to provide those benefits is expected to increase approximately 8% in fiscal year 2018-19 as compared to fiscal year 2017-18. Health insurance premiums will increase no more than 8% and dental insurance premiums will increase no more than 9%. Consistent with fiscal year 2017-18 represented and non-represented employees will be required to pay 5% and 10%, respectively, of the cost of the medical and dental insurance premiums.

The City is limited in its ability to eliminate or reduce specific health and welfare benefits provided as doing so would be a violation of the terms of the collective bargaining agreement for represented employees. In addition given the total number of employees, creating separate health and welfare benefit packages for unrepresented employees in which the specific benefits could be modified would likely result in the loss of the pooled rate structure and an increase in administrative costs that would offset any potential premium expense savings. However, should rates increase beyond sustainable levels, the City will have to consider potentially significant changes, which would include collaboration and bargaining with employees and the two unions representing City employees.

Materials and Services

Materials and services are expected to increase \$0.8 million from \$10.0 million in fiscal year 2017-18 to \$10.8 million in fiscal year 2018-19. The primary reasons for the increase in materials and services is due to the expected sewer rate increase by the City of Salem and rising costs such as liability insurance and contractual services.

NON-OPERATING EXPENDITURES

Non-operating expenditures which include capital outlay and debt service are expected to increase \$2.9 million in fiscal year 2018-19 as compared to fiscal year 2017-18.

Capital Outlay

Capital outlay costs are expected to increase \$2.6 million from \$4.5 million in fiscal year 2017-18 to \$7.1 million in fiscal year 2018-19. The City has appropriated over \$1.0 million for development of the I-5 Chemawa southbound on-ramp should the Oregon Department of Transportation proceed with this project. In addition \$0.8 million has been appropriated to provide for replacing and improving park amenities through the City's park system. The remaining increase is attributable to completing the Dearborn Ave Ne bridge replacement project and ongoing street resurfacing projects.

Budget Highlights

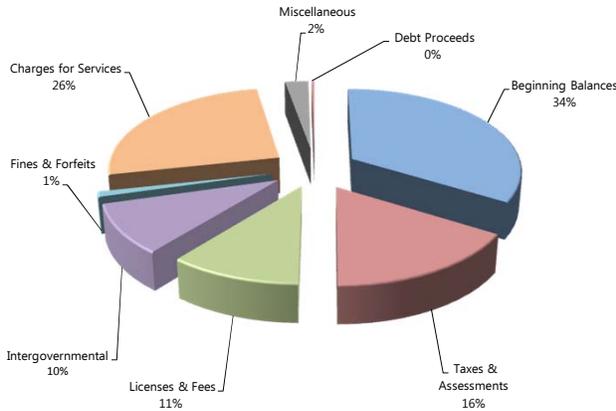
Debt Service

Payments of principal and interest on the City's debt obligations is expected to increase by approximately \$0.3 million primarily as the result of issuing \$1.8 million in debt to finance the construction of the Dearborn Ave NE bridge replacement.

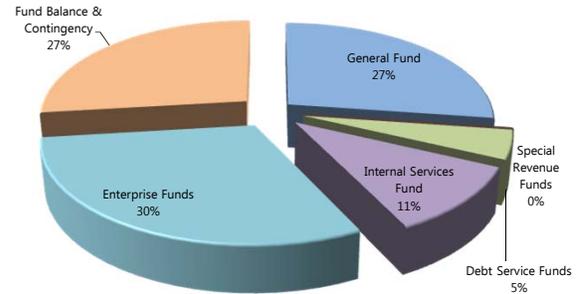
As with recent past fiscal years, fiscal year 2018-19 will present the City with a challenging economic environment in which to operate. However, new development in the area is promising, bolstering property values and the economy in general. The fiscal year 2018-19 Budget will ensure the City continues to operate in a financially stable manner.

All Funds Combined

Revenues (net eliminations)*



Expenditures (net eliminations)*



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 11,803,664	\$ 12,534,460	\$ 13,233,600	\$ 14,055,100	\$ 14,175,100	\$ 14,175,100	\$ 14,175,100	1%
3 Revenues:								
4 Taxes & Assessments	6,723,266	6,322,928	6,711,700	6,744,900	6,913,200	6,913,200	6,913,200	2%
5 Licenses & Fees	3,922,121	3,227,580	3,900,400	3,906,300	4,508,100	4,508,100	4,508,100	15%
6 Intergovernmental	3,402,297	3,527,254	3,980,200	3,556,700	4,097,900	4,097,900	4,097,900	15%
7 Fines & Forfeits	404,275	423,291	428,000	418,900	428,000	428,000	428,000	2%
8 Charges for Services	9,579,774	9,952,642	10,277,000	10,301,500	10,758,900	10,758,900	10,758,900	4%
9 Miscellaneous	1,319,018	1,370,502	1,045,300	1,093,000	1,055,800	1,055,800	1,055,800	-3%
10 Total Revenues:	25,350,751	24,824,197	26,342,600	26,021,300	27,761,900	27,761,900	27,761,900	7%
11 Other Resources:								
12 Debt Proceeds	-	-	150,000	1,800,000	125,000	125,000	125,000	-93%
13 Transfers In	695,902	823,800	4,092,900	1,847,900	2,208,200	2,208,200	2,208,200	19%
14 Total Other Resources	695,902	823,800	4,242,900	3,647,900	2,333,200	2,333,200	2,333,200	-36%
15 TOTAL RESOURCES	37,850,317	38,182,457	43,819,100	43,724,300	44,270,200	44,270,200	44,270,200	1%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services	10,323,011	10,321,049	11,689,300	11,437,400	12,525,600	12,525,600	12,525,600	10%
19 Materials & Services	9,625,964	9,500,343	10,364,050	9,964,700	10,835,400	10,847,600	10,847,600	9%
20 Capital Outlay	2,076,727	1,648,302	7,506,500	4,455,900	7,132,000	7,192,000	7,192,000	61%
21 Debt Service	2,594,253	1,833,825	1,854,000	1,843,300	2,130,700	2,130,700	2,130,700	16%
22 Total Expenditures:	24,619,955	23,303,519	31,413,850	27,701,300	32,623,700	32,695,900	32,695,900	18%
23 Other Requirements:								
24 Transfers Out	695,902	823,800	4,092,900	1,847,900	2,208,200	2,208,200	2,208,200	19%
25 Contingency	-	-	710,500	-	970,200	901,700	901,700	
26 Total Other Requirements	695,902	823,800	4,803,400	1,847,900	3,178,400	3,109,900	3,109,900	68%
27 Fund Balance:								
28 Restricted	9,734,803	10,849,814	5,633,700	11,003,000	6,352,100	6,352,100	6,352,100	-42%
29 Committed	367,656	474,392	225,300	495,700	303,700	303,700	303,700	-39%
30 Assigned	533,496	499,434	269,000	413,200	270,800	270,800	270,800	-34%
31 Unassigned	1,898,505	2,231,499	1,473,850	2,263,200	1,541,500	1,537,800	1,537,800	-32%
32 Total Fund Balance	12,534,460	14,055,138	7,601,850	14,175,100	8,468,100	8,464,400	8,464,400	-40%
33 TOTAL REQUIREMENTS	\$ 37,850,317	\$ 38,182,457	\$ 43,819,100	\$ 43,724,300	\$ 44,270,200	\$ 44,270,200	\$ 44,270,200	1%

Notes:

* As shown on the schedule on the following page, **eliminations** are for internal service fund transactions which have been eliminated in the consolidated schedules so that the transactions would not be duplicated.

Resource & Requirement Summary by Fund Type

Budgets for governments are broken into **funds**, based on the sources of revenue dedicated to each service. For example, the state fuel taxes can only be used for street improvements and maintenance, so a separate "Street Fund" is used to account for those dollars, to keep them separate from other city operations.

	General	Special Revenue	Nonmajor Governmental	Major Enterprise	Nonmajor Enterprise	Internal Service	Debt Service	Eliminations	Total
1 RESOURCES:									
2 Beginning Balance:	\$ 2,263,200	\$ 2,804,100	\$ 3,801,100	\$ 1,704,900	\$ 721,800	\$ 171,400	\$ 2,708,600	\$ -	\$ 14,175,100
3 Revenues:									
4 Taxes & Assessments	5,524,400	-	-	-	520,000	-	868,800	-	6,913,200
5 Licenses & Fees	2,987,300	10,600	1,399,500	52,500	-	-	-	-	4,449,900
6 Intergovernmental	1,192,300	2,301,000	604,600	-	-	-	-	-	4,097,900
7 Fines & Forfeits	428,000	-	-	-	-	-	-	-	428,000
8 Charges for Services	5,000	-	-	10,628,600	183,500	3,778,900	-	(3,778,900)	10,817,100
9 Miscellaneous	166,900	2,500	120,000	10,900	8,500	-	747,000	-	1,055,800
10 Total Revenues:	10,303,900	2,314,100	2,124,100	10,692,000	712,000	3,778,900	1,615,800	(3,778,900)	27,761,900
11 Other Resources:									
12 Debt Proceeds	-	-	-	125,000	-	-	-	-	125,000
13 Transfers In	847,000	-	460,800	900,400	-	-	-	-	2,208,200
14 Total Other Resources	847,000	-	460,800	1,025,400	-	-	-	-	2,333,200
15 TOTAL RESOURCES	13,414,100	5,118,200	6,386,000	13,422,300	1,433,800	3,950,300	4,324,400	(3,778,900)	44,270,200
16 REQUIREMENTS:									
17 Expenditures:									
18 Personnel Services	7,492,900	146,700	339,300	1,838,500	102,500	2,605,700	-	-	12,525,600
19 Materials & Services	3,353,800	811,600	463,400	8,398,100	634,900	964,700	-	(3,778,900)	10,847,600
20 Capital Outlay	518,800	2,717,100	2,664,300	823,300	275,000	193,500	-	-	7,192,000
21 Debt Service	-	256,300	-	232,400	-	-	1,642,000	-	2,130,700
22 Total Expenditures:	11,365,500	3,931,700	3,467,000	11,292,300	1,012,400	3,763,900	1,642,000	(3,778,900)	32,695,900
23 Other Requirements:									
24 Transfers Out	460,800	483,000	614,400	400,000	-	-	-	-	1,958,200
25 Contingency	50,000	47,900	529,000	291,900	46,500	186,400	-	-	1,151,700
26 Total Other Requirements	510,800	530,900	1,143,400	691,900	46,500	186,400	-	-	3,109,900
27 Fund Balance:									
28 Restricted	-	655,600	1,775,600	866,200	372,300	-	2,682,400	-	6,352,100
29 Committed	-	-	-	303,700	-	-	-	-	303,700
30 Assigned	-	-	-	268,200	2,600	-	-	-	270,800
31 Unassigned	1,537,800	-	-	-	-	-	-	-	1,537,800
32 Total Fund Balance	1,537,800	655,600	1,775,600	1,438,100	374,900	-	2,682,400	-	8,464,400
33 TOTAL REQUIREMENTS	\$ 13,414,100	\$ 5,118,200	\$ 6,386,000	\$ 13,422,300	\$ 1,433,800	\$ 3,950,300	\$ 4,324,400	\$ (3,778,900)	\$ 44,270,200

Governmental Funds

- General Fund
- Special Revenue Funds
 - Major Funds
 - Street Fund
- Nonmajor Governmental Funds
 - Park Services Fund
 - Police Services Fund
 - Public Education Government Access Fund
 - Law Enforcement Fund
 - Housing Rehabilitation Fund
 - Energy Assistance Fund
 - Park Improvement Fund
 - Trans Improvement Fund
 - Off-Site Transportation Fund

Proprietary Funds

- Enterprise Funds
 - Major Funds
 - Water Fund
 - Water Facility Fund
 - Sewer Fund
 - Stormwater Fund
 - Nonmajor Funds
 - Community Center Fund
 - Street Lighting District Fund
 - Sewer Reserve Fund
 - Internal Service Fund
 - Administrative Services Fund
- Debt Service Funds**
 - Keizer Station Local Improvement District Fund

The City's budget is made up of Governmental Funds, Proprietary Funds (business-like activities) and a Debt Service Fund. Governmental Funds are normally supported by taxes and intergovernmental revenues while Proprietary Funds rely to a significant extent on fees and charges for services. Debt Service Funds account for the accumulation of resources for, and the payment of long-term debt principal and interest.

The following is a brief description and purpose of each of the City's budgeted funds.

GOVERNMENTAL FUNDS

General Fund

The General Fund is the chief operating fund of the City and accounts for all financial resources except those required to be accounted for in another fund. Principal sources of revenue are property taxes, franchise fees, and intergovernmental revenues such as Cigarette and Liquor Tax. General Fund's primary expenditures are for Public Safety, Park Operations, Community Development and General Government

Special Revenue Funds

Street Fund

The Street Fund provides quality streets, lighting, traffic signals, sidewalks, and bike paths. The primary source of revenue is State Fuel Taxes, which are apportioned by the State based on population. Fuel tax revenues are restricted by constitutional limits and are to be used for street maintenance and improvements.

Park Services

The Park Services Fund provides for the repair and maintenance of the City's park system. It is funded with the Park Services Fee and support transferred from the General Fund.

Police Services

The Police Services Fund accounts for the financial resources provided by the Police Services Fee. The funds are transferred to the General Fund to provide financial resources to provide for five additional police officers.

Public Education Government

The Public Education Government Fund (PEG) is set up to account for PEG franchise fees assessed on cable television bills. The fees are to be used exclusively for providing governmental cable programming. Legislative action taken in fiscal year 2007-08 continues to threaten PEG revenues. Should revenues cease by the end of the fiscal year, the ending fund balance will be sufficient to pay monthly broadcasting expenses the following year.

Law Enforcement Grant

Revenues in the Law Enforcement Grant Fund are from state and federal grants with an occasional private sector grant. The appropriate uses of the funds are specifically described by each grant.

Housing Rehabilitation

The original source of revenues in the Housing Services Fund was from a State Community Development Block Grant. Uses were restricted to creating loans for housing rehabilitation projects. The original grant was completely expended in fiscal year 1998.

Over the next several years loans were repaid and sufficient cash became available to reestablish the program benefiting low/moderate income households within the Keizer community. This program was combined with the Energy Efficiency Revolving Loan Fund to more effectively serve qualified participants.

Energy Efficiency

Revenues for the Energy Efficiency Fund were from the Recovery Act – Energy Efficiency and Conservation Block Grant. Uses for these funds are restricted for energy efficiency improvements within the community. The City elected to develop a revolving loan fund to complement its Housing Rehabilitation loan program. The Energy Efficiency loans will be restricted to permanent enhancements that improve energy efficiency within the residential home of low/moderate income households.

Park Improvement

The Park Improvement Fund was established to account for Systems Development Charges (SDC's) designated for park improvements. These fees are collected from new residential development in the City. Improvements are included in the City Council adopted Parks Master Plan and expenditures follow the adopted SDC Methodology.

Transportation Improvement

The Transportation Improvement Fund was established to account for Systems Development Charges (SDC's) designated for transportation improvements. These fees are collected from new development in the City. Improvements are included in the City Council adopted Transportation Master Plan and expenditures follow the adopted SDC Methodology.

Off-Site Transportation

The Off-Site Transportation Fund was created for future transportation improvement projects in connection with Keizer Station Areas B and C. The resources are from developer fees required to be paid as set forth in the Keizer Station Master Plan orders.

PROPRIETARY FUNDS

Enterprise Funds

Water

Revenues in the Water fund are derived from user charges. The City's charter designates this as a dedicated fund to be used solely for water related services. The water system is managed by the Public Works Department to provide safe, low cost, high quality drinking water that meets or exceeds state and federal regulations.

Water Facility

The Water Facility Replacement Reserve was established for replacement and construction of new facilities needed to provide water production, storage, and distribution. Revenue consists of System Development Charges, water usage charges transferred from the Water Operating Fund, and revenue bonds. Expenditures are intended to enhance the ability to provide the water needed to serve the community within the existing Urban Growth Boundary consistent with the City Council adopted Water System Master Plan Update.

Sewer

The City of Keizer is a part of a regional sewer system managed by the City of Salem. Salem sets the sewer rates for the regional system. Keizer appoints Council and Staff liaisons to attend the Regional Task Force meetings. City of Keizer staff manages the billing function and remit Sewer Charges to City of Salem each month.

Stormwater

The Stormwater Fund was established to meet the Federal Clean Water Act and Safe Drinking Water Act. Revenues in the Stormwater Fund are derived from user charges. The City's stormwater regulatory programs are administered by the State of Oregon through the Department of Environmental Quality (DEQ). The City has three regulatory programs which allow the City to manage stormwater through discharge to local waterways, overland flow, and injection into the ground. The City maintains compliance of the regulatory programs by implementing the requirements of state approved management plans for the municipal separate storm sewer system (MS4), the underground injection control (UIC) devices, and the Total Maximum Daily Load (TMDL) Implementation Plan. The City is the permittee for the National Pollutant Discharge Elimination System (NPDES) permit, the Water Pollution Control Facilities (WPCF) permit, and is a designated management agency for the Willamette Basin TMDL.

Community Center

The City of Keizer Community Center is a state of the art facility intended to accommodate the cultural, educational, professional, recreational, and economic needs of its citizens and the community. Rental fees help cover the operation and management of the center. The Center is not currently self-sustaining and relies on full use of Transient Occupancy Tax revenues, to help pay operating costs.

Street Lighting Districts

The Street Lighting District Fund accounts for the Street Lighting Districts and Local Improvement Districts from establishment and construction, through billing and recording the liens with the county tax collector.

Sewer Reserve

The Sanitary Sewer Reserve Fund was established to cover areas not served by existing sewer lines. The Sewer Reserve is a systems development based fund used to reimburse developers for sewer trunk line improvement extensions and City constructed growth driven sewer capacity improvements outlined in the Sanitary Sewer Master Plan.

Internal Services Funds

Administrative Services

The Administrative Services Fund accounts for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis. Administrative Services are provided by General Administration (City Council and Non-departmental), City Manager's Office, City Attorney's Office, City Records Department, Human Resources Department, Finance, Public Works Administration and Civic Center Facilities. The Fund is replenished from the City's operating funds as Charges for Services using various cost allocation plans based on anticipated benefits received.

DEBT SERVICE FUND

Keizer Station Local Improvement District

The Keizer Station Local Improvement Fund accounts for the improvements to the Keizer Station Development Project. The cost of the improvements has been assessed to those property owners who directly benefit from the project. The assessments received are used to pay off the long-term debt scheduled for maturity on June 1, 2031.

All Funds Summary by Fund

Budgets for governments are broken into **funds**, based on the sources of revenue dedicated to each service. For example, the state fuel taxes can only be used for street improvements and maintenance, so a separate "Street Fund" is used to account for those dollars, to keep them separate from other city operations. All funds presented below are appropriated.

FUND	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19
General	\$ 11,568,768	\$ 11,595,596	\$ 12,720,200	\$ 12,892,800	\$ 13,414,100	\$ 13,414,100	\$ 13,414,100
Special Revenue Funds:							
Street	3,579,765	3,821,339	6,121,900	6,226,700	5,118,200	5,118,200	5,118,200
Park Services	89,006	83,902	820,500	822,100	1,103,900	1,103,900	1,103,900
Police Services	-	-	410,000	410,000	826,000	826,000	826,000
Public Government Education	372,833	406,709	408,000	426,200	442,700	442,700	442,700
Law Enforcement Grant	-	10,706	30,000	-	30,000	30,000	30,000
Housing Rehabilitation	13,775	45,045	43,800	45,000	75,000	75,000	75,000
Energy Efficiency	2,389	11,247	17,400	11,200	26,200	26,200	26,200
Park Improvement	989,222	1,067,828	1,517,800	1,060,100	1,054,400	1,054,400	1,054,400
Transportation Improvement	2,681,358	2,821,712	2,832,400	2,870,700	2,733,700	2,733,700	2,733,700
Off-Site Transportation	98,710	96,250	90,500	94,100	94,100	94,100	94,100
Enterprise Funds							
Water	3,612,756	3,756,974	3,824,800	3,890,600	3,987,300	3,987,300	3,987,300
Water Facility	728,460	624,830	696,400	670,300	631,500	631,500	631,500
Sewer	5,758,452	6,029,798	6,179,400	6,246,400	6,490,600	6,490,600	6,490,600
Stormwater	1,916,578	2,034,713	2,191,600	2,095,000	2,312,900	2,312,900	2,312,900
Community Center	272,999	361,017	353,500	375,900	345,800	345,800	345,800
Street Lighting District	794,378	808,766	803,100	830,000	854,400	854,400	854,400
Sewer Reserve	241,390	248,672	288,300	264,700	233,600	233,600	233,600
Internal Services Fund							
Administrative Services	3,394,972	3,398,567	3,763,200	3,655,900	3,950,300	3,950,300	3,950,300
Debt Service Funds							
Keizer Station LID	5,056,027	4,309,199	4,304,900	4,321,100	4,324,400	4,324,400	4,324,400
Total	\$ 41,171,838	\$ 41,532,870	\$ 47,417,700	\$ 47,208,800	\$ 48,049,100	\$ 48,049,100	\$ 48,049,100

Notes:

This schedule does not eliminate charges for services from the administrative services fund to the City's operating funds and therefore the Total double counts those expenditures.

The purpose of the schedule is to show each fund's total requirements in relation to the total budget as a whole.

Consolidated Fund Summary

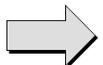
	General Fund			Major Special Revenue Funds									Non Major Special Revenue Funds		
				Street Fund			Transportation Improvement Fund			Park Services Fund					
	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19
RESOURCES:															
Beginning Balance:	\$ 1,898,505	\$ 1,955,400	\$ 2,263,200	\$ 1,362,710	\$ 1,881,300	\$ 2,804,100	\$ 2,681,358	\$ 2,783,400	\$ 2,695,700	\$ -	\$ -	\$ 4,900	\$ 1,336,022	\$ 1,381,700	\$ 1,100,500
Revenues:															
Taxes & Assessments	5,026,131	5,379,500	5,524,400	2,140	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	2,870,442	2,838,400	2,987,300	12,904	10,600	10,600	125,941	44,000	33,000	-	416,500	665,500	98,854	469,800	701,000
Intergovernmental	1,141,364	1,128,300	1,192,300	2,230,216	2,228,000	2,301,000	-	-	-	-	4,700	4,700	155,674	619,200	599,900
Fines & Forfeits	423,291	428,000	428,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	8,528	5,000	5,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	227,335	109,900	166,900	213,369	2,000	2,500	14,413	5,000	5,000	-	67,500	68,000	47,235	46,800	47,000
Total Revenues:	9,697,091	9,889,100	10,303,900	2,458,629	2,240,600	2,314,100	140,354	49,000	38,000	-	488,700	738,200	301,763	1,135,800	1,347,900
Other Resources:															
Debt Proceeds	-	-	-	-	2,000,000	-	-	-	-	-	-	-	-	-	-
Transfers In	-	875,700	847,000	-	-	-	-	-	-	-	331,800	360,800	-	-	100,000
Total Other Resources	-	875,700	847,000	-	2,000,000	-	-	-	-	-	331,800	360,800	-	-	100,000
TOTAL RESOURCES	11,595,596	12,720,200	13,414,100	3,821,339	6,121,900	5,118,200	2,821,712	2,832,400	2,733,700	-	820,500	1,103,900	1,637,785	2,517,500	2,548,400
REQUIREMENTS:															
Expenditures:															
Personnel Services	6,185,078	6,914,500	7,492,900	126,826	140,000	146,700	-	-	-	-	266,300	339,300	-	-	-
Materials & Services	2,976,970	3,161,450	3,353,800	661,093	786,700	811,600	-	-	-	-	223,800	250,500	106,915	171,600	212,900
Capital Outlay	184,649	788,600	518,800	473,089	3,819,200	2,717,100	-	400,000	1,000,000	-	313,000	486,000	53,916	911,600	1,178,300
Debt Service	-	-	-	-	-	256,300	-	-	-	-	-	-	-	-	-
Total Expenditures:	9,346,697	10,864,550	11,365,500	1,261,008	4,745,900	3,931,700	-	400,000	1,000,000	-	803,100	1,075,800	160,831	1,083,200	1,391,200
Other Requirements:															
Transfers Out	17,400	331,800	460,800	406,400	443,000	483,000	-	2,250,000	250,000	-	17,400	17,400	-	625,700	597,000
Contingency	-	50,000	50,000	-	46,300	47,900	-	-	-	-	-	-	-	50,000	279,000
Total Other Requirements	17,400	381,800	510,800	406,400	489,300	530,900	-	2,250,000	250,000	-	17,400	17,400	-	675,700	876,000
Fund Balance:															
Restricted	-	-	-	2,153,931	886,700	655,600	2,821,712	182,400	1,483,700	-	-	10,700	1,476,954	758,600	281,200
Committed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	2,231,499	1,473,850	1,537,800	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	2,231,499	1,473,850	1,537,800	2,153,931	886,700	655,600	2,821,712	182,400	1,483,700	-	-	10,700	1,476,954	758,600	281,200
TOTAL REQUIREMENTS	\$ 11,595,596	\$ 12,720,200	\$ 13,414,100	\$ 3,821,339	\$ 6,121,900	\$ 5,118,200	\$ 2,821,712	\$ 2,832,400	\$ 2,733,700	\$ -	\$ 820,500	\$ 1,103,900	\$ 1,637,785	\$ 2,517,500	\$ 2,548,400

Continued 

Consolidated Fund Summary

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19
RESOURCES:												
Beginning Balance:	\$ 865,736	\$ 811,900	\$ 857,400	\$ 167,783	\$ 236,300	\$ 205,300	\$ 238,554	\$ 261,000	\$ 324,300	\$ 437,775	\$ 323,600	\$ 317,900
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	-	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	55,401	52,500	52,500	55,534	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	2,809,794	2,936,000	3,053,000	-	33,600	24,700	5,790,771	5,918,000	6,165,900	1,187,013	1,273,000	1,385,000
Miscellaneous	8,643	7,000	7,000	1,513	1,500	1,500	473	400	400	3,525	2,000	2,000
Total Revenues:	2,873,838	2,995,500	3,112,500	57,047	35,100	26,200	5,791,244	5,918,400	6,166,300	1,190,538	1,275,000	1,387,000
Other Resources:												
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	150,000	125,000
Transfers In	17,400	17,400	17,400	400,000	425,000	400,000	-	-	-	406,400	443,000	483,000
Total Other Resources	17,400	17,400	17,400	400,000	425,000	400,000	-	-	-	406,400	593,000	608,000
TOTAL RESOURCES	3,756,974	3,824,800	3,987,300	624,830	696,400	631,500	6,029,798	6,179,400	6,490,600	2,034,713	2,191,600	2,312,900
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	930,077	1,027,800	1,075,000	-	-	-	2,828	3,600	3,700	666,846	732,500	759,800
Materials & Services	1,259,626	1,412,600	1,443,100	-	-	-	5,723,963	5,930,500	6,163,200	695,208	781,600	791,800
Capital Outlay	69,848	63,900	52,100	466,658	465,000	385,000	-	-	-	295,624	339,400	386,200
Debt Service	228,745	230,800	232,400	-	-	-	-	-	-	-	-	-
Total Expenditures:	2,488,296	2,735,100	2,802,600	466,658	465,000	385,000	5,726,791	5,934,100	6,166,900	1,657,678	1,853,500	1,937,800
Other Requirements:												
Transfers Out	400,000	425,000	400,000	-	-	-	-	-	-	-	-	-
Contingency	-	140,000	165,000	-	-	-	-	20,000	20,000	-	92,700	106,900
Total Other Requirements	400,000	565,000	565,000	-	-	-	-	20,000	20,000	-	92,700	106,900
Fund Balance:												
Restricted	868,678	524,700	619,700	158,172	231,400	246,500	-	-	-	-	-	-
Committed	-	-	-	-	-	-	303,008	225,300	303,700	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	377,035	245,400	268,200
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	868,678	524,700	619,700	158,172	231,400	246,500	303,008	225,300	303,700	377,035	245,400	268,200
TOTAL REQUIREMENTS	\$ 3,756,974	\$ 3,824,800	\$ 3,987,300	\$ 624,830	\$ 696,400	\$ 631,500	\$ 6,029,798	\$ 6,179,400	\$ 6,490,600	\$ 2,034,713	\$ 2,191,600	\$ 2,312,900

Continued



Consolidated Fund Summary

	Non Major Enterprise Funds			Internal Service Fund			Debt Service Fund		
				Administrative Services			Keizer Station Local Improvement Districts		
	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19
RESOURCES:									
Beginning Balance:	\$ 723,708	\$ 738,500	\$ 721,800	\$ 129,102	\$ 164,600	\$ 171,400	\$ 2,693,207	\$ 2,695,900	\$ 2,708,600
Revenues:	-	-	-	-	-	-	-	-	-
Taxes & Assessments	519,131	511,200	520,000	-	-	-	775,526	821,000	868,800
Licenses & Fees	8,504	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-
Charges for Services	156,536	180,000	183,500	3,266,511	3,598,600	3,778,900	-	-	-
Miscellaneous	10,576	15,200	8,500	2,954	-	-	840,466	788,000	747,000
Total Revenues:	694,747	706,400	712,000	3,269,465	3,598,600	3,778,900	1,615,992	1,609,000	1,615,800
Other Resources:									
Debt Proceeds	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Total Other Resources	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	1,418,455	1,444,900	1,433,800	3,398,567	3,763,200	3,950,300	4,309,199	4,304,900	4,324,400
REQUIREMENTS:									
Expenditures:	-	-	-	-	-	-	-	-	-
Personnel Services	95,574	97,200	102,500	2,313,820	2,507,400	2,605,700	-	-	-
Materials & Services	509,339	597,600	634,900	833,740	896,800	964,700	-	-	-
Capital Outlay	24,895	278,300	275,000	79,623	127,500	193,500	-	-	-
Debt Service	-	-	-	-	-	-	1,605,080	1,623,200	1,642,000
Total Expenditures:	629,808	973,100	1,012,400	3,227,183	3,531,700	3,763,900	1,605,080	1,623,200	1,642,000
Other Requirements:									
Transfers Out	-	-	-	-	-	-	-	-	-
Contingency	-	80,000	46,500	-	231,500	186,400	-	-	-
Total Other Requirements	-	80,000	46,500	-	231,500	186,400	-	-	-
Fund Balance:									
Restricted	666,248	368,200	372,300	-	-	-	2,704,119	2,681,700	2,682,400
Committed	-	-	-	171,384	-	-	-	-	-
Assigned	122,399	23,600	2,600	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-
Total Fund Balance	788,647	391,800	374,900	171,384	-	-	2,704,119	2,681,700	2,682,400
TOTAL REQUIREMENTS	\$ 1,418,455	\$ 1,444,900	\$ 1,433,800	\$ 3,398,567	\$ 3,763,200	\$ 3,950,300	\$ 4,309,199	\$ 4,304,900	\$ 4,324,400

Consolidated Fund Summary

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19	ACTUAL 2016-17	BUDGETED 2017-18	BUDGET 2018-19
RESOURCES:															
Beginning Balance:	\$ 7,278,595	\$ 8,001,800	\$ 8,868,400	\$ 2,562,658	\$ 2,535,900	\$ 2,598,100	\$ 2,693,207	\$ 2,695,900	\$ 2,708,600	\$ -	\$ -	\$ -	\$ 12,534,460	\$ 13,233,600	\$ 14,175,100
Revenues:															
Taxes & Assessments	5,028,271	5,379,500	5,524,400	519,131	511,200	520,000	775,526	821,000	868,800				6,322,928	6,711,700	6,913,200
Licenses & Fees	3,108,141	3,779,300	4,397,400	119,439	52,500	52,500	-	-	-				3,227,580	3,831,800	4,449,900
Intergovernmental	3,527,254	3,980,200	4,097,900	-	-	-	-	-	-				3,527,254	3,980,200	4,097,900
Fines & Forfeits	423,291	428,000	428,000	-	-	-	-	-	-				423,291	428,000	428,000
Charges for Services	8,528	5,000	5,000	13,210,625	13,939,200	14,591,000	-	-	-	(3,266,511)	(3,598,600)	(3,778,900)	9,952,642	10,345,600	10,817,100
Miscellaneous	502,352	231,200	289,400	27,684	26,100	19,400	840,466	788,000	747,000				1,370,502	1,045,300	1,055,800
Total Revenues:	12,597,837	13,803,200	14,742,100	13,876,879	14,529,000	15,182,900	1,615,992	1,609,000	1,615,800	(3,266,511)	(3,598,600)	(3,778,900)	24,824,197	26,342,600	27,761,900
Other Resources:															
Debt Proceeds	-	2,000,000	-	-	150,000	125,000	-	-	-				-	2,150,000	125,000
Transfers In	-	1,207,500	1,307,800	823,800	885,400	900,400	-	-	-				823,800	2,092,900	2,208,200
Total Other Resources	-	3,207,500	1,307,800	823,800	1,035,400	1,025,400	-	-	-	(3,266,511)	(3,598,600)	(3,778,900)	823,800	4,242,900	2,333,200
TOTAL RESOURCES	19,876,432	25,012,500	24,918,300	17,263,337	18,100,300	18,806,400	4,309,199	4,304,900	4,324,400	(3,266,511)	(3,598,600)	(3,778,900)	38,182,457	43,819,100	44,270,200
REQUIREMENTS:															
Expenditures:															
Personnel Services	6,311,904	7,320,800	7,978,900	4,009,145	4,368,500	4,546,700	-	-	-				10,321,049	11,689,300	12,525,600
Materials & Services	3,744,978	4,343,550	4,628,800	9,021,876	9,619,100	9,997,700	-	-	-	(3,266,511)	(3,598,600)	(3,778,900)	9,500,343	10,364,050	10,847,600
Capital Outlay	711,654	6,232,400	5,900,200	936,648	1,274,100	1,291,800	-	-	-				1,648,302	7,506,500	7,192,000
Debt Service	-	-	256,300	228,745	230,800	232,400	1,605,080	1,623,200	1,642,000				1,833,825	1,854,000	2,130,700
Total Expenditures:	10,768,536	17,896,750	18,764,200	14,196,414	15,492,500	16,068,600	1,605,080	1,623,200	1,642,000	(3,266,511)	(3,598,600)	(3,778,900)	23,303,519	31,413,850	32,695,900
Other Requirements:															
Transfers Out	423,800	3,667,900	1,808,200	400,000	425,000	400,000	-	-	-				823,800	4,092,900	2,208,200
Contingency	-	146,300	376,900	-	564,200	524,800	-	-	-				-	710,500	901,700
Total Other Requirements	423,800	3,814,200	2,185,100	400,000	989,200	924,800	-	-	-	-	-	-	823,800	4,803,400	3,109,900
Fund Balance:															
Restricted	6,452,597	1,827,700	2,431,200	1,693,098	1,124,300	1,238,500	2,704,119	2,681,700	2,682,400				10,849,814	5,633,700	6,352,100
Committed	-	-	-	474,392	225,300	303,700	-	-	-				474,392	225,300	303,700
Assigned	-	-	-	499,434	269,000	270,800	-	-	-				499,434	269,000	270,800
Unassigned	2,231,499	1,473,850	1,537,800	-	-	-	-	-	-				2,231,499	1,473,850	1,537,800
Total Fund Balance	8,684,096	3,301,550	3,969,000	2,666,924	1,618,600	1,813,000	2,704,119	2,681,700	2,682,400	(3,266,511)	(3,598,600)	(3,778,900)	14,055,138	7,601,850	8,464,400
TOTAL REQUIREMENTS	\$ 19,876,432	\$ 25,012,500	\$ 24,918,300	\$ 17,263,337	\$ 18,100,300	\$ 18,806,400	\$ 4,309,199	\$ 4,304,900	\$ 4,324,400	\$ (3,266,511)	\$ (3,598,600)	\$ (3,778,900)	\$ 38,182,457	\$ 43,819,100	\$ 44,270,200

Capital Expenditures

Capital assets include land, right-of-way, buildings, improvements, equipment, infrastructure, and other tangible and intangible assets costing \$5,000 or more and used in operations that have initial useful lives extending beyond two years. Routine capital outlay items listed below may include items less than \$5,000 for budget purposes. However, these items are generally not capitalized for financial reporting purposes.

Routine Capital Outlay

1	General Fund	Police equipment	\$ 217,100
2	Park Services Fund	Field equipment	4,000
3	Street Fund	Equipment, vehicles and minor improvements	97,100
4		Street resurfacing	1,100,000
5		Street improvements to be identified during FY18-19	320,000
6	Park Improvement Fund	Park improvements to be identified during FY18-19	700,000
7	Public Education Government	Television equipment	25,000
8	Law Enforcement Grants	Police equipment	30,000
9	Water Fund	Vehicles and equipment	12,100
10		Water Meters	40,000
11	Stormwater Fund	Equipment, vehicles and minor improvements	61,200
12		Storm sewer pipe extension or repair	325,000
13	Community Center Fund	Furnishings and carpet	50,000
14	Administrative Services	Civic center improvements	73,500
15		Computer equipment	110,000
16		Shop improvements	10,000
17	Water Facility Fund	Transmission & distribution mains	350,000
18		Water facility improvements to be identified during FY18-19	35,000
19	Total Routine Capital Outlay		3,560,000
20	Non-Routine Capital Outlay		
21	General Fund	Area B Development Costs	301,700
22	Park Services Fund	Park improvements to be identified during FY18-19	482,000
23	Street Fund	Street Improvements for bridge over Claggett Creek on Dearborn Ave NE	1,200,000
24	Park Improvement Fund	Keizer Rapids Park Project	329,200
25	Transportation Improvement Fund	Engineering design for the improvements to the I-5/Chemawa Southbound on-ramp	1,000,000
26	Off-Site Transportation Fund	Keizer Station Area B and Area C development costs for project commitments	94,100
27	Sewer Reserve Fund	Sewer trunk line improvement to be identified during FY18-19	225,000
28	Total Non-Routine Capital Outlay		3,632,000
29	Total Capital Outlay Expenditures		\$ 7,192,000

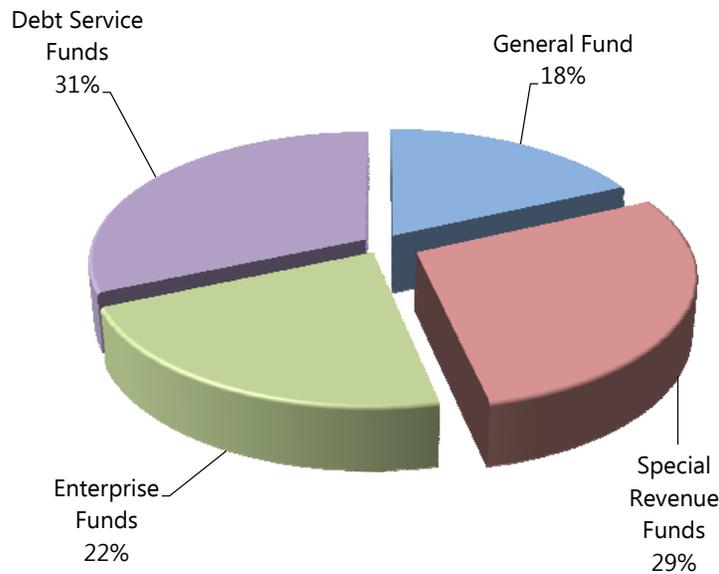
Maintenance costs for the routine Capital Outlay expenditures listed above are included in the on-going maintenance budgets for the funds identified. There are no additional impacts on the operating budget for these items.

Impact of Non-Routine Capital Outlay on Operating Costs

- 22 The improvements will have an ongoing maintenance requirement for the Park Services Fund.
- 23 Street Improvements include design, permit fees, and construction to replace the bridge over Claggett Creek on Dearborn Ave NE.
- 24 Keizer Rapids Park Project
- 25 The Oregon Department of Transportation will be responsible for maintaining the I-5 Chemawa Southbound on-ramp once it is completed.
- 27 Once the trunk line improvements are completed, City of Salem will be responsible for the operating costs as this is a part of a regional sewer system managed by the City of Salem. These improvements have not been identified so operating costs are not known. However, once identified these costs will be reflected in the City of Keizer's sewer rates in the Sewer Operating Fund.

Fund Balance

Ending Fund Balance by Fund Type
Fiscal Year 2018-19



Fund Balance refers to the difference between assets and liabilities. The Governmental Accounting Standards Board (GASB) has established a scheme for reporting fund balance into five different classifications as follows:

- Non-Spendable – cannot be spent (legally restricted or in unspendable form)
- Restricted – Externally imposed (law, creditor, bond covenant)
- Committed – Constraints approved by City Council
- Assigned – Constrained by intent by City Council or by the City Manager or by a body to which City Council delegates the authority
- Unassigned – available to spend, unrestricted

The City's reserves consist of restricted funds for specific purposes and planned future expenditures, set aside for emergencies and unforeseen circumstances, and cash flow. Combined, the City's total budgeted contingency and projected Ending

Fund Balance for fiscal year 2018-19 is \$8,464,400. The reserves in all Funds meet policy minimums for contingencies and ending fund balances, The City expects cash balances in all funds to be adequate during the year to cover expenses with the exception of the Water Facility fund, in which a loan will be needed for capital improvements.

Beginning Fund Balances in non-operating funds are typically appropriated for the upcoming budget year. Oregon Budget Law does not allow for the appropriation of Fund Balance and Reserves during the fiscal year and since these funds are dedicated for specific purposes the City needs to allow for the use of the funds should circumstances permit. The exception is when bond covenants require the City to maintain reserves for debt service.

The change in Ending Fund Balance for each fund is provided on the following page.

Change in Fund Balance Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2018	Revenues & Expenditures & Transfers		June 30, 2019	Change in Fund		
		Transfers In	Out		Balance	% Change	
Governmental Funds:							
General	\$ 2,263,200	\$ 10,303,900	\$ 11,876,300	\$ 1,537,800	\$ (725,400)	-32%	
Special Revenue Funds:							
Street	2,804,100	2,314,100	4,462,600	655,600	(2,148,500)	-77%	
Park Services	4,900	1,099,000	1,093,200	10,700	5,800	118%	
Police Services	170,000	656,000	597,000	-	(170,000)	-100%	
Public Education Government	306,000	136,700	186,700	256,000	(50,000)	-16%	
Law Enforcement Grant	-	30,000	30,000	-	-		
Housing Rehabilitation	45,000	30,000	75,000	-	(45,000)	-100%	
Energy Efficiency	11,200	15,000	26,200	-	(11,200)	-100%	
Park Improvement	474,200	480,200	1,029,200	25,200	(449,000)	-95%	
Transportation Improvement	2,695,700	38,000	1,250,000	1,483,700	(1,212,000)	-45%	
Off-Site Transportation	94,100	-	94,100	-	(94,100)	-100%	
Total Special Revenue Funds	6,605,200	4,799,000	8,844,000	2,431,200	(4,174,000)	-63%	
Total Governmental Funds	\$ 8,868,400	\$ 15,102,900	\$ 20,720,300	\$ 3,969,000	\$ (4,899,400)	-55%	

General Fund - The 2018-19 ending fund balance is \$725,400 less than the beginning fund balance. Available fund balance is being used for repayment to taxing jurisdictions, contingency, to replenish the General Fund's share of reserves in the Administrative Services Fund and for operating expenses.

Street Fund - The 2018-19 ending fund balance is \$2,148,500 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

Park Services Fund - The 2018-19 ending fund balance is \$5,800 more than the beginning fund balance. Available fund balance is being used for future park maintenance and repairs.

Police Services Fund - The 2018-19 ending fund balance is \$170,000 less than the beginning fund balance. Available fund balance is being used to offset future cost increases associated with adding five additional police officers.

Public Education Government Fund - The 2018-19 ending fund balance is \$50,000 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2018-19 ending fund balance is \$45,000 less the beginning fund balance. Available fund balance is being used for housing rehabilitation loans to qualifying low-income homeowners.

Energy Efficiency Fund - The 2018-19 ending fund balance is \$11,200 less than the beginning fund balance. Available fund balance is being used for energy efficiency loans to qualifying low-income homeowners.

Park Improvement Fund - The 2018-19 ending fund balance is \$449,000 less than the beginning fund balance. Available fund balance is being used for the Keizer Rapids Park "Big Toy" which is a one-time capital expenditure.

Transportation Improvement Fund - The 2018-19 ending fund balance is \$1,212,000 less than the beginning fund balance. Available fund balance is being used for engineering design for the I-5 southbound on-ramp and for unanticipated expenses should the State of Oregon authorize construction of the on-ramp during the fiscal year.

Off-Site Transportation Fund - The 2018-19 ending fund balance is \$94,100 less than the beginning fund balance. Available fund balance is being used for transportation improvement projects in Keizer Station Areas B and C.

Change in Fund Balance Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2018	Revenues & Expenditures & Transfers		June 30, 2019	Change in Fund		
		Transfers In	Out		Balance	% Change	
Proprietary Funds:							
Enterprise Funds							
Water	857,400	3,112,500	3,367,600	619,700	(237,700)	-28%	
Water Facility	205,300	426,200	385,000	246,500	41,200	20%	
Sewer	324,300	6,166,300	6,186,900	303,700	(20,600)	-6%	
Stormwater	317,900	1,995,000	2,044,700	268,200	(49,700)	-16%	
Community Center	95,300	250,500	343,200	2,600	(92,700)	-97%	
Street Lighting District	427,400	427,000	490,700	363,700	(63,700)	-15%	
Sewer Reserve	199,100	34,500	225,000	8,600	(190,500)	-96%	
Total Enterprise Funds	2,426,700	12,412,000	13,043,100	1,813,000	(613,700)	-25%	
Internal Services Fund							
Administrative Services	171,400	3,778,900	3,950,300	-	(171,400)	-100%	
Total Proprietary Funds	2,598,100	16,190,900	16,993,400	1,813,000	(785,100)	-30%	
Debt Service Funds							
Keizer Station LID	2,708,600	1,615,800	1,642,000	2,682,400	(26,200)	-1%	
Total Debt Service Funds	2,708,600	1,615,800	1,642,000	2,682,400	(26,200)	-1%	
Total All Funds	\$ 14,175,100	\$ 32,909,600	\$ 39,355,700	\$ 8,464,400	\$ (5,710,700)	-40%	

Water Fund - The 2018-19 ending fund balance is \$237,700 less than the beginning fund balance. Available fund balance is being used for contingency and for a transfer to the Water Facility Fund to pay for future infrastructure.

Water Facility Fund - The 2018-19 ending fund balance is \$41,200 more than the beginning fund balance. This fund is used to build and replace the City's water infrastructure.

Sewer Fund - The 2018-19 ending fund balance is \$20,600 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Stormwater Fund - The 2018-19 ending fund balance is \$49,700 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2018-19 ending fund balance is \$92,700 less than the beginning fund balance.

Street Lighting District Fund - The 2018-19 ending fund balance is \$63,700 less than the beginning fund balance. Available fund balance is being used for increased electricity costs.

Sewer Reserve Fund - The 2018-19 ending fund balance is \$190,500 less than the beginning fund balance. Available fund balance is being used for sewer line extensions.

Administrative Services Fund - The 2018-19 ending fund balance is \$171,400 less than the beginning fund balance. Available fund balance is being used for contingency.

Keizer Station Local Improvement District Fund - The 2018-19 ending fund balance is \$26,200 less than the beginning fund balance. This fund is used to collect assessment payments from property owners at Keizer Station Area A. Assessment proceeds are used to repay the debt issued to pay infrastructure costs which benefited these property owners.

Staffing History and Pay Ranges

	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Budget FY18-19	Monthly Salary Range (1.0 FTE) **
CITY MANAGER						
City Manager	1.0	1.0	1.0	1.0	1.0	\$ 10,121 - \$ 13,203
Total City Manager	1.0	1.0	1.0	1.0	1.0	
CITY ATTORNEY						
Attorney	1.0	1.0	1.0	1.0	1.0	\$ 9,180 - \$ 11,979
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$ 4,013 - \$ 5,236
Total City Attorney	2.0	2.0	2.0	2.0	2.0	
CITY RECORDER						
City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 6,528 - \$ 8,516
* Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 4,013 - \$ 5,236
Event Center Coordinator	1.0	1.0	1.0	1.0	1.0	\$ 3,467 - \$ 4,527
Total City Recorder	3.0	3.0	3.0	3.0	3.0	
HUMAN RESOURCES						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$ 8,325 - \$ 10,859
* Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$ 4,871 - \$ 6,356
Total Human Resources	2.0	2.0	2.0	2.0	2.0	
FINANCE						
Finance Director	1.0	1.0	1.0	1.0	1.0	\$ 8,325 - \$ 10,859
* Assistant Controller	1.0	1.0	1.0	0.0	0.0	\$ 6,854 - \$ 8,946
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$ 5,372 - \$ 7,011
Systems Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,871 - \$ 6,356
* Accounting Technician	1.0	1.0	1.0	2.0	2.0	\$ 3,640 - \$ 4,749
* Utility Billing Technician	1.0	1.0	1.0	1.0	1.0	\$ 3,640 - \$ 4,749
* Utility Billing Clerks	2.75	2.9	2.9	2.0	2.0	\$ 3,146 - \$ 4,103
Court Clerk II	1.0	1.0	1.0	1.0	1.0	\$ 3,300 - \$ 4,304
Court Clerk I	0.25	0.1	0.1	0.0	0.0	\$ 3,146 - \$ 4,103
* Administrative Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,146 - \$ 4,103
Total Finance	11.0	11.0	11.0	10.0	10.0	

Staffing History and Pay Ranges

	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Budget FY18-19	Monthly Salary Range (1.0 FTE) **
COMMUNITY DEVELOPMENT						
Community Development Director	1.0	1.0	1.0	1.0	1.0	\$ 8,325 - \$ 10,859
Senior Planner	1.0	1.0	1.0	1.0	1.0	\$ 5,372 - \$ 7,011
Planner	1.0	1.0	1.0	0.0	0.0	\$ 4,638 - \$ 6,053
Assistant Planner	0.0	0.0	0.0	1.0	1.0	\$ 4,209 - \$ 5,491
Code Compliance Officer	1.0	1.0	1.0	1.0	1.0	\$ 4,013 - \$ 5,236
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,640 - \$ 4,749
<i>Total Community Development</i>	5.0	5.0	5.0	5.0	5.0	
PUBLIC WORKS						
Public Works Director	1.0	1.0	1.0	1.0	1.0	\$ 8,325 - \$ 10,859
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$ 3,820 - \$ 4,983
Municipal Utility Laborer	0.0	0.0	0.0	1.0	1.0	\$ 3,082 - \$ 4,023
Municipal Utility Worker I - Parks	1.0	1.0	1.0	3.0	3.0	\$ 3,399 - \$ 4,432
Parks & Facilities Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,115 - \$ 6,677
Municipal Utility Worker I - General	8.0	8.0	7.0	7.0	7.0	\$ 3,569 - \$ 4,661
Municipal Utility Worker II - General	3.0	3.0	3.0	2.0	2.0	\$ 3,938 - \$ 5,136
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$ 3,747 - \$ 4,890
Municipal Utility Worker II - Stormwater	1.0	1.0	1.0	1.0	1.0	\$ 3,938 - \$ 5,136
Municipal Utility Worker III - Water	0.0	0.0	0.0	2.0	2.0	\$ 4,340 - \$ 5,663
Water Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,372 - \$ 7,011
Street & Stormwater Operations Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,372 - \$ 7,011
Project Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,372 - \$ 7,011
Environmental & Technical Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,372 - \$ 7,011
Environmental Program Technician	2.0	2.0	2.0	2.0	2.0	\$ 4,422 - \$ 5,770
Senior Environmental Program Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,871 - \$ 6,356
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,640 - \$ 4,749
<i>Total Public Works</i>	25.0	25.0	24.0	28.0	28.0	

Staffing History and Pay Ranges

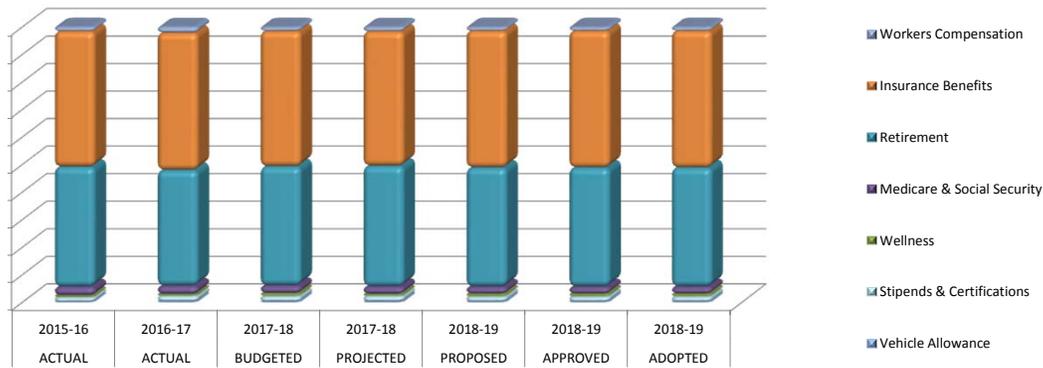
	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Budget FY18-19	Monthly Salary Range (1.0 FTE) **
POLICE						
Chief	1.0	1.0	1.0	1.0	1.0	\$ 9,180 - \$ 11,979
Deputy Chief	1.0	1.0	1.0	1.0	1.0	\$ 7,933 - \$ 10,351
Lieutenants	3.0	3.0	3.0	3.0	3.0	\$ 7,192 - \$ 9,383
Sergeants	6.0	6.0	6.0	6.0	6.0	\$ 6,216 - \$ 8,110
Police Officers	27.0	27.0	26.0	31.0	31.0	\$ 4,826 - \$ 6,311
<i>Total Sworn Positions</i>	38.0	38.0	37.0	42.0	42.0	
* Administrative Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,820 - \$ 4,983
Crime Analyst	1.0	1.0	1.0	1.0	1.0	\$ 4,496 - \$ 5,869
Community Services Officer	1.0	1.0	1.0	0.5	0.5	\$ 3,883 - \$ 5,065
* Property & Evidence Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,702 - \$ 4,831
* Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$ 4,871 - \$ 6,356
* Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$ 3,523 - \$ 4,600
<i>Total Non-sworn Positions</i>	8.0	8.0	8.0	7.5	7.5	
<i>Total Police Department</i>	46.0	46.0	45.0	49.5	49.5	
<i>Grand Total All Departments</i>	95.0	95.0	93.0	100.5	100.5	

** Labor agreements with the Keizer Police Association and the Local 737 (Public Works Staff) expire on June 30, 2018. The City is currently in negotiations with both unions therefore actual wage ranges for fiscal year 2018-19 are not known. Wages presented are for budgeting purposes only.

Staffing Allocations

	Community									
	General Fund	Park Fund	Street Fund	PEG Fund	Center Fund	Sewer Fund	Water Fund	SLD Fund	Stormwater Fund	Total
CITY MANAGER'S OFFICE										
City Manager	73.9%	0.0%	7.3%	0.5%	1.6%	1.5%	8.7%	0.4%	6.1%	100.0%
CITY ATTORNEY										
Attorney Staff	80.0%	0.0%	11.2%	0.9%	1.0%	0.7%	2.8%	0.5%	2.9%	100.0%
HUMAN RESOURCES										
Human Resource Staff	67.8%	0.0%	3.5%	0.1%	2.2%	2.3%	14.7%	0.2%	9.2%	100.0%
FINANCE										
Finance and Accounting Staff	44.5%	0.0%	8.4%	0.5%	1.0%	18.6%	18.6%	1.7%	6.7%	100.0%
Administrative Specialist	13.8%	0.0%	2.5%	0.0%	70.0%	5.6%	5.6%	0.5%	2.0%	100.0%
Utility Billing Staff	0.0%	0.0%	0.0%	0.0%	0.0%	47.0%	43.0%	0.0%	10.0%	100.0%
Court Clerk	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Network Support Staff	67.8%	0.0%	3.5%	0.1%	2.2%	2.3%	14.7%	0.2%	9.2%	100.0%
PUBLIC WORKS										
Director	7.0%	0.0%	40.0%	0.0%	0.0%	5.0%	25.0%	5.0%	18.0%	100.0%
Public Works Permit Specialist	0.0%	0.0%	43.0%	0.0%	0.0%	12.0%	30.0%	10.0%	5.0%	100.0%
Stormwater Program Staff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Municipal Utility Laborer	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	70.0%	0.0%	25.0%	100.0%
Municipal Utility Worker I - Parks	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Municipal Utility Worker I - Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Municipal Utility Worker I - Water, Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%
Municipal Utility Worker I - Street, Water	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	100.0%
Municipal Utility Worker II - Street, Stormwater	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	100.0%
Municipal Utility Worker I & II - Water	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Municipal Utility Worker III - Water	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Project Manager	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	65.0%	0.0%	10.0%	100.0%
Water Division Manager	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Street & Stormwater Operations Division Manager	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	100.0%
Parks & Facilities Division Manager	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Facility Maintenance Staff	67.8%	0.0%	3.5%	0.1%	2.2%	2.3%	14.7%	0.2%	9.2%	100.0%
CITY RECORDER										
City Recorder Staff	69.4%	0.0%	7.3%	0.5%	6.1%	1.5%	8.7%	0.4%	6.1%	100.0%
Community Center Coordinator	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
COMMUNITY DEVELOPMENT										
Community Development Director	87.0%	0.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%
Senior Planner	97.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%
Assistant Planner	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Code Enforcement	85.0%	0.0%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Permit Specialist	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
POLICE										
All staff	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%

Summary of Employee Benefits



LINE ITEM	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE	% CHANGE
	2015-16	2016-17	2017-18	2017-18	2018-19	2018-19	2018-19	BUDGETED 2016-17	PROJECTED 2016-17
1 Vehicle Allowance	\$ 3,850	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	0%	0%
2 Stipends & Certifications	56,542	75,387	86,700	84,700	87,500	87,500	87,500	1%	3%
3 Wellness	19,715	19,376	43,700	29,000	45,300	45,300	45,300	4%	56%
4 Medicare & Social Security	109,190	106,705	117,900	110,700	118,900	118,900	118,900	1%	7%
5 Retirement	1,516,968	1,500,113	1,858,400	1,809,300	2,020,200	2,020,200	2,020,200	9%	12%
6 Insurance Benefits	1,722,948	1,785,753	2,124,000	2,024,800	2,331,400	2,331,400	2,331,400	10%	15%
7 Workers Compensation	62,193	83,963	73,800	77,400	76,500	76,500	76,500	4%	-1%
	<u>\$ 3,491,406</u>	<u>\$ 3,575,497</u>	<u>\$ 4,308,700</u>	<u>\$ 4,140,100</u>	<u>\$ 4,684,000</u>	<u>\$ 4,684,000</u>	<u>\$ 4,684,000</u>	<u>9%</u>	<u>13%</u>

Notes:

- 1 Vehicle Allowance is for the City Manager as established in an employment contract.
- 2 The increase is due to five additional police officers receiving cell phone stipends.
- 3 The City established a wellness program for Police Department staff as a result of union negotiations. The program pays \$250 to each employee who passes a fitness test. The test is offered twice a year. In addition the City offers a Wellness program to City Hall and Public Works employees. These employees are eligible for up to \$400 annually for meeting fitness benchmarks. The wellness program is a tool to allow the City to negotiate lower insurance premiums.
- 4 Medicare costs are 1.45% of eligible wages and deferred compensation contributions. Social security is paid to employees who are not otherwise eligible for retirement benefits.
- 5 Benefits are paid as a percentage of wages and salaries, therefore costs increase as a result of wage, salary, and merit increases.
- 6 Non-represented employees are required to pay 10% and represented employees are required to pay 5% of the cost of the medical and dental insurance premiums. In FY18-19, the City's health insurance will increase no more than 8% and dental insurance premiums will increase no more than 9%. The City pays the full cost of life insurance (\$60,000 in coverage per employee) and long-term disability premium. No increase is anticipated in FY18-19 for these premiums, however, premiums are based on salaries and wages and will be adjusted accordingly.
- 7 Workers Compensation costs are based on a percentage of eligible wage and salary by employee class. Class rates are developed using claims experience in those classes. Class rates are expected to increase 5% during 2018-19.

City Manager’s Office

OVERVIEW

The City Manager is the Chief Executive Officer for the City of Keizer. This position provides the Mayor and City Councilors with information, implements policies adopted by the Council, and manages the City operations in an effective and efficient manner. The City Manager oversees all departments, which provide services to the citizens of Keizer. These Departments include City Recorder, Community Development, Finance, Human Resources, Public Works, and Police. The City Manager is appointed by, reports to and serves at the pleasure of the City Council under contract. The City Manager is the primary liaison with other local Municipal, State and Federal agencies.

PRIMARY FUNCTIONS

- Provides organizational leadership
- Performs City Charter duties
 - Advise council on affairs and needs of the city
 - Ensure administration of all ordinances
 - Ensure franchises, leases, contracts, permits and privileges granted by the city are fulfilled
 - Prepare and submit the annual budget
 - Supervise operations of city utilities
- Performs City Council duties
 - Recommend policy, program enhancements and public services
 - Keep mayor and city council informed
 - Develop and manage policies and procedures
 - Achieve fiscal objectives through budgets
 - Active in community relations
- Directs the City Management Team
- Performs strategic planning

COUNCIL GOALS ASSIGNED

The City Manager is involved in accomplishing all short and long term council goals either directly or through leadership of management staff.

COMMUNITY INVOLVEMENT

- Chamber of Commerce
- Rotary

ADVISORY COMMITTEES

- Long-Range Planning Committee
- Budget Committee

WORKLOAD INDICATORS

Workload Indicators	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18 est.
City Council and URA Board meetings	34	32	38	29	27
Total Expenditures	\$37 million	\$24 million	\$24 million	\$24 million	\$28 million
City-wide FTE	92.0	95.0	94.0	93.5	100.5

City Manager's Office

HIGHLIGHTS

- Worked to promote development of new commercial and residential properties.
- Accomplished all short-term City Council goals that were able to be accomplished.

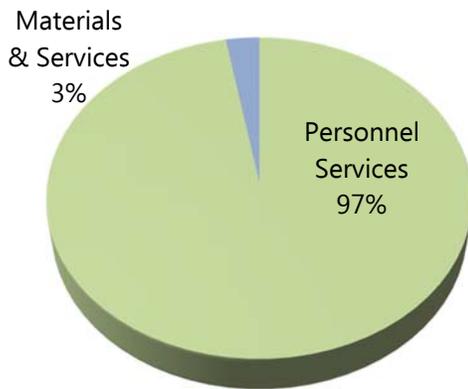
GOALS AND INITIATIVES

- Strengthen public safety
- Improve parks support and capacity
- Stabilize funding capacity
- Promote economic development
- Complete Periodic Review and proceed with urban growth boundary expansion measures
- Complete council goals

TOTAL EXPENDITURES \$241,600

1.0 FTE

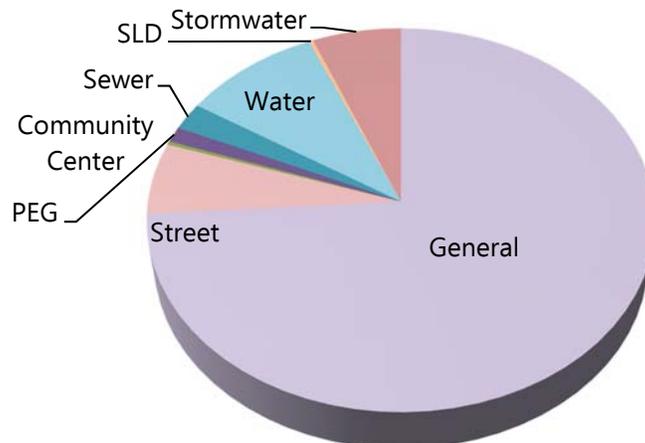
Personnel Services \$235,300
Materials & Services \$6,300



ALLOCATION OF CITY MANAGER'S COSTS

Costs are allocated based on a blend of full-time equivalents and time spent on projects. Time spent on projects is based on a time tracking mechanism, used by the Legal Department staff, to categorize time worked by operating fund. A three-year rolling average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year. The allocation methodology is authorized by Council Resolution.

General	\$	178,600
Street		17,600
PEG		1,200
Community Center		3,900
Sewer		3,600
Water		21,000
SLD		1,000
Stormwater		14,700
	\$	<u>241,600</u>



City Manager's Office

PROFESSIONAL CODE OF ETHICS

Because caring for and tendering the public trust is of critical importance, Professional Managers are bound by a code of ethics that guides their actions on a daily basis. These ethical standards are listed below:

Tenet 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that Professional General Management is essential to the achievement of this objective.

Tenet 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

Tenet 3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

Tenet 4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.

Tenet 5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

Tenet 6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

Tenet 7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

Tenet 8. Make it a duty to continually improve the member's professional ability and to develop the competence of associates in the use of management techniques.

Tenet 9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

Tenet 10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

Tenet 11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Tenet 12. Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

City Attorney's Office

OVERVIEW

The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for matters requiring special expertise.

The City Attorney's Office provides legal advice and representation to the City Council, the City Manager, City staff and various City boards and committees. The Office provides advice at public meetings, including legislative and quasi-judicial hearings of the City Council and Planning Commission.

PRIMARY FUNCTIONS

- Constitutional law
- Municipal law
- Land use
- Public contracting
- Public records requests
- Public meetings
- Code enforcement
- Real estate transactions
- Municipal court prosecution

ADVISORY COMMITTEES

- Planning Commission

COUNCIL GOALS ASSIGNED

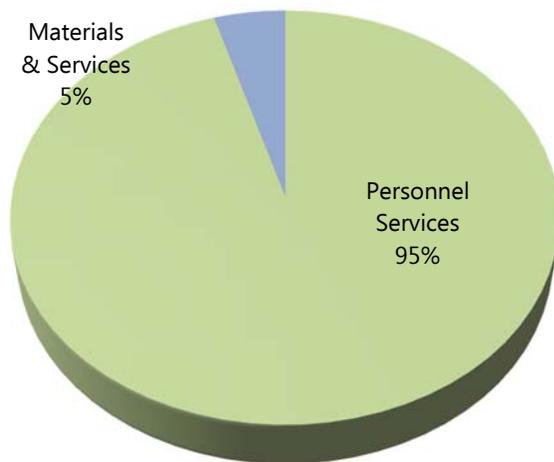
- Take appropriate steps to liquidate any Keizer Station Area-A property foreclosed upon and use proceeds to promote economic development purposes. (City Attorney to assist staff on property liquidation.)
- Explore and determine policy direction regarding Urban Growth Boundary expansion. (City Attorney to assist staff on legal issues.)
- Identify and develop stable funding mechanism to support parks (City Attorney to draft documents and assist staff on legal issues.)
- Identify and develop stable funding source to attain sustainable police staffing at levels now and into the future (City Attorney to draft documents and assist staff on legal issues.)

TOTAL EXPENDITURES \$306,800

2.0 FTE

Personnel Services \$295,500

Materials & Services \$11,300



WORKLOAD INDICATORS

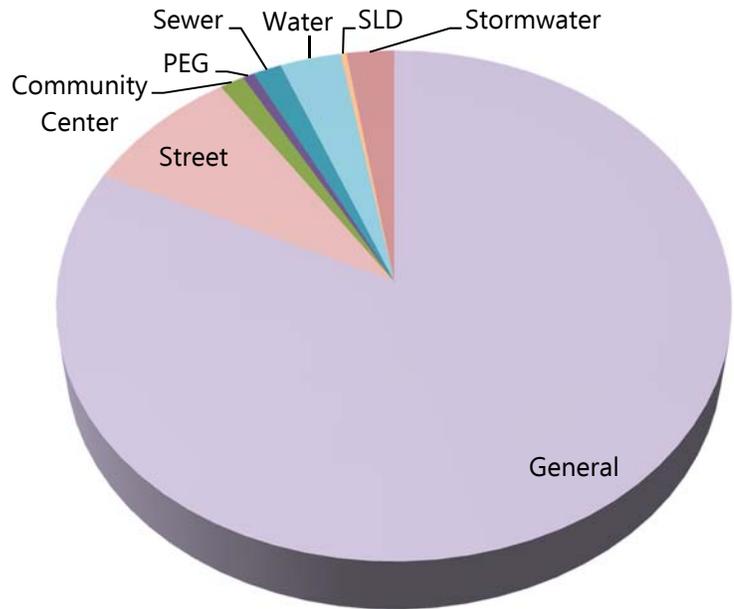
Workload Indicators	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18 est.
City Council and URA Board meetings	34	32	38	29	27
City Ordinances/Orders reviewed and adopted	15	36	27	18	19
City Resolutions reviewed and adopted	90	109	75	77	70
Planning Commission Meetings	11	10	10	9	8

City Attorney's Office

ALLOCATION OF LEGAL COSTS

The City Attorney's Office tracks time spent on various projects and categorizes the results by operating fund. A rolling three-year average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year.

General	\$	245,400
Street		34,400
PEG		2,800
Community Center		3,100
Sewer		2,100
Water		8,600
SLD		1,500
Stormwater		8,900
	\$	<u>306,800</u>



HIGHLIGHTS

- Assisted in matters relating to establishing the police services fee
- Assisted in matters relating to establishing the parks services fee
- Assisted in land use matters relating to amendment of Keizer Station Area A Master Plan
- Assisted in land use matters relating to amendment of Keizer Station Area B Master Plan
- Assisted in terminating the Keizer Urban Renewal Agency
- Negotiated and drafted lease with theater for property in Keizer Station Area B

GOALS AND INITIATIVES

Provide legal support for:

- The priorities established in the City Council's adopted goals
- Continue to provide first class service to City Council, staff, committees and the public
- Always treat citizens with respect and civility even when they have interests contrary to City interests
- Be proactive in identifying problem scenarios in advance

City Recorder's Department

OVERVIEW

The City Recorder's Department is responsible for the overall administration, coordination and evaluation of all City Recorder and Community Center functions. The City Recorder staff serves as the Clerk of the City Council and related committees and commissions, Records Manager and City Elections Official. This office is dedicated to maintaining the City's records, preserving the City's history, and facilitating open access to the City's public records.

PRIMARY FUNCTIONS

- Support the legislative needs of the Keizer City Council and its constituents by maintaining access to information as it relates to the legislative process;
- Support the state's open decision-making policy through the publication and distribution of meeting times and locations, relevant documentation, and preparation and maintenance of agendas, minutes, and supporting documentation as permanent records;
- Administer municipal elections and serve as filing officer for the City of Keizer;
- Manage and oversee the operations of the Keizer Community Center;
- Oversee the City's Risk Management program with the exception of Personnel Related Risk Management
- Coordinate and Support the City's Volunteer Program;
- Provide Access to and Manage the City of Keizer's official records and legislative documents;
- Administer Special Event Permit/Liquor Licensing programs;
- Provide the public with open access to information thru social media and other electronic media outlets.

ADVISORY COMMITTEES

The City Recorder's Department provides support services to the following city committees:

- Audit Committee
- Budget Committees
- Keizer Points of Interest Committee
- Keizer Public Arts Commission
- Keizer Festivals Advisory Board
- Keizer Parks and Recreation Advisory Committee
- Long-Range Planning Committee
- Planning Commission
- Stormwater Advisory Committee
- Traffic Safety/Bikeways/Pedestrian Committee
- Volunteer Coordinating Committee
- Various Task Forces established by City Council

COUNCIL GOALS ASSIGNED

- Assist in the expansion and enhancing of methods and opportunities to engage with as many Keizer citizens as possible so as to broaden communication with our residents.
- Assist in expanding the youth council program to all schooling types (public, private, and homeschool) with the objective of having a youth voice on all city boards and commissions.
- Assist in the discussion of the possibility of adding a Public Information Officer or City-wide Communications/Volunteer Coordinator position to further the community's outreach initiatives as stable funding becomes available.

City Recorder's Department

HIGHLIGHTS

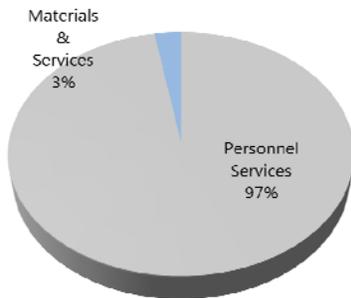
- Provided elected officials, staff, and citizens of Keizer with information, both in an electronic and paper format, on current and past proceedings within their City.
- Provided city volunteers with the support and educational information they needed to carry forth the goals and objectives of the City.
- Assisted the Keizer Heritage Foundation in the transition of their event space.
- Continued to market the Community Center for business related meetings and events.

GOALS AND INITIATIVES

- Prepare for and assist candidates in the 2018 City of Keizer City Council election.
- Continue to increase use of Community Center.
- Oversee maintenance and updates to the Community Center.
- Provide annual review of City Committees, Boards, and Commission.
- Improve and streamline the public records request to comply with new state legislation.

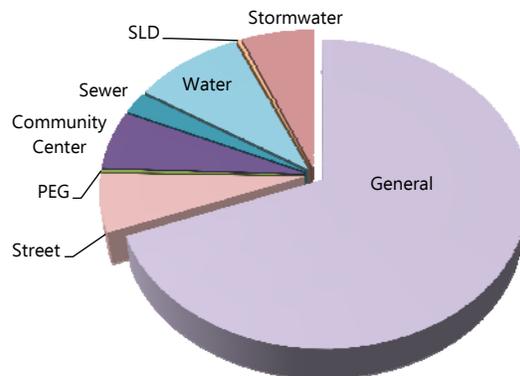
TOTAL EXPENDITURES \$250,800 (Records Department)

2.0 FTE (the Records Department also manages 1.0 FTE funded in the Community Center Fund)



Personnel Services \$244,600 (Records Department) \$102,500 (Community Center)
Materials & Services \$6,200 (Records Department) \$165,700 (Community Center)
Capital Outlay \$50,000 (Community Center)
Contingency \$25,000 (Community Center)

General	\$	174,200
Street		18,300
PEG		1,300
Community Center		15,300
Sewer		3,800
Water		21,800
SLD		800
Stormwater		15,300
	\$	<u>250,800</u>



City Recorder’s Department

ALLOCATION OF CITY RECORDER COSTS

Costs are allocated based on a blend of full-time equivalents and time spent on projects. Time spent on projects is based on a time tracking mechanism, used by the Legal Department staff, to categorize time worked by operating fund. A three-year rolling average is used as the basis for allocating

costs which helps smooth out spikes in workload in any given year. An adjustment is made for the Community Center activity since the City Recorder manages that program. The allocation methodology is authorized by Council Resolution.

WORKLOAD INDICATORS

Workload Indicators	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY17-18 est.
Number of City Council, Work Sessions and URA Board meetings	32	32	38	43	37
City and URA Ordinances/ Orders reviewed and adopted	30	36	30	24	19
City and URA Resolutions reviewed and adopted	113	109	100	90	68
Planning Commission Meetings	11	10	11	11	11
City Records Destruction (following Oregon State Retention policy guidelines)	-	-	-	-	118.5 cubic feet of paper

Human Resources

OVERVIEW

The Human Resources Department provides employment and personnel services to the City's managers and employees as well as information and assistance to external customers and job applicants. The Department is responsible for a full range of comprehensive human resource (HR) services and programs to enhance the efficiency and effectiveness of the organization.

PRIMARY FUNCTIONS

- Classification & Compensation
- Employee Benefits
- Employee & Labor Relations
- Employee Safety & Risk Management
- Health & Wellness
- HR Information System (HRIS) & Intranet
- HR Policies & Procedures
- HR Records Administration & Management
- Performance Evaluation
- Recruitment, Selection & Orientation
- Workforce Planning

ADVISORY COMMITTEES

- Personnel Policy Committee

HIGHLIGHTS

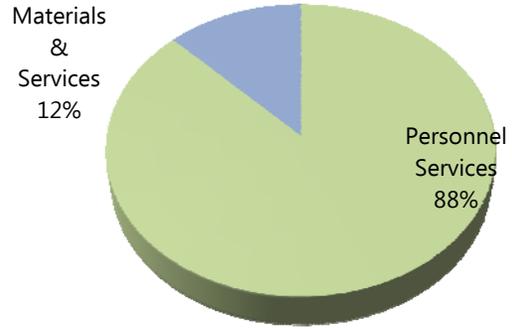
- In partnership with the Safety Committee and Leadership, worked with OR-OSHA and the Keizer Fire District to completed safety consultations for all City facilities and programs.
- Partnered with the Police and Public Works Departments in recruiting for and hiring eight new positions – five police officers, two parks municipal workers, and one municipal laborer.
- Won Safety Award by League of Oregon Cities (LOC) & Citycounty Insurance Services (CIS).
- Continued in Advisory Committee capacity to the PSU Center for Public Service Total Employee Cost of Compensation Program (TECC).
- Implemented Fire Extinguisher training and Ergonomic Assessment programs.
- Facilitated online Bloodborne Pathogen Procedures and Workplace Harassment Prevention for Employees training for all City employees.
- Revised the City's Job Application form, recruitment and offer processes to address passage of legislation such as the Oregon Equal Pay Act.
- Worked with Public Works Director and Division Managers to develop and establish a new Municipal Utility Laborer classification.
- Negotiated insurance rates, developed orientation materials and conducted open enrollment.
- Facilitated completion of annual performance appraisals and position description updates.
- Completed salary survey research for represented classifications, provided support to and facilitated collective bargaining activities to result in successful implementation of new contracts.
- Provided multiple retirement planning training opportunities and worked with a number of individual employees to support actual and planned retirements.

GOALS AND INITIATIVES

- Become the first Oregon municipality to be a Safety and Health Achievement Recognition Program (SHARP) employer through OR-OSHA.

Human Resources

- Secure investment management advisory services and conduct RFP process to select a single, best provider for City’s Deferred Compensation Plan.
- Partnership with CIS in RFP process for online learning vendor selection.
- Complete update of City’s Personnel Policy Manual.
- Transition to automated HR information system (HRIS) and online recruitment tools to better leverage limited resources and staff, improve data analysis capacity and communication capacity with applicants.



TOTAL EXPENDITURES \$330,800
2.0 FTE

Personnel Services \$306,400
Materials & Services \$24,400

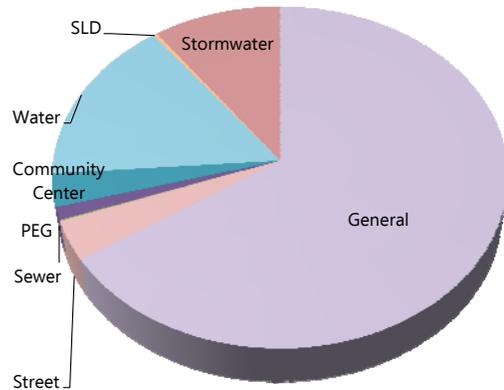
OTHER BUDGETARY RESPONSIBILITIES

Wages & Salaries	\$7,594,900
Insurance Premiums	\$2,331,400
Retirement	\$2,020,200
Workers’ Compensation	\$76,500
Labor Attorney	\$36,000
Wellness Programs	\$45,300

ALLOCATION OF HUMAN RESOURCE COSTS

Costs are allocated based on City-wide FTE allocations.

General	\$ 224,300
Street	11,600
PEG	300
Community Center	7,300
Sewer	7,600
Water	48,600
SLD	700
Stormwater	30,400
	\$ 330,800



Human Resources

Workload Indicators*	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18 est.
Budgeted Positions Served	92	95	94	94	100.5
Recruitments Posted	11	11	5	10	11
Employment Applications Processed	409	393	122	253	250
Personnel Action Forms Completed	200	184	239	187	217
FMLA/OFLA Claims Managed	23	22	20	22	18
Workers' Compensation Claims Managed	4	5	7	8	6

Performance Measures	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18 est.
% of Regular Status Position Employees Who Pass Probation*	100%	100%	100%	100%	100%
Percentage of Current Job Descriptions	99%	95%	100%	100%	100%
Percentage of Employees with Current Performance Evaluations	100%	100%	100%	100%	100%
Percentage of Employees Participating in Wellness Programs	62%	64%	69%	73%	75%

*The percentage of employees who pass probation indicates the City's performance in developing and retaining a skilled workforce. However, it must be noted the City is also committed to releasing probationary employees during the probationary period if they are not able to meet the City's standards or employees decide the position they accepted is not a good fit.

Finance Department

OVERVIEW

The financial operations of the City are planned and directed by the Finance Department. It establishes and sustains controls over the City's financial activities, and provides accurate, timely financial information to Council and Management.

PRIMARY FUNCTIONS

- coordinates the annual budget preparation and administration
- analyzes the City's financial condition
- invests and manages funds
- issues and manages debt
- ensures compliance with federal, state and local legal requirements
- recommends financial policies to the City Manager and Council
- maintains the integrity of the City's accounting records
- prepares the annual Comprehensive Annual Financial Report
- facilitates the annual financial statement audit
- administers utility billing
- administers municipal court
- administers information technology
- supports Community Event Center
- provides general office administration

ADVISORY COMMITTEES

- Audit Committee
- Budget Committee
- Long-Range Planning Committee

COUNCIL GOALS ASSIGNED

- Identify stable Parks funding mechanism to support both the construction of the Parks Master Plan CIP and also operations and maintenance of the parks at an adequate level of service.
- Fund Parks Employee – as soon as sustainable in budget.
- Take appropriate steps to liquidate any Keizer Station Area A property foreclosed upon and refund the River Road Renaissance program after completing a review of the program's goals and proposed projects (Finance assist with financial aspects of this goal).
- Communications Position/Volunteer Coordinator (assist with funding options).
- Sidewalk Local Improvement District Program (assist with financial requirements).

Finance Department

NON-DEPARTMENTAL

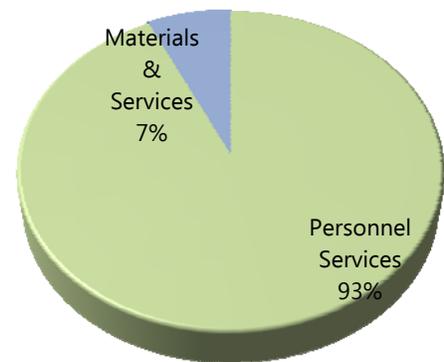
The Finance Director, Accounting Technician and Administrative Specialist provide for the overall administration of the Finance Department and financial management of the City.

HIGHLIGHTS

- Assisted with the implementation of the Police Service Fee and Parks Service Fee.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Received the Distinguished Budget Presentation award from the Government Finance Officers Association.

GOALS AND INITIATIVES

- Identify stable Parks funding mechanism to support both the construction of the Parks Master Plan CIP and also operations and maintenance of the parks at an adequate level of service.
- Fund Parks Employee – as soon as sustainable in budget.
- Take appropriate steps to liquidate any Keizer Station Area A property foreclosed upon and refund the River Road Renaissance program after completing a review of the program’s goals and proposed projects (Finance assist with financial aspects of this goal).
- Communications Position/Volunteer Coordinator (assist with funding options).
- Sidewalk Local Improvement District Program (assist with financial requirements).



WORKLOAD INDICATORS

Workload Indicators	Actual FY 14-15	Actual FY 15-16	Actual FY 16-17	Est FY17-18
Property Taxes Levied	\$4.3 million	\$4.7 million	\$4.9 million	\$5.1 million
Tax Increment Levied	\$1.1 million	\$0	\$0	\$0
City Funds/ Cost Centers	21/35	18/32	18/32	20/34
Total Budget	\$37 million	\$37 million	\$38 million	\$44 million
Debt Outstanding	\$18 million	\$17 million	\$16 million	\$16 million
Total Revenues	\$25 million	\$25 million	\$25 million	\$26 million
Total Expenditures	\$24 million	\$24 million	\$23 million	\$28 million

Finance Department

TOTAL EXPENDITURES

\$479,300 Administrative Services Fund

4.0 FTE

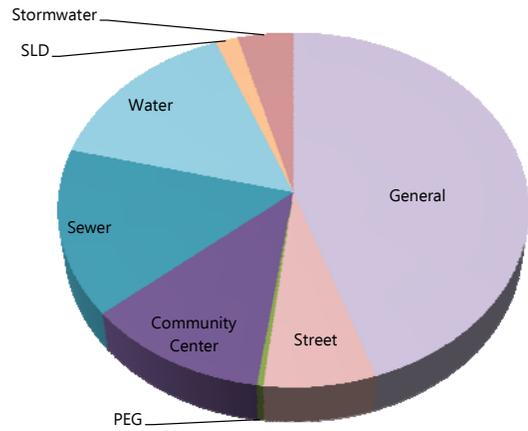
Personnel Services \$421,000

Materials & Services \$58,300

ALLOCATION OF COSTS

Costs are allocated based on a blend of revenues and expenditures city-wide except for the Office Assistant's time is allocated 70% to the Community Center as part of the position's regular duties.

General	\$	186,900
Street		35,500
PEG		2,400
Community Center		63,300
Sewer		78,100
Water		78,100
SLD		7,200
Stormwater		27,800
	\$	<u>479,300</u>



Finance Department

INFORMATION SYSTEMS

The Information Technology Division supports the City's software, hardware, telecommunication, and security systems' needs.

HIGHLIGHTS

- Upgraded the City's telephone system

GOALS AND INITIATIVES

- Upgrade the City's door system

WORKLOAD INDICATORS

Workload Indicators	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18 est.
Computer Workstations supported	123	159	157	157	160
Telephones supported	110	110	110	110	118
City facilities networked	2	2	2	2	2

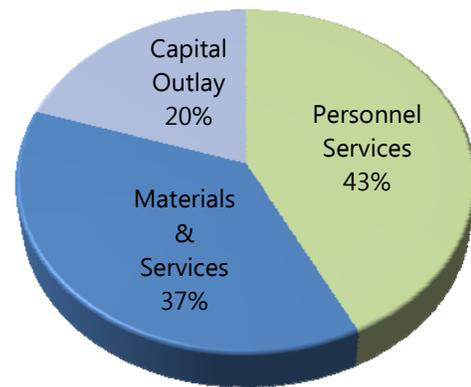
TOTAL EXPENDITURES \$552,400 Administrative Services Fund

2.0 FTE

Personnel Services \$235,400

Materials & Services \$207,000

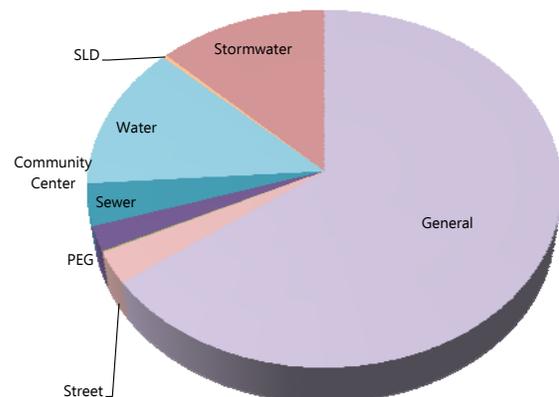
Capital Outlay \$110,000



ALLOCATION OF COSTS

Costs are allocated based on FTE allocations charged to each operating fund except software and hardware costs are based on dollars expended by fund.

General	\$	386,600
Street		16,000
PEG		600
Community Center		12,700
Sewer		16,600
Water		70,200
SLD		1,100
Stormwater		48,600
	\$	<u>552,400</u>



Finance Department

UTILITY BILLING

Utility Billing operates and maintains the billing function for the City’s water, sewer, and stormwater utilities. The City bills active accounts bi-monthly, billing one-half of the City one month and alternating billing the other half of the City the following month. Emphasis is on excellence in customer service by addressing needs and concerns with a caring attitude on a consistent basis.

HIGHLIGHTS

- Continued commitment to providing excellent customer service

GOALS AND INITIATIVES

- Continue to maintain staff customer service skills through customer service training classes

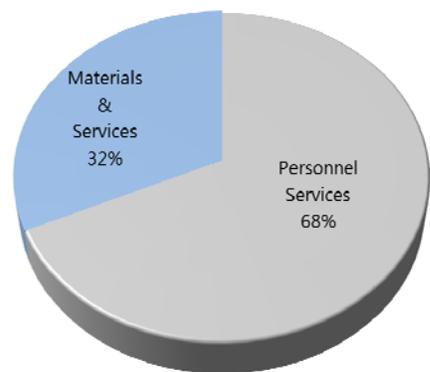
TOTAL EXPENDITURES

\$360,300 Administrative Services Fund

3.0 FTE

Personnel Services \$244,800

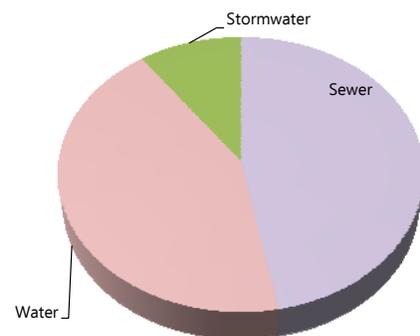
Materials & Services \$115,500



ALLOCATION OF COSTS

Costs are allocated based on effort expended in managing the separate elements of the utility accounts; 47% sewer, 43% water and 10% stormwater.

Sewer	\$	169,400
Water		154,900
Stormwater		36,000
	\$	<u>360,300</u>



Finance Department

WORKLOAD INDICATORS

Workload Indicators	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18 est.
Utility Bills processed	82,483	82,920	82,271	82,571	83,200
Utility accounts maintained	10,479	10,666	11,136	11,103	11,112
Shut-offs processed	1,166	1,158	1,179	1,073	1,044
Service Requests	2,664	2,848	3,105	2,972	2,826

MUNICIPAL COURT

The Municipal Court administers the judicial system for the City of Keizer. The Court handles traffic infractions, City code violations, limited Juvenile status violations and has recently, in cooperative effort with Salem Keizer School District, incorporated parental School Attendance violations into Court proceedings, all enforced by the Keizer Police Department. Municipal Court arraignments and hearings are held weekly in the City Hall Council Chambers. An independent contractor serves as the Municipal Court Judge. Staff provides excellent customer service by encouraging compliance with manageable payment schedules and opportunities to fulfill court orders and requirements.

HIGHLIGHTS, GOALS AND INITIATIVES

- Continued collaboration with Salem Keizer School District and Keizer Police Department regarding incorporation and processing of Attendance violation citations
- Monitor and assess effectiveness of Court process regarding Attendance violations
- Remain current in upcoming legislative changes
- Continued research into Court data software upgrade/conversion
- Court Web page update

WORKLOAD INDICATORS

Workload Indicators	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18 est.
Citations Processed	1,714	1,367	2,037	2,021	1,763
Accounts sent to Collections	641	384	334	410	410
Amounts sent to Collections	\$498,082	\$327,072	\$296,679	\$375,000	\$375,000

Finance Department

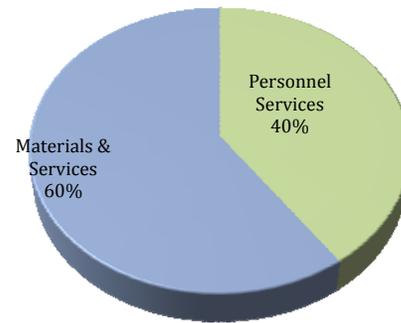
The City experienced a significant increase in municipal court fines in fiscal year 2015-16 as the result of the Police Department reinstating one-half of the Traffic Safety Unit.

TOTAL EXPENDITURES \$212,500

FTE 1.0

Personnel Services \$85,300

Materials & Services \$127,200



Community Development

OVERVIEW

The Community Development Department provides a variety of services that are important to the economic wellbeing and quality of life of Keizer businesses and residents. Services include managing the City Economic Development activities, community plans, building permit processes, and enforcing City codes. Long-range planning activities include policy issues regarding management of the Comprehensive Plan, State Planning requirements including Transportation Planning, Urban Growth Boundary issues, and Economic Development. Specific plans such as Master Plans, code revisions and ordinance creation are used to achieve council goals. Current planning activities include services to the public for development relative to zoning, land divisions, and floodplain management and shoreline protection. Code Enforcement regulates zoning violations, solid waste, noxious weeds, ROW vegetation, and unsafe housing issues, parking enforcement, and graffiti abatement. Building Permit Administration connects development with other appropriate staff within the City, and to Marion County.

COUNCIL GOALS ASSIGNED

- Complete the steps necessary to have all appropriate data collected in order to facilitate a comprehensive community wide Urban Growth Boundary discussion.
- Continue expanding and enhancing methods and opportunities to engage with as many Keizer citizens as possible so as to broaden communication with all of our residents.
- Promote Economic Development purposes and programs to be determined by the City Council as revenues become available.
- Initiate a comprehensive update of the Transportation System Development plan.

ADVISORY COMMITTEES

- Planning Commission
- Business Advisory Commission
- Keizer Chamber of Commerce liaison
- Keizer Public Arts Commission

PRIMARY FUNCTIONS

- Building permits
- State and Federal Grants
- Long-range and Current land use planning
- Sign permits
- Transportation planning
- Code enforcement
- Economic Development

TOTAL EXPENDITURES - \$661,800

5.0 FTE

Personnel Services - \$564,400

Materials & Services - \$97,400



WORKLOAD INDICATORS

Workload Indicators	FY 13-14	FY 14-15	FY 15-15	FY 16-17	FY17-18 Est YTD
Land Use Applications	23	17	10	18	21
Building Permits Reviewed	183	225	205	242	188
Single Family Permits Issued	45	68	79	34	24
Multi-family Permits Issued	0	69	16	2	23
Valuation of Permits Issued (in thousands)	\$26,236	\$32,464	\$63,159	\$23,220	18,057

Community Development

HIGHLIGHTS

The Department continued updating sections of the Keizer Development Code with several Text Amendment projects outlined with the Planning Commission. Amendments in the past have addressed such things as the sign code, Infill Standards and codes and parking standards. The anticipated projects coming this year are, continuing with the implementation of the Keizer Revitalization Project TGM grant awarded to the city, Urban Transition Zone revisions and other Development Code updates. The Department continues to be actively involved in coordinating the development of the Keizer Station Area and support to City development plans and activities.

Code enforcement activities include Council adopted ordinances, Development Code requirements, Parking issues including addressing abandoned vehicles, junk solid waste, noxious vegetation, support to the Police department as needed for such things as homeless encampments, graffiti, and other issues—with increasing regularity. Addressing the ongoing issues of vacant homes, derelict buildings, squatters, and housing code (life safety violations) issues in the rental housing market is a significant goal for the coming year.

Community Development also works on implementing the directives created in the State mandated periodic review of the city's Comprehensive Plan. This process is necessary to plan for future development in the City and ensure there are adequate policies and goals in place to guide decisions regarding transportation, land supply issues (such as infill requirements and Urban Growth Boundary expansion), economic development, and public facilities needs for the next 20 year planning period.

The Community Development Department continues work on strengthening communication and coordination with other departments, agencies and jurisdictions to streamline the development process, eliminate business obstacles, and ensure effective administration of development code provisions while delivering a high level of customer support and assistance.

GOALS AND INITIATIVES

Work with Department of Land Conservation and Development and Oregon Department of Transportation to implement and complete the Keizer Revitalization Plan grant, as well as the Salem Keizer Area Transportation Study (SKATS) project to identify growth impacts to the transportation system of the City in order to prepare for the future land needs of the City. This will be followed up by a Keizer funded study to address the specific questions formulated by the Council to address Keizer Urban Growth Boundary issues.

Develop effective regulatory tools to assist in meeting future growth needs through Keizer Development Code revisions, and implement additional tools for the City Council to use in addressing the difficult issues regarding urban development in the City of Keizer.

Police Department

OVERVIEW

The mission of the Keizer Police Department is to help the community maintain order while promoting safety and freedom and building public confidence.

DEPARTMENT-WIDE EMPLOYEES

42 sworn FTE, 7.5 non-sworn FTE

COUNCIL GOALS ASSIGNED

Explore Public Safety funding mechanisms to fill frozen police positions and support an agreed upon level of service for the Police Department

TOTAL EXPENDITURES:

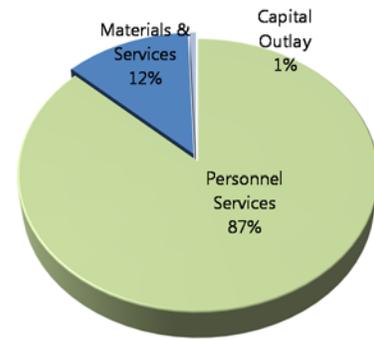
\$7,763,000 General Fund – Police Operations

Personnel Services \$6,843,200

Materials & Services \$919,800

\$217,100 General Fund – Revenue Sharing (capital outlay)

\$30,000 Law Enforcement Grant Fund (capital outlay)



Performance Measurements

As modern policing strategies develop, agency performance measurements are changing, with a growing number of scholars and practitioners calling for the measurement of outcomes, not outputs. Outcomes are those things residents hope for and expect: confidence in their police department and safety in their community.

Output Measurements

- Number of arrests and citations
- Number of calls for service
- Crime clearance rates

Outcome Measurements

- Perceptions of crime and disorder
- Perceptions of risk of victimization
- Police legitimacy (satisfaction with the police)

Though not as discrete as outputs, we can measure outcomes. The police department is especially interested in the responses to survey questions. Those questions and their responses appear below. The responses are on a one-to-five scale. The totals below represent those who answered neutral, agree, or strongly agree.

	2014	2017
I have confidence in police officers in general, not just Keizer police officers.	86.4%	94.6%
I have confidence in Keizer police officers, specifically.	89.4%	93.8%
I feel safe living in Keizer and in neighborhood.	93.2%	93.9%
I feel safe letting my child walk to school	73.5%	71.4%
I feel safe walking down my street during the day.	93.8%	96.0%
I feel safe walking down my street during the night.	78.2%	82.4%
Traffic congestion is a significant problem in Keizer.	72.6%	83.6%
Violations of traffic laws are a significant problem in Keizer.	63.6%	70.9%

We also asked, how much time should Keizer police officers spend enforcing traffic laws? 33.5% responded "More"; 7.2% responded "Less"; and 59.3% responded "Already Just Right."

Outputs are frequently measured as numbers and are often more indicative of workload than of the quality of work. Depending upon the variables, it is often difficult or imprudent to compare outputs between years or between

Police Department

agencies; nevertheless, they may tell a story, so some of them are included in the following table.

	2013	2014	2015	2016	2017
Crimes Reported (Parts 1, 2, and 3)	4,242	3,527	3,574	3,287	3,686
Adult arrests	1,593	1,502	1,522	1,459	1,702
Juvenile referrals (for crimes and status offenses)	312	181	202	179	131
Violent crimes clearance rate (UCR*): AVG US cities pop. 25-50k	50.2%	49.9%	48.6%	47.5%	+
Violent crimes clearance rate (NIBRS**): Keizer	67.9%	70.4%	77.8%	70.2%	77.6%
Property. crimes clearance rate (UCR***): AVG US cities pop. 25-50k	24.0%	24.6%	23.8%	22.8%	+
Property crimes clearance rate (NIBRS****): Keizer	21.9%	19.4%	22.6%	18.2%	17.1%
Traffic injury crashes	66	56	71	61	83
Traffic citations (does not incl. multiple citations to same driver)	1,977	1,017	1,503	1,533	1,750
Traffic written warnings	2,622	1,340	1,501	936	920
Officers/1,000 residents: Oregon cities pop. 33-37,000	1.3	1.3	1.3	1.65	1.65
Officers/1,000 residents: Keizer	1.0	1.0	1.0	1.0	1.0

The FBI continues to collect and report crime data using the Uniform Crime Reporting Program, though many agencies, including Keizer, report crime data using the National Incident-Based Reporting System. For a better comparison of the two systems, the crimes included in the clearance rates are defined below:

- * UCR: Murder, Non-negligent Manslaughter, Rape, Robbery, Aggravated Assault
- ** NIBRS: Aggravated Assault, Homicide, Rape, Robbery
- *** UCR: Burglary, Larceny-Theft, Motor Vehicle Theft
- **** NIBRS: Arson, Burglary (Business, Residence, and Other), Larceny, Motor Vehicle Theft
- + Information not yet published

Public Works Department

OVERVIEW

The Public Works Department is responsible for providing efficient and sound infrastructure, facilities, and services regarding the City's transportation, water, wastewater, stormwater, parks and building and property management. These services are required year round and are fundamental in supporting the quality of life enjoyed by residents, businesses and visitors. Capital Improvement projects for the various Divisions within the Department are managed by Division staff in coordination with contracted City Engineering firms.

COUNCIL GOALS ASSIGNED

- Assist in identifying a stable funding mechanism for Parks to support both the construction of the Parks Master Plan CIP and the operations and maintenance of the parks at an adequate level of service.
- Add another Parks employee to the Parks Division as soon as the cost is sustainable in the budget

PRIMARY FUNCTIONS

- Manages the activities and operations of the of the following Public Works systems:
 - a. Streets
 - b. Water
 - c. Stormwater
 - d. Parks
 - e. Facility Maintenance
- Administers major Capital Improvement projects for all Public Works Divisions
- Facilitates and develops Master Plans
- Directs and monitors contract engineer, construction activities, operations maintenance of each Public Works system and the regional sewer system and Street Lighting systems
- Manages the City's Emergency Management function

ADVISORY COMMITTEES

- Parks and Recreation Advisory Committee
- Stormwater Advisory Committee
- Traffic/Bikeways/Pedestrian Safety Committee

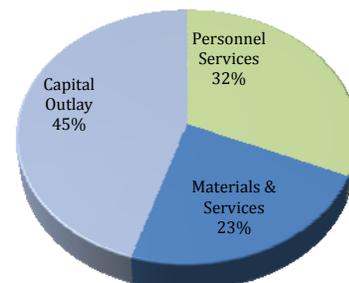
PARKS DIVISION

The Parks Division oversees the planning, development, management, and maintenance of over 239 acres of parks, natural and landscaped areas, a skate park, splash fountain, boat ramp and amphitheater. The Parks Division goal is to continue providing clean, safe open spaces and river access for structured and unstructured activities.

HIGHLIGHTS

- Completed phase 1 repairs to the Carlson Skate Park
- Began construction of the replacement play structure at Meadows Park
- Completed the construction of a covered picnic shelter at the sand volleyball courts in Keizer Rapids Park

TOTAL EXPENDITURES – \$1,075,800 Park Services Fund
Personnel Services \$339,300
Materials & Services \$250,500
Capital Outlay \$486,000



Public Works Department

PARK IMPROVEMENT FUND

Revenues - \$580,200

Capital Outlay - \$1,029,200

HIGHLIGHTS

- Completed installation of fall protection surfacing at the Big Toy in Keizer Rapids Park
- Completed construction of new asphalt pathways at Keizer Rapids Park
- Design of new restroom at Keizer Rapids completed

INFRASTRUCTURE OPERATED AND MAINTAINED

- 19 Individual Parks Totaling 239 Acres
- 9 Play Structures
- Splash Fountain
- Boating Facility
- 5.44 Miles of Trails
- 13 Irrigation Systems

STREETS DIVISION

The Street Division provides quality streets, lighting, traffic signals, sidewalks, and bike paths. The Division provides total right of way maintenance services for the City. The City contracts striping services with Marion County. Traffic signal system operations and maintenance is contracted with the City of Salem.

HIGHLIGHTS

- Began construction on the Dearborn Ave. NE bridge replacement project.
- Resurfaced 2.2 miles of various streets as indicated from the Pavement Condition Index. (PCI)
- Completed construction of updated ADA curb ramps in 10 locations.
- Constructed a sidewalk on Chemawa Rd. NE from Verda Ln. to McLeod Ln.
- Upgraded city owned street lights in Salem Electric's service area to LED's.
- Continued street sign replacements.

TOTAL REVENUES – \$5,118,300

primary source State Fuel tax

TOTAL EXPENDITURES – \$3,931,300 Street Fund

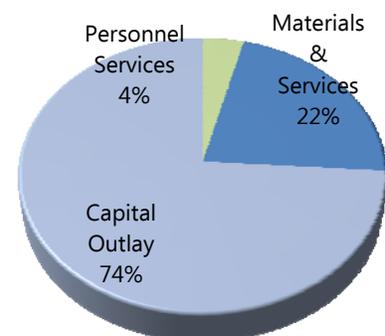
Personnel Services \$146,700

Materials & Services \$811,600

Capital Outlay \$2,717,100

INFRASTRUCTURE OPERATED AND MAINTAINED

- 110.55 Miles of Streets
- 21 Traffic Signals
- 7 Bridges
- 1,800 Street Signs
- 1,378 Traffic Signs



Public Works Department

WATER DIVISION

The Water Division provides safe, high quality, low cost drinking water that meets or exceeds state and federal regulations mandated by the Safe Drinking Water Act and the State of Oregon. The Water Division staff operates and maintains the production, treatment, and distribution system.

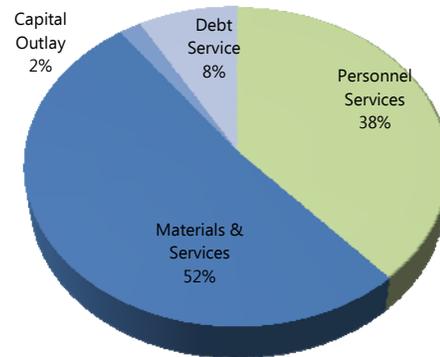
HIGHLIGHTS

- Continue updating distribution system to ensure adequate volume and pressure delivery to residents
- Rehabilitated the City Hall well and replaced the pump, motor, pump shaft and column
- Replaced 3 large meters with more accurate and efficient meters
- Installed 31 meters to new properties
- Repaired 16 mainline leaks
- Continued the water main line replacement program

TOTAL REVENUES (Water & Water Facility Funds)
\$3,987,300 - primarily user charges

TOTAL EXPENDITURES – \$2,802,600 Water Fund
Personnel Services \$1,075,000
Materials & Services \$1,443,100
Capital Outlay \$52,100
Debt Service \$232,400

\$385,000 Water Facility Fund (Capital Outlay)



INFRASTRUCTURE OPERATED AND MAINTAINED

- 15 Individual Pump Station Facilities
- 3 Reservoirs
- 126.7 Miles of Pipe
- 907 Fire Hydrants
- 1,853 Valves
- 10,871 Service Connections

STORMWATER DIVISION

The Stormwater Division maintains and operates the City's stormwater system and implements the Department of Environmental Quality approved management plans. The City's 3 regulatory programs are mandated by the Federal Clean Water Act, the Safe Drinking Water Act, and the State of Oregon. The permits associated with these programs allow the City to discharge untreated stormwater to local waterways, overland flow, and injection into the ground. Adherence to permit conditions allows the City to remain in compliance with State and Federal law.

HIGHLIGHTS

- Continued TV inspection of storm lines. Completed approximately 12.3% of the system which is slightly higher than the annual goal.
- Continued implementation of the 3 regulatory management plans / permits
- Continued repair work as identified by the TV inspection program
- Inspected 2250 catchbasins
- Applied for coverage under the 1200-CN program
- Inspected 174 private tax lots to obtain inventory information
- Hosted 2 regional education events related to stormwater – quality and management
- Developed a new TMDL Implementation Plan for the next 5 year review period
- Conducted stormwater sampling in accordance with the state approved monitoring plan and expanded the

Public Works Department

effort to identify potential future problems

- Developed *draft* Low Impact Development (LID) Water Quality Manual required by permit

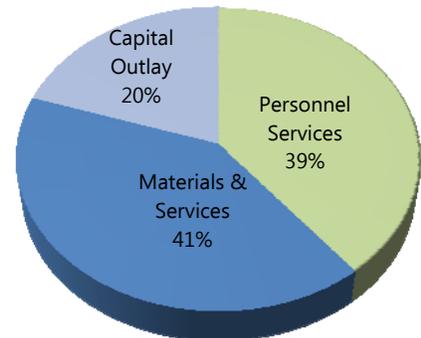
TOTAL REVENUES – \$1,387,000

TOTAL EXPENDITURES – \$1,937,800

Personnel Services - \$759,800

Materials & Services – \$791,800

Capital Outlay - \$386,200



INFRASTRUCTURE OPERATED AND MAINTAINED

- 72.9 Miles of Pipe (this includes solid and perforated pipe)
- 96 Underground Injection Control Systems (UIC's)
- 1193 Manholes (some reclassified as private)
- 2360 Catch Basins
- 113 Outfalls (Keizer owned and maintained)
- Approximately 3.2 miles of vegetated stormwater facilities (VSFs)

FACILITY MAINTENANCE

Facility Maintenance operates, maintains, and repairs the City's Civic Center and grounds to safe and clean standards. The City contracts out janitorial services which Facility Maintenance oversees. Responsibilities also include project management for remodel and repair projects, and assigning Community Service workers to assist with grounds maintenance.

HIGHLIGHTS

- HVAC Tune-ups
- Restriped and sealed cracks in parking lots
- Replaced Trees in Civic Center parking lots
- Serviced generator

GOALS AND INITIATIVES

- Repair pergolas
- Repair HVAC unit #7
- Fire Sprinkler head replacements

INFRASTRUCTURE OPERATED AND MAINTAINED

- 69,000 Square foot Civic Center building
- 8 HVAC Systems
- 4.5 Acres of Grounds Maintenance
- Annual Fire Safety System Testing
- Community Service Coordination
- Focal Point Maintenance

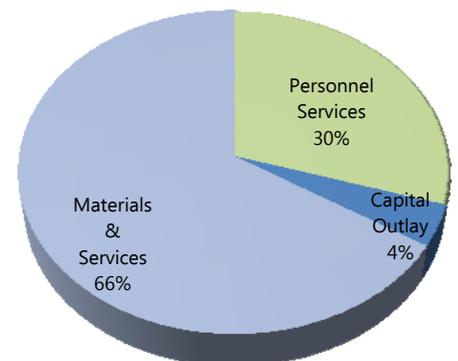
TOTAL EXPENDITURES – \$386,200 Facility

Maintenance Administrative Services Fund FTE 1.0

Personnel Services \$97,100

Materials & Services \$215,600

Capital Outlay \$73,500



Public Works Department

ALLOCATION OF FACILITY MAINTENANCE COSTS

Costs are allocated based on FTE allocations charged to each operating fund

General	\$	221,100
Street		11,400
PEG		300
Community Center		7,200
Sewer		7,500
Water		48,000
SLD		700
Stormwater		30,000
	\$	<u>326,200</u>

PUBLIC WORKS NON-DEPARTMENTAL

Beginnings in FY14-15 shared overhead costs are tracked in the Administrative Services fund and include those staff which supports all or most Public Works funds. Shared Materials and Services costs are also tracked in this cost center and include the Public Works Shop building costs and other overhead items such as auto insurance.

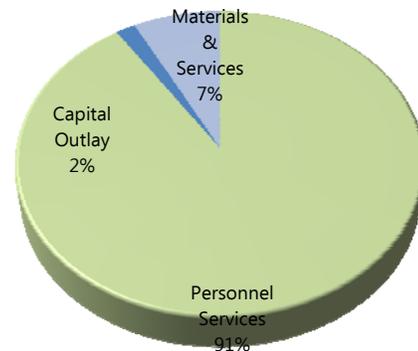
TOTAL EXPENDITURES – \$581,000 Public Works

Administrative Services Fund 4.0 FTE

Personnel Services \$525,600

Materials & Services \$45,400

Capital Outlay - \$10,000



ALLOCATION OF PUBLIC WORKS NON-DEPARTMENTAL COSTS

Staff costs are allocated based on effort expended in managing and supporting each Public Works Division. Allocation of costs is authorized by Council Resolution.

General	\$	23,300
Street		198,700
Sewer		20,300
Water		183,600
Street Light Districts		18,000
Stormwater		137,100
	\$	<u>581,000</u>



Funds & Departments

- Administrative Services
- Public Works
 - Streets
 - Street Lighting Districts
 - Transportation Improvements.....
 - Off-Site Transportation
 - Stormwater
 - Sewer
 - Water
 - Park Improvements.....
- General Fund
- Urban Renewal
- Other Funds.....

Administrative Services Fund Summary

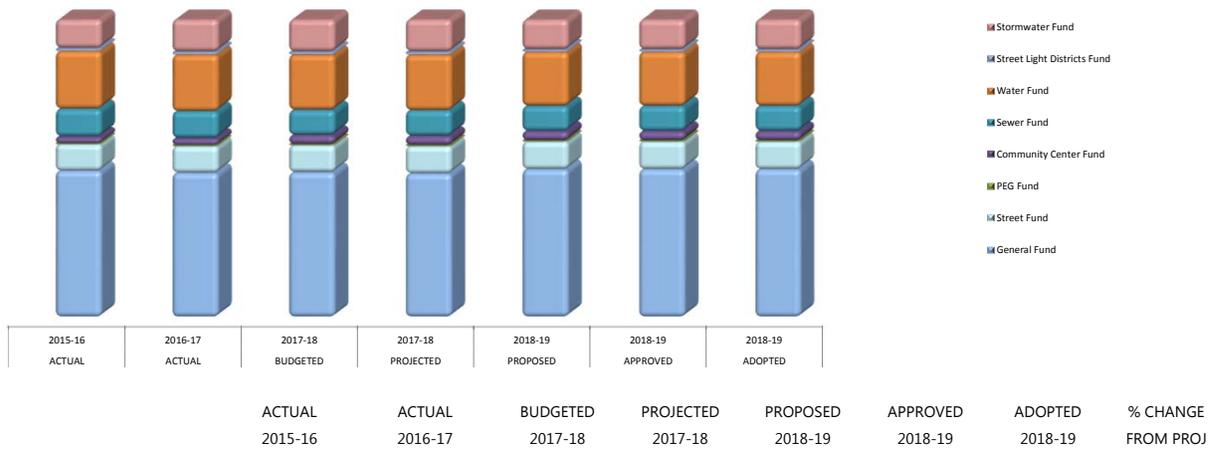
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

Administrative Services are provided by the following activities: General Administration (City Council and Non-departmental), City Manager's Office, City Attorney's Office, City Records Department, Human Resources Department, Finance – Non-Departmental, Finance – Utility Billing, Finance - Information Systems, Public Works – Non-departmental and Public Works Civic Center Facilities (building maintenance).

The sources from which the fund shall be replenished: The City's operating funds are charged for the services provided by the Administrative Services Fund based on various cost allocation plans. These plans are to be revised each year based on anticipated benefits received. The plans are based on a range of factors including number of personnel, percent of effort expended by administrative personnel to the benefiting fund, revenues and expenditures, information technology equipment costs, software costs and maintenance fees.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 160,699	\$ 129,102	\$ 164,600	\$ 171,400	\$ 171,400	\$ 171,400	\$ 171,400	0%
3 Revenues:								
4 Charges for Services:								
5 Charges for Services	3,232,514	3,266,511	3,598,600	3,484,500	3,778,900	3,778,900	3,778,900	8%
6 Miscellaneous:								
7 Miscellaneous Revenue	1,759	2,954	-	-	-	-	-	
8 Total Revenues	3,234,273	3,269,465	3,598,600	3,484,500	3,778,900	3,778,900	3,778,900	8%
9 TOTAL RESOURCES	3,394,972	3,398,567	3,763,200	3,655,900	3,950,300	3,950,300	3,950,300	8%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 City Manager	210,439	218,901	228,900	227,500	235,300	235,300	235,300	3.4%
14 City Attorney's Office	269,024	273,914	287,700	284,500	295,500	295,500	295,500	3.9%
15 City Recorder's Office	211,942	218,369	235,000	231,900	244,600	244,600	244,600	5.5%
16 Human Resources	263,468	275,325	295,700	292,600	306,400	306,400	306,400	4.7%
17 Finance - Non-Departmental	396,318	317,785	402,800	397,300	421,000	421,000	421,000	6.0%
18 Finance - Information Systems	194,575	205,507	224,100	221,000	235,400	235,400	235,400	6.5%
19 Finance - Utility Billing	279,054	240,132	232,900	240,000	244,800	244,800	244,800	2.0%
20 Civic Center Facilities	81,147	84,815	92,900	91,200	97,100	97,100	97,100	6.5%
21 Public Works	465,756	479,072	507,400	501,200	525,600	525,600	525,600	4.9%
22 Total Personnel Services	2,371,723	2,313,820	2,507,400	2,487,200	2,605,700	2,605,700	2,605,700	4.8%
23 Materials & Services:								
24 General Administration	254,539	275,327	263,200	258,200	274,700	274,700	274,700	6.4%
25 City Manager	6,290	5,721	6,300	6,300	6,300	6,300	6,300	0.0%
26 City Attorney's Office	4,699	4,138	11,400	4,700	11,300	11,300	11,300	140.4%
27 City Recorder's Office	6,858	6,357	6,200	6,200	6,200	6,200	6,200	0.0%
28 Human Resources	24,626	24,861	22,600	22,600	24,400	24,400	24,400	8.0%
29 Finance - Non-Departmental	27,623	31,911	31,900	31,900	58,300	58,300	58,300	82.8%
30 Finance - Information Systems	135,292	146,532	190,200	187,000	207,000	207,000	207,000	10.7%
31 Finance - Utility Billing	95,203	100,930	110,000	101,500	115,500	115,500	115,500	13.8%
32 Civic Center Facilities	199,842	198,384	212,100	210,200	215,600	215,600	215,600	2.6%
33 Public Works	36,300	39,579	42,900	44,200	45,400	45,400	45,400	2.7%
34 Total Materials & Services	791,272	833,740	896,800	872,800	964,700	964,700	964,700	10.5%
35 Capital Outlay:								
36 Finance - Information Systems	69,408	54,014	123,000	120,000	110,000	110,000	110,000	-8.3%
37 Public Works Administration	30,569	-	-	-	10,000	10,000	10,000	
38 Civic Center Facilities	2,898	25,609	4,500	4,500	13,500	73,500	73,500	1533.3%
39 Total Capital Outlay	102,875	79,623	127,500	124,500	133,500	193,500	193,500	55.4%
40 Total Expenditures	3,265,870	3,227,183	3,531,700	3,484,500	3,703,900	3,763,900	3,763,900	8.0%
41 Other Requirements:								
42 Contingencies	-	-	231,500	-	246,400	186,400	186,400	
43 Fund Balance:								
44 Committed	129,102	171,384	-	171,400	-	-	-	-100.0%
45 TOTAL REQUIREMENTS	\$ 3,394,972	\$ 3,398,567	\$ 3,763,200	\$ 3,655,900	\$ 3,950,300	\$ 3,950,300	\$ 3,950,300	8.1%

Administrative Services Fund Summary



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
CHARGES FOR SERVICES BY FUND								
General Fund	\$ 1,588,977	\$ 1,582,842	\$ 1,751,700	\$ 1,680,600	\$ 1,877,600	\$ 1,877,600	\$ 1,877,600	12%
Street Fund	294,367	296,853	330,300	324,400	355,700	355,700	355,700	10%
PEG Fund	2,099	6,015	7,900	7,700	9,200	9,200	9,200	19%
Community Center Fund	75,857	79,835	111,000	108,500	120,500	120,500	120,500	11%
Sewer Fund	300,172	292,592	302,900	299,100	317,000	317,000	317,000	6%
Water Fund	625,350	620,771	668,800	650,500	686,200	686,200	686,200	5%
Street Light Districts Fund	33,785	34,296	37,100	36,700	31,700	31,700	31,700	-14%
Stormwater Fund	311,907	353,307	388,900	377,000	381,000	381,000	381,000	1%
Total Allocation by Fund	\$ 3,232,514	\$ 3,266,511	\$ 3,598,600	\$ 3,484,500	\$ 3,778,900	\$ 3,778,900	\$ 3,778,900	8%

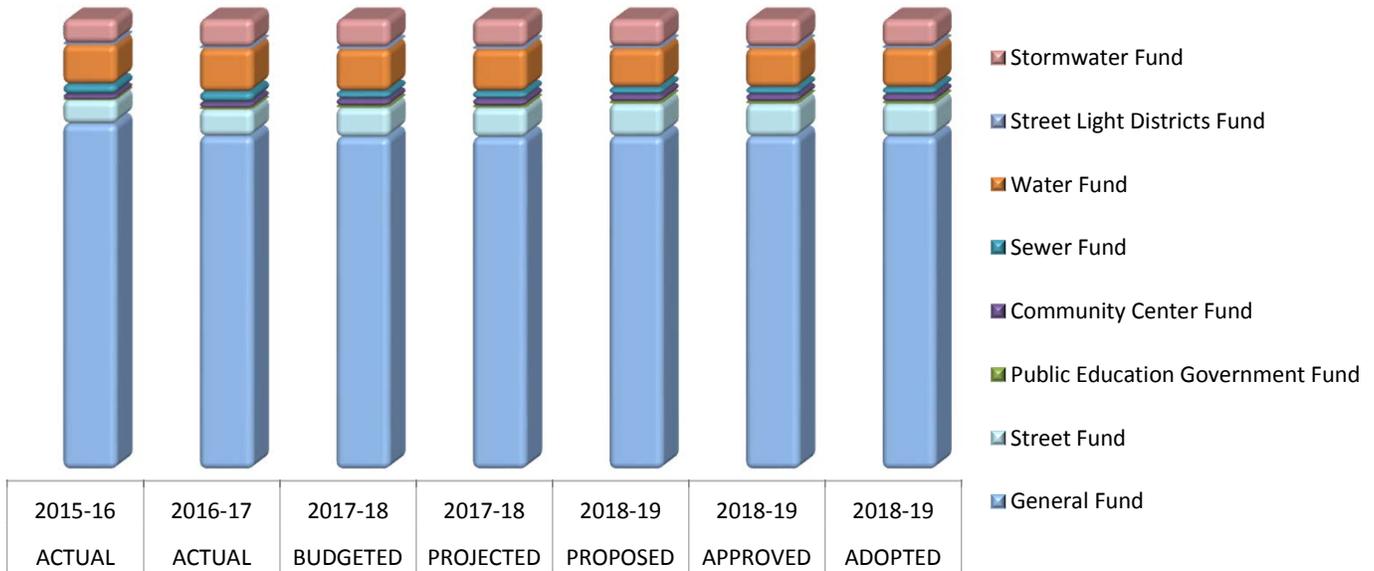
City Manager's Office

The City Manager is the Chief Executive Officer for the City of Keizer. This position provides the Mayor and City Councilors with information, implements policies adopted by the Council, and manages the City operations in an effective and efficient manner. The City Manager oversees all departments, which provide services to the citizens of Keizer. These Departments include City Recorder, Community Development, Finance, Human Resources, Public Works, and Police. The City Manager is appointed by, reports to and serves at the pleasure of the City Council under contract. The City Manager is the primary liaison with other local Municipal, State and Federal agencies.

Costs are allocated based on a blend of full-time equivalents and time spent on projects. Time spent on projects is based on a time tracking mechanism, used by the Legal Department staff, to categorize time worked by operating fund. A three-year rolling average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year. The allocation methodology is authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	216,729	224,622	235,200	233,800	241,600	241,600	241,600	3.3%
6 TOTAL RESOURCES	216,729	224,622	235,200	233,800	241,600	241,600	241,600	3.3%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Manager	148,220	152,152	153,800	153,800	158,500	158,500	158,500	3.1%
11 Vehicle Allowance	3,850	4,200	4,200	4,200	4,200	4,200	4,200	0.0%
12 Cell Phone Stipend	-	-	-	-	-	-	-	-
13 Wellness	391	382	400	400	400	400	400	0.0%
14 Medicare	2,310	2,403	2,400	2,400	2,500	2,500	2,500	4.2%
15 Retirement	37,423	40,384	46,400	46,400	47,800	47,800	47,800	3.0%
16 Insurance Benefits	17,998	19,119	21,400	20,000	21,600	21,600	21,600	8.0%
17 Workers Compensation	247	261	300	300	300	300	300	0.0%
18 Total Personnel Services	210,439	218,901	228,900	227,500	235,300	235,300	235,300	3.4%
19 Materials & Services:								
20 Meetings, Travel & Training	5,990	5,421	6,000	6,000	6,000	6,000	6,000	0.0%
21 Liability Insurance	300	300	300	300	300	300	300	0.0%
22 Total Materials & Services	6,290	5,721	6,300	6,300	6,300	6,300	6,300	0.0%
23 Total Expenditures:	216,729	224,622	235,200	233,800	241,600	241,600	241,600	3.3%
24 Fund Balance:								
25 Committed for Operations	-	-	-	-	-	-	-	-
26 TOTAL REQUIREMENTS	\$ 216,729	\$ 224,622	\$ 235,200	\$ 233,800	\$ 241,600	\$ 241,600	\$ 241,600	3.3%

City Manager's Office



SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	FTE/ Project Time
General Fund	\$ 166,283	\$ 166,202	\$ 173,500	\$ 172,400	\$ 178,600	\$ 178,600	\$ 178,600	73.9%
Street Fund	11,723	13,436	15,500	15,400	17,600	17,600	17,600	7.3%
Public Education Government Fund	98	697	900	900	1,200	1,200	1,200	0.5%
Community Center Fund	2,463	2,886	3,800	3,800	3,900	3,900	3,900	1.6%
Sewer Fund	4,827	5,175	3,800	3,800	3,600	3,600	3,600	1.5%
Water Fund	19,111	21,596	21,900	21,800	21,000	21,000	21,000	8.7%
Street Light Districts Fund	591	697	1,200	1,200	1,000	1,000	1,000	0.4%
Stormwater Fund	11,625	13,933	14,600	14,500	14,700	14,700	14,700	6.1%
TOTAL CHARGES BY FUND	\$ 216,721	\$ 224,622	\$ 235,200	\$ 233,800	\$ 241,600	\$ 241,600	\$ 241,600	100.0%

Budget Notes:

Expenditures:

9 The Budget provides a 3.0% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

City Attorney's Office

The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for most matters requiring special expertise.

The City Attorney's Office provides legal advice and representation to the City Council, the City Manager, City staff and various City boards and committees. The Office provides advice at public meetings, including legislative and quasi-judicial hearings of the City Council and Planning Commission.

The City Attorney's Office tracks time spent on various projects and categorizes the results by operating fund. A rolling three-year average is used as the basis for allocating costs.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 3,600	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	273,723	278,052	295,500	289,200	306,800	306,800	306,800	6.1%
6 TOTAL RESOURCES	273,723	278,052	299,100	289,200	306,800	306,800	306,800	6.1%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Attorney	136,528	137,975	139,600	139,600	143,800	143,800	143,800	3.0%
11 Administrative Support	56,723	57,378	61,100	61,100	63,000	63,000	63,000	3.1%
12 Cell Phone Stipend	900	900	900	900	900	900	900	0.0%
13 Wellness	236	307	800	400	800	800	800	100.0%
14 Medicare	3,010	3,045	3,100	3,100	3,200	3,200	3,200	3.2%
15 Retirement	35,343	35,754	39,100	39,100	40,300	40,300	40,300	3.1%
16 Insurance Benefits	35,988	38,238	42,800	40,000	43,200	43,200	43,200	8.0%
17 Workers Compensation	296	317	300	300	300	300	300	0.0%
18 Total Personnel Services	269,024	273,914	287,700	284,500	295,500	295,500	295,500	3.9%
19 Materials & Services:								
20 Meetings, Travel & Training	4,049	3,313	7,000	3,500	8,000	8,000	8,000	128.6%
21 Legal Services Contracts	-	825	3,400	200	3,000	3,000	3,000	1400.0%
22 Law Library Maintenance	650	-	1,000	1,000	300	300	300	-70.0%
23 Total Materials & Services	4,699	4,138	11,400	4,700	11,300	11,300	11,300	140.4%
24 Total Expenditures:	273,723	278,052	299,100	289,200	306,800	306,800	306,800	6.1%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-	-	-	-
27 TOTAL REQUIREMENTS	\$ 273,723	\$ 278,052	\$ 299,100	\$ 289,200	\$ 306,800	\$ 306,800	\$ 306,800	6.1%

City Attorney's Office



SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	Project Time
General Fund	\$ 234,564	\$ 228,520	\$ 242,400	\$ 237,300	\$ 245,400	\$ 245,400	\$ 245,400	80.0%
Street Fund	20,158	23,371	28,100	27,500	34,400	34,400	34,400	11.2%
Public Education Government Func	386	1,635	2,700	2,600	2,800	2,800	2,800	0.9%
Community Center Fund	2,894	3,655	2,700	2,600	3,100	3,100	3,100	1.0%
Sewer Fund	4,533	4,136	2,100	2,100	2,100	2,100	2,100	0.7%
Water Fund	7,137	8,944	8,000	7,800	8,600	8,600	8,600	2.8%
Street Light Districts Fund	579	866	2,100	2,100	1,500	1,500	1,500	0.5%
Stormwater Fund	3,472	6,925	7,400	7,200	8,900	8,900	8,900	2.9%
TOTAL CHARGES BY FUND	\$ 273,723	\$ 278,052	\$ 295,500	\$ 289,200	\$ 306,800	\$ 306,800	\$ 306,800	100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 21 Legal Services Contracts include outside legal assistance on City matters (excluding Bond Counsel and Labor Attorney costs).

City Recorder's Department

The City Recorder's Department is responsible for the overall administration, coordination and evaluation of all City Recorder and Event Center functions. The City Recorder staff serves as the Clerk of the City Council and related committees and commissions, Records Manager and City Elections Official. This Department is responsible for a variety of highly confidential and sensitive information.

Costs are allocated based on a blend of full-time equivalents and time spent on projects. Time spent on projects is based on a time tracking mechanism, used by the Legal Department staff, to categorize time worked by operating fund. A three-year rolling average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year. An adjustment is made for the Community Center activity since the City Recorder manages that program. The allocation methodology is authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	218,800	224,726	235,200	238,100	250,800	250,800	250,800	5.3%
6 TOTAL RESOURCES	218,800	224,726	241,200	238,100	250,800	250,800	250,800	5.3%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Recorder	83,872	84,753	90,800	90,800	96,300	96,300	96,300	6.1%
11 Administrative Support	57,850	60,281	61,000	61,000	62,900	62,900	62,900	3.1%
12 Cell Phone Stipend	900	900	900	900	900	900	900	0.0%
13 Wellness	280	266	800	400	800	800	800	100.0%
14 Medicare	2,196	2,247	2,300	2,400	2,500	2,500	2,500	4.2%
15 Retirement	30,570	31,377	36,100	36,100	37,700	37,700	37,700	4.4%
16 Insurance Benefits	35,987	38,238	42,800	40,000	43,200	43,200	43,200	8.0%
17 Workers Compensation	287	307	300	300	300	300	300	0.0%
18 Total Personnel Services	211,942	218,369	235,000	231,900	244,600	244,600	244,600	5.5%
19 Materials & Services:								
20 Materials & Supplies	220	-	-	-	-	-	-	-
21 Meetings, Travel & Training	6,638	6,357	6,200	6,200	6,200	6,200	6,200	0.0%
22 Total Materials & Services	6,858	6,357	6,200	6,200	6,200	6,200	6,200	0.0%
23 Total Expenditures:	218,800	224,726	241,200	238,100	250,800	250,800	250,800	5.3%
24 Fund Balance:								
25 Committed for Operations	-	-	-	-	-	-	-	-
26 TOTAL REQUIREMENTS	\$ 218,800	\$ 224,726	\$ 241,200	\$ 238,100	\$ 250,800	\$ 250,800	\$ 250,800	5.3%

City Recorder's Department



SUMMARY OF CITY RECORDER'S DEPARTMENT CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	Time Spent
General Fund	\$ 157,149	\$ 155,542	\$ 162,700	\$ 164,700	\$ 174,200	\$ 174,200	\$ 174,200	69.5%
Street Fund	11,814	13,718	15,500	15,700	18,300	18,300	18,300	7.3%
Public Education Government Fund	-	691	1,200	1,200	1,300	1,300	1,300	0.5%
Community Center Fund	13,303	13,718	14,300	14,500	15,300	15,300	15,300	6.1%
Sewer Fund	4,864	5,132	3,800	3,800	3,800	3,800	3,800	1.5%
Water Fund	19,358	21,318	21,900	22,200	21,800	21,800	21,800	8.7%
Street Light Districts Fund	596	691	1,200	1,200	800	800	800	0.3%
Stormwater Fund	11,714	13,916	14,600	14,800	15,300	15,300	15,300	6.1%
TOTAL CHARGES BY FUND	\$ 218,798	\$ 224,726	\$ 235,200	\$ 238,100	\$ 250,800	\$ 250,800	\$ 250,800	100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Human Resources Department

The Human Resources Department provides responsive employment and personnel services to the City's managers and employees as well as providing information and assistance to external customers and job applicants. The Department is responsible for a full range of comprehensive human resource services and programs to enhance the efficiency and effectiveness of the organization.

The Human Resource Department costs are allocated based on City-wide FTE allocations as authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	288,094	300,186	318,200	315,200	330,800	330,800	330,800	4.9%
6 TOTAL RESOURCES	288,094	300,186	318,300	315,200	330,800	330,800	330,800	4.9%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	64,305	67,004	69,800	69,800	74,000	74,000	74,000	6.0%
11 Human Resources Director	116,663	121,542	126,600	126,600	130,400	130,400	130,400	3.0%
12 Cell Phone Stipend	900	900	900	900	900	900	900	0.0%
13 Wellness Program	143	224	800	400	800	800	800	100.0%
14 Medicare/Social Security	2,797	2,916	2,900	3,000	3,200	3,200	3,200	6.7%
15 Retirement	42,373	44,183	51,600	51,600	53,600	53,600	53,600	3.9%
16 Insurance Benefits	35,988	38,238	42,800	40,000	43,200	43,200	43,200	8.0%
17 Workers Compensation	299	318	300	300	300	300	300	0.0%
18 Total Personnel Services	263,468	275,325	295,700	292,600	306,400	306,400	306,400	4.7%
19 Materials & Services:								
20 Safety & Wellness	8,691	10,423	7,000	7,000	8,600	8,600	8,600	22.9%
21 Meetings, Travel & Training	4,533	5,564	6,000	6,000	4,500	4,500	4,500	-25.0%
22 Labor Attorney -- City-wide	6,075	4,189	5,000	5,000	5,000	5,000	5,000	0.0%
23 Contractual Services	5,166	3,852	3,600	3,600	5,200	5,200	5,200	44.4%
24 Medical Testing	76	833	1,000	1,000	1,100	1,100	1,100	10.0%
25 Recruitment	85	-	-	-	-	-	-	
26 Total Materials & Services	24,626	24,861	22,600	22,600	24,400	24,400	24,400	8.0%
27 Total Expenditures:	288,094	300,186	318,300	315,200	330,800	330,800	330,800	4.9%
28 Fund Balance:								
29 Committed for Operations	-	-	-	-	-	-	-	
30 Total Fund Balance	-	-	-	-	-	-	-	
31 TOTAL REQUIREMENTS	\$ 288,094	\$ 300,186	\$ 318,300	\$ 315,200	\$ 330,800	\$ 330,800	\$ 330,800	4.9%

Human Resources Department



SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	FTE
General Fund	\$ 194,233	\$ 197,174	\$ 207,800	\$ 205,900	\$ 224,300	\$ 224,300	\$ 224,300	67.8%
Street Fund	9,903	11,114	11,800	11,700	11,600	11,600	11,600	3.5%
Public Education Government Fund	-	298	300	300	300	300	300	0.1%
Community Center Fund	3,334	3,572	7,300	7,200	7,300	7,300	7,300	2.2%
Sewer Fund	8,040	9,328	8,000	7,900	7,600	7,600	7,600	2.3%
Water Fund	43,141	47,731	50,600	50,100	48,600	48,600	48,600	14.7%
Street Light Districts Fund	784	893	600	600	700	700	700	0.2%
Stormwater Fund	27,159	29,968	31,800	31,500	30,400	30,400	30,400	9.2%
TOTAL CHARGES BY FUND	\$ 286,594	\$ 300,078	\$ 318,200	\$ 315,200	\$ 330,800	\$ 330,800	\$ 330,800	100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 23 The increase in contractual services is due to an increase in the administrative fee associated with the City's FSA provider and an increase in the Total Employer Cost of Compensation (TECC) membership fees.

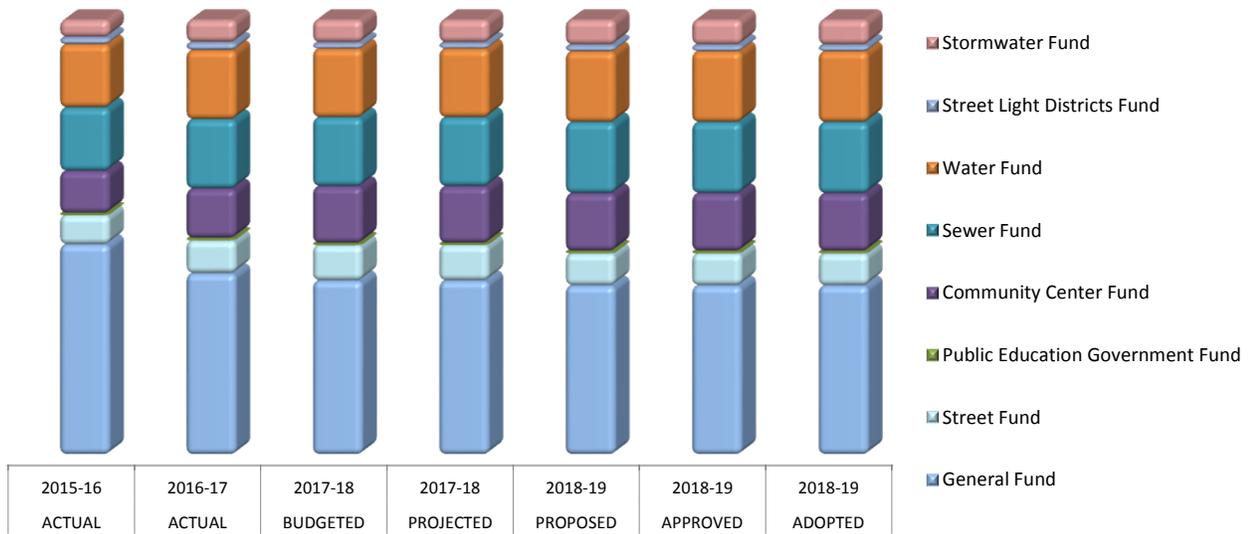
Finance - Non-Departmental

The financial operations of the City are planned and directed by the Finance Department. It establishes and sustains controls over the City's financial activities, and provides accurate, timely financial information to Council and Management.

Costs are allocated based on a blend of revenues and expenditures city-wide except for the Office Assistant's time is allocated 70% to the Community Center as part of the position's regular duties. The Allocation methodology is authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 4,200	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	423,941	349,696	430,500	429,200	479,300	479,300	479,300	11.7%
6 TOTAL RESOURCES	423,941	349,696	434,700	429,200	479,300	479,300	479,300	11.7%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	153,056	110,185	151,300	151,300	158,900	158,900	158,900	5.0%
11 Finance Director	118,336	104,339	109,200	109,200	115,800	115,800	115,800	6.0%
12 Overtime	-	60	-	-	-	-	-	
13 Wellness	413	878	1,600	1,400	1,600	1,600	1,600	14.3%
14 Medicare	4,161	3,276	4,000	4,100	4,300	4,300	4,300	4.9%
15 Retirement	48,087	36,647	50,800	50,800	53,500	53,500	53,500	5.3%
16 Insurance Benefits	71,711	61,811	85,300	79,900	86,300	86,300	86,300	8.0%
17 Workers Compensation	554	589	600	600	600	600	600	0.0%
18 Total Personnel Services	396,318	317,785	402,800	397,300	421,000	421,000	421,000	6.0%
19 Materials & Services:								
20 Office Materials and Supplies	-	1,166	-	-	-	-	-	
21 Meetings, Travel & Training	1,588	3,130	3,000	3,000	3,500	3,500	3,500	16.7%
22 Audit Fees & Contractual Services	26,035	27,615	28,900	28,900	54,800	54,800	54,800	89.6%
23 Total Materials & Services	27,623	31,911	31,900	31,900	58,300	58,300	58,300	82.8%
24 Total Expenditures:	423,941	349,696	434,700	429,200	479,300	479,300	479,300	11.7%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-	-	-	
27 Total Fund Balance	-	-	-	-	-	-	-	
28 TOTAL REQUIREMENTS	\$ 423,941	\$ 349,696	\$ 434,700	\$ 429,200	\$ 479,300	\$ 479,300	\$ 479,300	11.7%

Finance - Non-Departmental



SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	Average Revenue/ Expense
General Fund	\$ 205,287	\$ 146,131	\$ 172,700	\$ 172,200	\$ 186,900	\$ 186,900	\$ 186,900	39.0%
Street Fund	28,711	26,555	35,300	35,200	35,500	35,500	35,500	7.4%
Public Education Government Fund	1,615	1,776	1,700	1,700	2,400	2,400	2,400	0.5%
Community Center Fund	40,997	39,524	56,000	55,800	63,300	63,300	63,300	13.2%
Sewer Fund	61,640	55,581	68,000	67,800	78,100	78,100	78,100	16.3%
Water Fund	61,640	55,581	68,000	67,800	78,100	78,100	78,100	16.3%
Street Light Districts Fund	6,909	6,330	6,000	6,000	7,200	7,200	7,200	1.5%
Stormwater Fund	17,137	18,218	22,800	22,700	27,800	27,800	27,800	5.8%
TOTAL CHARGES BY FUND	\$ 423,936	\$ 349,696	\$ 430,500	\$ 429,200	\$ 479,300	\$ 479,300	\$ 479,300	100.00%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% wage and salary increase for all non-represented. In addition step increases for those eligible as provided for in the City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 22 The increase in audit and contractual services is associated with a fiduciary review of the City's deferred compensation plans and an actuarial analysis of the City's post employment benefit offerings as required by Government Accounting Standards Board Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits other than Pensions.

Finance - Information Systems

The Information Technology Division supports the City's software, hardware, telecommunication, and security systems needs.

Costs are allocated based on FTE allocations charged to each operating fund except software and hardware costs are based on dollars expended by fund as authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 1,600	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	399,275	406,053	535,700	528,000	552,400	552,400	552,400	4.6%
6 TOTAL RESOURCES	399,275	406,053	537,300	528,000	552,400	552,400	552,400	4.6%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Network Support	134,335	139,849	147,100	147,100	156,100	156,100	156,100	6.1%
11 Overtime	93	-	-	-	-	-	-	
12 Cell Phone Stipend	975	1,910	1,800	1,800	1,800	1,800	1,800	0.0%
13 Wellness	-	368	800	400	800	800	800	100.0%
14 Medicare	2,027	2,138	2,200	2,300	2,400	2,400	2,400	4.3%
15 Retirement	21,208	22,624	29,000	29,000	30,700	30,700	30,700	5.9%
16 Insurance Benefits	35,637	38,238	42,800	40,000	43,200	43,200	43,200	8.0%
17 Workers Compensation	300	380	400	400	400	400	400	0.0%
18 Total Personnel Services	194,575	205,507	224,100	221,000	235,400	235,400	235,400	6.5%
19 Materials & Services:								
20 Travel & Training	56	-	1,000	1,000	1,000	1,000	1,000	0.0%
21 Telephone	15,357	14,282	17,000	17,000	17,000	17,000	17,000	0.0%
22 Computer Software & Maintenance	97,709	111,594	148,200	145,000	165,000	165,000	165,000	13.8%
23 Office Equipment Maintenance	22,170	20,656	24,000	24,000	24,000	24,000	24,000	0.0%
24 Total Materials & Services	135,292	146,532	190,200	187,000	207,000	207,000	207,000	10.7%
25 Capital Outlay:								
26 Computer Hardware	69,408	54,014	123,000	120,000	110,000	110,000	110,000	-8.3%
27 Total Expenditures:	399,275	406,053	537,300	528,000	552,400	552,400	552,400	4.6%
28 Fund Balance:								
29 Committed for Operations	-	-	-	-	-	-	-	
30 Total Fund Balance	-	-	-	-	-	-	-	
31 TOTAL REQUIREMENTS	\$ 399,275	\$ 406,053	\$ 537,300	\$ 528,000	\$ 552,400	\$ 552,400	\$ 552,400	4.6%

Finance - Information Systems



SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	Allocation
General Fund	\$ 269,289	\$ 261,561	\$ 347,700	\$ 342,700	\$ 386,600	\$ 386,600	\$ 386,600	70.0%
Street Fund	18,544	11,716	15,500	15,300	16,000	16,000	16,000	2.9%
PEG Fund	-	363	500	500	600	600	600	0.1%
Community Center Fund	6,988	8,900	11,800	11,600	12,700	12,700	12,700	2.3%
Sewer Fund	9,496	15,349	20,400	20,100	16,600	16,600	16,600	3.0%
Water Fund	61,723	52,766	70,200	69,200	70,200	70,200	70,200	12.7%
Street Light Districts Fund	896	1,181	1,600	1,600	1,100	1,100	1,100	0.2%
Stormwater Fund	32,340	51,131	68,000	67,000	48,600	48,600	48,600	8.8%
TOTAL CHARGES BY FUND	\$ 399,276	\$ 402,967	\$ 535,700	\$ 528,000	\$ 552,400	\$ 552,400	\$ 552,400	100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 22 The increase in Computer Software is associated with additional software needed to provide mobile device management and security.
- 26 The City will be replacing two servers, the email filtering system, the door system and replacing several video cameras during 2018-19. In addition the City will continue with the ongoing desktop and toughbook replacement schedule.

Finance - Utility Billing

Utility Billing operates and maintains the billing function for the City's water, sewer, and stormwater utilities. The City bills active accounts bi-monthly, billing one-half of the City one month and alternating billing the other half of the City the following month. Emphasis is on excellence in customer service by addressing needs and concerns with a caring attitude on a consistent basis.

Costs are allocated based on effort expended in managing the separate elements of the utility accounts; 47% sewer, 43% water and 10% stormwater. Allocation of costs is authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	374,257	341,062	342,900	341,500	360,300	360,300	360,300	5.5%
6 TOTAL RESOURCES	374,257	341,062	342,900	341,500	360,300	360,300	360,300	5.5%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	173,531	146,287	132,500	135,900	145,600	145,600	145,600	7.1%
11 Overtime	458	650	500	500	1,000	1,000	1,000	100.0%
12 Wellness	710	700	1,600	1,400	1,600	1,600	1,600	14.3%
13 Medicare	2,674	2,245	2,900	2,100	2,300	2,300	2,300	9.5%
14 Retirement	29,386	23,415	30,800	26,500	28,900	28,900	28,900	9.1%
15 Insurance Benefits	70,994	65,338	64,000	60,000	64,800	64,800	64,800	8.0%
16 Unemployment	-	994	-	13,000	-	-	-	-100.0%
17 Workers Compensation	1,301	503	600	600	600	600	600	0.0%
18 Total Personnel Services	279,054	240,132	232,900	240,000	244,800	244,800	244,800	2.0%
19 Materials & Services:								
20 Postage & Printing	47,134	47,380	53,500	46,000	53,500	53,500	53,500	16.3%
21 Contractual Services	48,069	53,550	54,500	54,500	60,000	60,000	60,000	10.1%
22 Meetings, Travel & Training	-	-	2,000	1,000	2,000	2,000	2,000	100.0%
23 Total Materials & Services	95,203	100,930	110,000	101,500	115,500	115,500	115,500	13.8%
24 Total Expenditures	374,257	341,062	342,900	341,500	360,300	360,300	360,300	5.5%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-	-	-	
27 Total Fund Balance	-	-	-	-	-	-	-	
28 TOTAL REQUIREMENTS	\$ 374,257	\$ 341,062	\$ 342,900	\$ 341,500	\$ 360,300	\$ 360,300	\$ 360,300	5.5%

Finance - Utility Billing



SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	Utility Account Allocation
Sewer Fund	\$ 175,906	\$ 160,287	\$ 161,200	\$ 160,500	\$ 169,400	\$ 169,400	\$ 169,400	47%
Water Fund	160,944	146,627	147,400	146,800	154,900	154,900	154,900	43%
Stormwater Fund	37,407	34,148	34,300	34,200	36,000	36,000	36,000	10%
TOTAL CHARGES BY FUND	\$ 374,257	\$ 341,062	\$ 342,900	\$ 341,500	\$ 360,300	\$ 360,300	\$ 360,300	100%

Budget Notes:

The Utility Billing function was previously budgeted proportionately to the Sewer, Water and Stormwater funds. These costs have been compiled and moved to the Administrative Services Fund to better track the costs of utility billing.

Expenditures:

- 9 The Budget provides a 3.0% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 21 Contractual services are primarily for credit card fee charges.

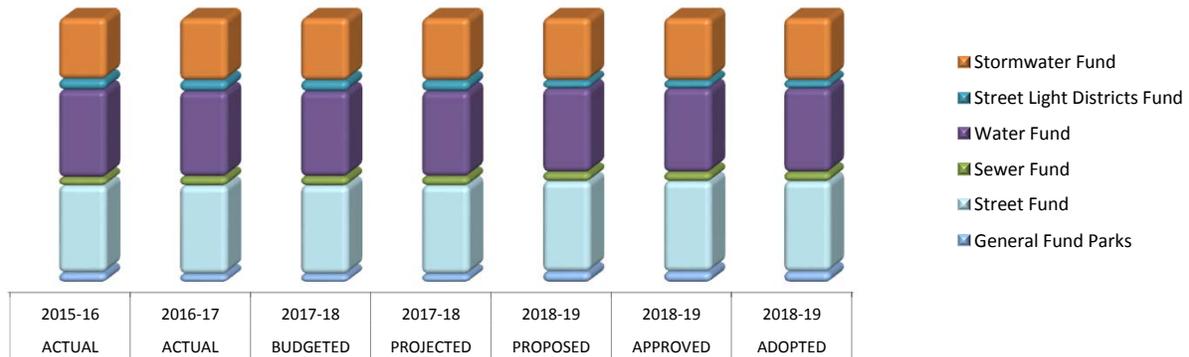
Public Works - Non-Departmental

The Public Works Department is responsible for providing efficient and sound infrastructure, facilities, and services regarding the City's transportation, water, wastewater, stormwater, parks and building and property management. These services are required year round and are fundamental in supporting the quality of life enjoyed by residents, businesses and visitors. The Public Works - Non Departmental cost center tracks costs shared by all Public Works funds and includes those staff costs for services provided to multiple funds.

Staff costs are allocated based on effort expended in managing and supporting each Public Works Division. Allocation of costs is authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	532,625	518,651	550,300	545,400	581,000	581,000	581,000	6.5%
6 TOTAL RESOURCES	532,625	518,651	550,300	545,400	581,000	581,000	581,000	6.5%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Public Works Director	113,270	117,993	122,900	122,900	130,400	130,400	130,400	6.1%
11 Municipal Utility Workers	155,746	159,085	163,400	163,400	168,300	168,300	168,300	3.0%
12 Administrative Support	54,079	54,593	55,400	55,400	57,100	57,100	57,100	3.1%
13 Cell Phone and Clothing Stipend	2,491	2,600	2,600	2,600	2,600	2,600	2,600	0.0%
14 Wellness	647	606	1,600	800	1,600	1,600	1,600	100.0%
15 Medicare	4,986	5,124	5,100	5,200	5,500	5,500	5,500	5.8%
16 Retirement	57,232	59,114	65,900	65,900	68,600	68,600	68,600	4.1%
17 Insurance Benefits	72,996	76,475	85,400	80,000	86,400	86,400	86,400	8.0%
18 Workers Compensation	4,309	3,482	5,100	5,000	5,100	5,100	5,100	2.0%
19 Total Personnel Services	465,756	479,072	507,400	501,200	525,600	525,600	525,600	4.9%
20 Materials & Services:								
21 Shop Operations and Supplies	5,446	9,562	10,500	10,500	10,500	10,500	10,500	0.0%
22 Meetings, Travel & Training	402	-	500	200	500	500	500	150.0%
23 Public Notices	64	-	-	-	-	-	-	
24 Labor Attorney	238	360	1,000	1,000	1,000	1,000	1,000	0.0%
25 Janitorial Services	4,999	4,051	5,000	5,000	5,000	5,000	5,000	0.0%
26 Shop Utilities	9,472	10,453	9,300	10,700	10,600	10,600	10,600	-0.9%
27 Telephone, Telemetry & Fire Alarm	1,637	1,523	1,600	1,600	1,600	1,600	1,600	0.0%
28 Insurance - Auto	14,042	13,580	15,000	15,000	16,000	16,000	16,000	6.7%
29 Operating Materials	-	50	-	-	-	-	-	
30 Medical Testing	-	-	-	200	200	200	200	0.0%
31 Total Materials & Services	36,300	39,579	42,900	44,200	45,400	45,400	45,400	2.7%
32 Capital Outlay:								
33 Shop Improvements	30,569	-	-	-	10,000	10,000	10,000	
34 Total Expenditures	532,625	518,651	550,300	545,400	581,000	581,000	581,000	6.5%
35 Fund Balance:								
36 Committed for Operations	-	-	-	-	-	-	-	
37 Total Fund Balance	-	-	-	-	-	-	-	
38 TOTAL REQUIREMENTS	\$ 532,625	\$ 518,651	\$ 550,300	\$ 545,400	\$ 581,000	\$ 581,000	\$ 581,000	6.5%

Public Works - Non-Departmental



SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	Allocation
General Fund Parks	\$ 19,147	\$ 16,050	\$ 17,000	\$ 16,900	\$ 23,300	\$ 23,300	\$ 23,300	4.0%
Street Fund	175,974	173,727	184,400	182,800	198,700	198,700	198,700	34.2%
Sewer Fund	16,549	18,190	19,300	19,100	20,300	20,300	20,300	3.5%
Water Fund	175,974	166,528	176,600	175,000	183,600	183,600	183,600	31.6%
Street Light Districts Fund	21,937	21,789	23,100	22,900	18,000	18,000	18,000	3.1%
Stormwater Fund	122,961	122,367	129,900	128,700	137,100	137,100	137,100	23.6%
TOTAL CHARGES BY FUND	\$ 532,542	\$ 518,651	\$ 550,300	\$ 545,400	\$ 581,000	\$ 581,000	\$ 581,000	100.0%

Budget Notes:

Expenditures:

Personnel Services:

- 9 The Budget provides a 3.0% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Public Works - Civic Center Facilities

The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units for the changing seasons as well as the lighting system in an efficient manner. General and preventive maintenance of the 68,000 sq. ft. building and 4.5 acres of exterior grounds will continue to be addressed throughout the year.

Costs are allocated based on FTE allocations charged to each operating fund as authorized by Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Restricted for Civic Center Improvements	\$ 160,699	\$ 129,102	\$ 149,100	\$ 171,400	\$ 171,400	\$ 171,400	\$ 171,400	0.0%
4 Unrestricted	-	-	-	-	-	-	-	-
5 Total Beginning Balances	160,699	129,102	149,100	171,400	171,400	171,400	171,400	0.0%
6 Revenues:								
7 Charges for Services:								
8 Administrative Service Charges	252,290	351,090	321,900	305,900	326,200	326,200	326,200	6.6%
9 TOTAL RESOURCES	412,989	480,192	471,000	477,300	497,600	497,600	497,600	4.3%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Municipal Utility Worker	5,886	6,132	6,400	6,400	6,800	6,800	6,800	6.3%
14 Facility Maintenance Technician	43,953	45,787	48,900	48,900	51,900	51,900	51,900	6.1%
15 Overtime	-	-	400	400	400	400	400	0.0%
16 Clothing Allowance	515	530	500	500	500	500	500	0.0%
17 Wellness	306	296	500	400	500	500	500	25.0%
18 Medicare	779	811	800	800	900	900	900	12.5%
19 Retirement	9,215	9,594	11,000	11,000	11,500	11,500	11,500	4.5%
20 Insurance Benefits	19,897	21,068	23,600	22,000	23,800	23,800	23,800	8.2%
21 Workers Compensation	596	597	800	800	800	800	800	0.0%
22 Total Personnel Services	81,147	84,815	92,900	91,200	97,100	97,100	97,100	6.5%
23 Materials & Services:								
24 Contractual Services	8,053	3,935	9,600	9,600	9,600	9,600	9,600	0.0%
25 Janitorial Services	65,255	64,030	62,000	64,000	65,000	65,000	65,000	1.6%
26 Utilities	99,572	102,551	105,000	104,000	105,000	105,000	105,000	1.0%
27 Equipment Maintenance & Replacement	18,263	17,944	24,000	20,000	24,000	24,000	24,000	20.0%
28 Maintenance Supplies	6,144	3,506	6,000	7,000	6,000	6,000	6,000	-14.3%
29 Janitorial Supplies	2,555	6,418	5,500	5,500	6,000	6,000	6,000	9.1%
30 Medical Testing	-	-	-	100	-	-	-	-100.0%
31 Total Materials & Services	199,842	198,384	212,100	210,200	215,600	215,600	215,600	2.6%
32 Capital Outlay:								
33 Civic Center Improvements	2,898	25,609	4,500	4,500	13,500	73,500	73,500	1533.3%
34 Total Expenditures	283,887	308,808	309,500	305,900	326,200	386,200	386,200	26.3%
35 Other Requirements:								
36 Contingency:								
37 Operating Contingency	-	-	1,500	-	1,500	1,500	1,500	
38 Civic Center Improvements	-	-	160,000	-	169,900	109,900	109,900	
39 Total Contingency	-	-	161,500	-	171,400	111,400	111,400	

Public Works - Civic Center Facilities

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
40 Fund Balance:								
41 Committed for Civic Center Improvements	129,102	171,384	-	171,400	-	-	-	-100%
42 Committed for Operations	-	-	-	-	-	-	-	
43 Total Fund Balance	129,102	171,384	-	171,400	-	-	-	-100%
44 TOTAL REQUIREMENTS	\$ 412,989	\$ 480,192	\$ 471,000	\$ 477,300	\$ 497,600	\$ 497,600	\$ 497,600	4%



PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	FTE
General Fund	\$ 192,132	\$ 233,084	\$ 210,300	\$ 199,800	\$ 221,100	\$ 221,100	\$ 221,100	67.8%
Street Fund	9,795	13,170	11,900	11,300	11,400	11,400	11,400	3.5%
PEG Fund	-	314	300	300	300	300	300	0.1%
Community Center Fund	3,296	4,285	7,400	7,000	7,200	7,200	7,200	2.2%
Sewer Fund	8,006	10,975	8,000	7,600	7,500	7,500	7,500	2.3%
Water Fund	42,759	56,442	51,200	48,700	48,000	48,000	48,000	14.7%
Street Light Districts Fund	848	1,045	600	600	700	700	700	0.2%
Stormwater Fund	26,936	35,537	32,200	30,600	30,000	30,000	30,000	9.2%
TOTAL CHARGES BY FUND	\$ 283,772	\$ 354,852	\$ 321,900	\$ 305,900	\$ 326,200	\$ 326,200	\$ 326,200	100.0%

Budget Notes:

Expenditures:

Personnel Services:

12 The Budget provides a 3.0% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Capital Outlay:

33 Includes costs to repair pergolas over Police and City Hall outdoor employee break room areas, paint for the south hallway, HVAC #7 repairs and fire sprinkler system updates.

General Administration

General Administration tracks City-Wide shared costs. Costs are charged to each operating fund based on the full-time equivalents (FTE) of that fund as authorized in Council Resolution.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	252,780	272,373	333,200	258,200	349,700	349,700	349,700	35%
6 Miscellaneous:								
7 Interest	1,759	2,954	-	-	-	-	-	-
8 TOTAL RESOURCES	254,539	275,327	333,200	258,200	349,700	349,700	349,700	35%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Office Materials & Supplies	27,244	22,463	28,000	25,000	28,000	28,000	28,000	12%
13 Postage & Printing	20,154	18,232	25,000	23,000	25,000	25,000	25,000	9%
14 Association Memberships	51,760	51,475	53,000	53,000	54,500	54,500	54,500	3%
15 City Council Expenses	7,894	7,686	9,000	9,000	9,000	9,000	9,000	0%
16 Committee Meeting Expense	288	335	500	500	500	500	500	0%
17 Public Notices	967	508	1,000	1,000	1,000	1,000	1,000	0%
18 Contractual Services	639	4,808	1,200	1,200	1,200	1,200	1,200	0%
19 Liability Insurance	145,140	169,496	145,000	145,000	155,000	155,000	155,000	7%
20 Miscellaneous Expense	453	324	500	500	500	500	500	0%
21 Total Materials & Services	254,539	275,327	263,200	258,200	274,700	274,700	274,700	6%
22 Total Expenditures	254,539	275,327	263,200	258,200	274,700	274,700	274,700	6%
23 Other Requirements:								
24 Contingency:								
25 Liability Retro Plan	-	-	70,000	-	75,000	75,000	75,000	-
26 Fund Balance:								
27 Committed for Operations	-	-	-	-	-	-	-	-
28 TOTAL REQUIREMENTS	\$254,539	\$275,327	\$333,200	\$ 258,200	\$349,700	\$349,700	\$ 349,700	35%

General Administration



SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	FTE
General Fund	\$ 150,893	\$ 178,578	\$ 217,600	\$ 168,700	\$ 237,200	\$ 237,200	\$ 237,200	67.8%
Street Fund	7,745	10,046	12,300	9,500	12,200	12,200	12,200	3.5%
PEG Fund		241	300	200	300	300	300	0.1%
Community Center Fund	2,582	3,295	7,700	6,000	7,700	7,700	7,700	2.2%
Sewer Fund	6,311	8,439	8,300	6,400	8,000	8,000	8,000	2.3%
Water Fund	33,563	43,238	53,000	41,100	51,400	51,400	51,400	14.7%
Street Light Districts Fund	645	804	700	500	700	700	700	0.2%
Stormwater Fund	21,156	27,164	33,300	25,800	32,200	32,200	32,200	9.2%
TOTAL CHARGES BY FUND	\$ 222,895	\$ 271,805	\$ 333,200	\$ 258,200	\$ 349,700	\$ 349,700	\$ 349,700	100.0%

General Administration

Budget Notes:

Expenditures:

- 13 The increase in Postage and Printing is to provide for a citizen survey.
- 14 Association Memberships includes: League of Oregon Cities \$27,400, Mid-Willamette Valley Council of Governments \$19,000, SEDCOR \$4,800, Oregon Procurement Network \$2,000, Oregon Government Ethics Division \$700 and local newspaper subscriptions.
- 15 Funding provides for 5 council members to attend the fall League of Oregon Cities conference and the Mayor to attend the annual Mayor's Association Conference.
- 18 Contractual Services include the ASCAP and BMI licenses. American Society of Composers, Authors & Publishers (ASCAP) licenses the right to perform songs and musical works created and owned by publishers who are ASCAP members. Broadcast Music, Inc. (BMI), a global leader in rights management, collects license fees from businesses that use music, which it distributes as royalties to songwriters, composers & music publishers. Licenses apply to the City's on-hold telephone music and Amphitheater performances.
- 19 The City's Liability Insurance is expected to remain the same as the prior year. Premiums cover, Property, General and Auto liability. The City participates in a "Retro Plan" agreement on its General and Auto liability insurance premiums. Under this plan, premium contributions are 75% of the base premium amount with a maximum exposure of 112.5%. Because of the City's good claims loss experience it saves money by participating in this plan, although it does assume additional risk. Auto insurance premiums are paid from the Police Operating budget and Public Works budgets. FY18-19 projections expect premium rates to increase 7% over FY17-18. Liability insurance includes insuring art pieces included as part of the City's Art Walk Program. The premium is estimated at \$750 annually. The deductibles are based on the value. If the value of the art is \$7,500 or under, the City's deductible is \$2,500. If the value is over \$7,500, the deductible is \$5,000. Deductibles will be paid from General Fund resources.
- 25 As explained in the Liability Insurance line item, the City's risk exposure for participating in the "Retro Plan" equates to 37.5% of the premiums paid on General and Auto liability. Premiums paid on property and auto damage are not part of the "Retro Plan".

Public Works Street Fund

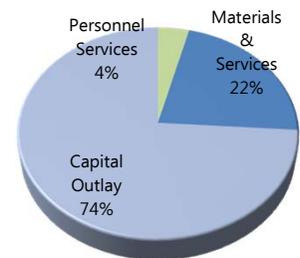
The Street Fund is managed by the Public Works Department to provide quality streets, lighting, traffic signals, sidewalks, and bike paths. The primary source of revenue is State Fuel Taxes, which are apportioned by the State based on population. Fuel tax revenues are restricted by constitutional limits and are to be used for street maintenance and improvements (Const. IX § 3). The Street Fund's share of drainage system maintenance and repair costs is an annual assessment of Stormwater fees. The City currently contracts striping services with Marion County. Traffic Signal System operation and maintenance is contracted with the City of Salem.

Accomplishments for FY17-18

- Began construction of the Dearborn Ave. NE bridge replacement project.
- Resurfaced approximately 2.2 miles of streets selected from the Pavement Condition Index (PCI)
- Updated ADA ramps at 10 locations.
- Upgraded city owned street lights to LED's in Salem Electric's service area.

Goals for FY18-19

- Provide continued ADA upgrades
- Continue annual resurfacing of various City streets
- Maintain the street sign replacement program
- Complete construction of the Dearborn Ave. NE bridge replacement project.



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Unrestricted Beginning Balance	\$ 1,260,800	\$ 1,361,143	\$ 1,881,300	\$ 2,153,900	\$ 2,804,100	\$ 2,804,100	\$ 2,804,100	30.2%
4 Bike Safety Donations	-	1,567	-	-	-	-	-	
5 Total Beginning Balances	1,260,800	1,362,710	1,881,300	2,153,900	2,804,100	2,804,100	2,804,100	30.2%
6 Revenues:								
7 Taxes & Assessments:								
8 Assessments	3,153	2,140	-	-	-	-	-	
9 Licenses & Fees:								
10 Planning Construction Fees	82,923	7,934	6,000	6,000	6,000	6,000	6,000	0.0%
11 Driveway Permit Fees	7,140	4,970	4,600	4,600	4,600	4,600	4,600	0.0%
12 Total Licenses & Fees	90,063	12,904	10,600	10,600	10,600	10,600	10,600	0.0%
13 Intergovernmental:								
14 State Fuel Tax	2,187,893	2,230,216	2,228,000	2,256,000	2,301,000	2,301,000	2,301,000	2.0%
15 Total Intergovernmental	2,187,893	2,230,216	2,228,000	2,256,000	2,301,000	2,301,000	2,301,000	2.0%
16 Miscellaneous:								
17 Bike Safety Donations	576	410	-	-	500	500	500	
18 Assessment Interest	109	180	-	200	-	-	-	-100.0%
19 Interest	3,290	10,255	2,000	2,000	2,000	2,000	2,000	0.0%
20 Miscellaneous Revenue	33,881	202,524	-	4,000	-	-	-	-100.0%
21 Total Miscellaneous	37,856	213,369	2,000	6,200	2,500	2,500	2,500	-59.7%
22 Other Revenue Sources:								
23 Loan	-	-	2,000,000	1,800,000	-	-	-	
22 TOTAL RESOURCES	3,579,765	3,821,339	6,121,900	6,226,700	5,118,200	5,118,200	5,118,200	-17.8%

Public Works Street Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
23 REQUIREMENTS:								
24 Expenditures:								
25 Personnel Services:								
26 Municipal Utility Workers	49,043	51,274	54,500	54,500	58,300	58,300	58,300	7.0%
27 Community Development Director	12,378	12,520	12,700	12,700	13,100	13,100	13,100	3.1%
28 Code Compliance Officer	6,911	7,210	7,600	7,700	8,200	8,200	8,200	6.5%
29 Overtime	4,840	3,315	5,200	5,200	5,200	5,200	5,200	0.0%
30 Parade Overtime	-	505	1,200	1,200	1,200	1,200	1,200	0.0%
31 Duty Pay	7,860	7,830	7,800	7,800	7,800	7,800	7,800	0.0%
32 Clothing Allowance/Cell Phone Stipend	614	625	700	700	700	700	700	0.0%
33 Wellness	51	24	600	200	600	600	600	200.0%
34 Medicare	1,254	1,279	1,300	1,300	1,400	1,400	1,400	7.7%
35 Retirement	15,869	16,187	18,300	18,300	19,300	19,300	19,300	5.5%
36 Insurance Benefits	22,478	24,966	28,500	26,600	29,300	29,300	29,300	10.2%
37 Workers Compensation	1,398	1,091	1,600	1,600	1,600	1,600	1,600	0.0%
38 Total Personnel Services	122,696	126,826	140,000	137,800	146,700	146,700	146,700	6.5%
39 Materials & Services:								
40 Helmets	517	541	-	700	500	500	500	-28.6%
41 Meetings, Travel & Training	535	809	1,500	1,500	2,800	2,800	2,800	86.7%
42 Public Notices	332	-	500	500	500	500	500	0.0%
43 Administrative Services Charges	294,367	296,853	330,300	324,400	355,700	355,700	355,700	9.6%
44 Contractual Services	139,315	101,293	115,000	115,000	115,000	115,000	115,000	0.0%
45 Parade Traffic Control	300	165	2,700	300	1,000	1,000	1,000	233.3%
46 Engineering Services	19,205	25,754	50,000	25,000	50,000	50,000	50,000	100.0%
47 Traffic Engineering SDC Review	-	544	5,000	-	5,000	5,000	5,000	
48 Utilities	358	320	300	400	400	400	400	0.0%
49 Telephone	806	648	600	800	900	900	900	12.5%
50 Gasoline/Diesel	2,482	2,451	2,700	2,700	2,700	2,700	2,700	0.0%
51 Equipment Maintenance	1,028	1,174	5,000	1,500	5,000	5,000	5,000	233.3%
52 Sidewalk Maintenance	7,230	-	5,000	5,000	5,000	5,000	5,000	0.0%
53 Operating Materials and Supplies	10,009	10,856	15,000	13,000	15,000	15,000	15,000	15.4%
54 Street Maintenance & Repair	115,934	123,623	155,000	155,000	155,000	155,000	155,000	0.0%
55 Street Light Utilities	59,067	63,131	60,000	61,000	61,000	61,000	61,000	0.0%
56 Traffic Light Utilities	24,466	24,952	28,000	25,000	26,000	26,000	26,000	4.0%
57 Medical Testing	-	-	200	100	200	200	200	100.0%
58 MPO Support/ SKATS	8,993	7,979	9,900	6,600	9,900	9,900	9,900	50.0%
59 Total Materials & Services	684,944	661,093	786,700	738,500	811,600	811,600	811,600	9.9%
60 Capital Outlay:								
61 Heavy Equipment/Vehicles	-	1,274	1,500	1,500	2,900	2,900	2,900	93.3%
62 Street Improvements	176,832	234,846	2,000,000	952,000	1,200,000	1,200,000	1,200,000	26.1%
63 Infill and ADA Sidewalk Completions	24,950	25,675	25,000	22,000	25,000	25,000	25,000	13.6%
64 Property Acquisition	-	2,301	-	-	-	-	-	
65 Street Resurfacing	829,358	190,461	1,100,000	925,000	1,100,000	1,100,000	1,100,000	18.9%
66 Signage & Signal Upgrades	5,100	13,444	20,000	-	20,000	20,000	20,000	
67 Field Equipment	675	5,088	6,200	2,800	4,200	4,200	4,200	50.0%
68 Area B Development Costs	-	-	45,000	-	45,000	45,000	45,000	
69 Unanticipated Expense	-	-	621,500	200,000	320,000	320,000	320,000	60.0%
70 Total Capital Outlay	1,036,915	473,089	3,819,200	2,103,300	2,717,100	2,717,100	2,717,100	29.2%

Public Works Street Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
71 Debt Service:								
72 Principal	-	-	-	-	200,000	200,000	200,000	
73 Interest	-	-	-	-	56,300	56,300	56,300	
74 Total Debt Service	-	-	-	-	256,300	256,300	256,300	
75 Total Expenditures	1,844,555	1,261,008	4,745,900	2,979,600	3,931,700	3,931,700	3,931,700	32.0%
76 Other Requirements:								
77 Contingency:								
78 Operating Contingency	-	-	46,300	-	47,900	47,900	47,900	
79 Transfers Out:								
80 Stormwater Fund	372,500	406,400	443,000	443,000	483,000	483,000	483,000	9.0%
81 Fund Balance:								
82 Restricted Property Sales Proceeds	-	-	143,100	143,100	-	-	-	-100.0%
83 Restricted for Debt Service Requireme	-	-	-	-	150,000	150,000	150,000	
84 Restricted for Operations	1,362,710	2,153,931	743,600	2,661,000	505,600	505,600	505,600	-81.0%
85 Total Fund Balance	1,362,710	2,153,931	886,700	2,804,100	655,600	655,600	655,600	-76.6%
86 TOTAL REQUIREMENTS	\$ 3,579,765	\$ 3,821,339	\$ 6,121,900	\$ 6,226,700	\$ 5,118,200	\$ 5,118,200	\$ 5,118,200	-17.8%

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
City-Wide Administration	\$ 7,745	\$ 10,046	\$ 12,300	\$ 9,500	\$ 12,200	\$ 12,200	\$ 12,200	28.4%
City Manager	11,723	13,436	15,500	15,400	17,600	17,600	17,600	14.3%
Information Systems	18,544	11,716	15,500	15,300	16,000	16,000	16,000	4.6%
Attorney's Office	20,158	23,371	28,100	27,500	34,400	34,400	34,400	25.1%
City Recorder	11,814	13,718	15,500	15,700	18,300	18,300	18,300	16.6%
Human Resources	9,903	11,114	11,800	11,700	11,600	11,600	11,600	-0.9%
Finance	28,711	26,555	35,300	35,200	35,500	35,500	35,500	0.9%
Facility Maintenance	9,795	13,170	11,900	11,300	11,400	11,400	11,400	0.9%
Public Works	175,974	173,727	184,400	182,800	198,700	198,700	198,700	8.7%
Administrative Services Charges	\$ 294,367	\$ 296,853	\$ 330,300	\$ 324,400	\$ 355,700	\$ 355,700	\$ 355,700	9.6%

Budget Notes:

Revenues:

14 The League of Oregon Cities notes that state highway shared revenues are projecting an increase next year.

Expenditures:

Personnel Services:

25 The Budget provides a 3.0% wage and salary increase for all non-represented and represented staff. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. The City is currently in negotiations with the Local 737 as the applicable labor agreement expires June 30, 2018 therefore actual wage ranges for fiscal year 2018-19 are not known. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

43 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.

45 Contractual Services include \$60,000 for pavement markings, \$55,000 for routine costs such as landscape maintenance and right of

Capital Outlay:

62 Street Improvements include completion of the Dearborn Ave NE. bridge replacement project.

78 The contingency is 5% of operating costs including personnel services and materials and services.

79 The transfer to the Stormwater Fund is the Street Fund's share of stormwater costs. The Stormwater Fund rate slope provides for a \$0.55 per ESU rate increase effective January 1, 2019.

Public Works

Street Lighting District Fund

The Street Lighting District Fund accounts for the Street Lighting Districts and Local Improvement Districts from establishment and construction, through billing and recording the liens with the county tax collector. The City has approximately 200 Lighting Districts. The City Recorder Department, the Finance Department and the Public Works Department share the responsibility for managing the activities in this fund.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 414,718	\$ 389,075	\$ 384,900	\$ 417,600	\$ 427,400	\$ 427,400	\$ 427,400	2%
3 Revenues:								
4 Taxes & Assessments:								
5 Lighting District Assessments	316,940	410,952	411,200	405,000	420,000	420,000	420,000	4%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	7,120	8,739	7,000	7,400	7,000	7,000	7,000	-5%
8 Transfers:								
9 Transfer from Sewer Fund	55,600	-	-	-	-	-	-	
10 Total Revenues	379,660	419,691	418,200	412,400	427,000	427,000	427,000	4%
11 TOTAL RESOURCES	794,378	808,766	803,100	830,000	854,400	854,400	854,400	3%
12 REQUIREMENTS:								
13 Expenditures:								
14 Materials & Services:								
15 Public Notices	530	898	800	900	1,000	1,000	1,000	11%
16 Administrative Services Charges	33,785	34,296	37,100	36,700	31,700	31,700	31,700	-14%
17 Engineering Costs	2,640	1,708	3,000	1,000	3,000	3,000	3,000	200%
18 Lighting Costs	368,123	348,987	397,000	360,000	380,000	380,000	380,000	6%
19 Street Lighting Maintenance - KS Area A	225	5,301	2,000	4,000	45,000	45,000	45,000	1025%
20 Total Materials & Services	405,303	391,190	439,900	402,600	460,700	460,700	460,700	14%
21 Total Expenditures	405,303	391,190	439,900	402,600	460,700	460,700	460,700	14%
22 Other Requirements:								
23 Contingency	-	-	30,000	-	30,000	30,000	30,000	
24 Fund Balance:								
25 Restricted:								
26 Pole Replacement at KS Area A	31,200	31,200	35,000	35,000	37,500	37,500	37,500	7%
27 Pole Replacement Option B Districts	-	10,000	15,000	15,000	20,000	20,000	20,000	33%
28 Restricted for Operations	357,875	376,376	283,200	377,400	306,200	306,200	306,200	-19%
29 Total Restricted Fund Balance	389,075	417,576	333,200	427,400	363,700	363,700	363,700	-15%
30 TOTAL REQUIREMENTS	\$ 794,378	\$ 808,766	\$ 803,100	\$ 830,000	\$ 854,400	\$ 854,400	\$ 854,400	3%

Public Works

Street Lighting District Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
City-Wide Administration	\$ 645	\$ 804	\$ 700	\$ 500	\$ 700	\$ 700	\$ 700	40%
City Manager	591	697	1,200	1,200	1,000	1,000	1,000	-17%
Information Systems	896	1,181	1,600	1,600	1,100	1,100	1,100	-31%
Attorney's Office	579	866	2,100	2,100	1,500	1,500	1,500	-29%
City Recorder	596	691	1,200	1,200	800	800	800	-33%
Human Resources	784	893	600	600	700	700	700	17%
Finance	6,909	6,330	6,000	6,000	7,200	7,200	7,200	20%
Facility Maintenance	848	1,045	600	600	700	700	700	17%
Public Works	21,937	21,789	23,100	22,900	18,000	18,000	18,000	-21%
Administrative Services Charges	\$ 33,785	\$ 34,296	\$ 37,100	\$ 36,700	\$ 31,700	\$ 31,700	\$ 31,700	-14%

Budget Notes:

Revenues:

- 5 The Street Lighting District Fund operates on a reimbursement basis. Electricity is paid in Year One and assessed on the tax rolls in Year Two. The decrease in Lighting District Assessments is due to applying electricity rebate credits received during

Expenditures:

- 16 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 18 The City is expecting three to four additional street lighting districts to form in FY2018-19.
- 19 The increase is to upgrade to LED light bulbs in Keizer Station Area A.

Public Works

Transportation Improvement Fund

The Transportation Improvement Fund accounts for system development fees (SDC) designated for transportation improvements resulting from development. The fee varies depending on the land use being developed and the location of the development. The fees are adjusted each July using a blended rate of the Northwest Construction index and the change in undeveloped land values in the Keizer area. These fees can be located on the City's web site.

Recommendations for expenditures in FY18-19:

Begin Engineering design for the improvements to the I-5/Chemawa Southbound on-ramp. ODOT is currently taking the lead planning and designing these improvements. Estimated cost includes the City's share of permits and project management.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$2,416,363	\$2,681,358	\$2,783,400	\$2,821,700	\$2,695,700	\$2,695,700	\$ 2,695,700	-4%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	257,895	125,941	44,000	44,000	33,000	33,000	33,000	-25%
6 Miscellaneous:								
7 Interest	7,100	14,413	5,000	5,000	5,000	5,000	5,000	0%
8 Total Revenues	264,995	140,354	49,000	49,000	38,000	38,000	38,000	-22%
9 Other Resources:								
10 General Fund Loan Repayment	-	-	-	-	-	-	-	-
11 Total Other Resources	-	-	-	-	-	-	-	-
12 TOTAL RESOURCES	2,681,358	2,821,712	2,832,400	2,870,700	2,733,700	2,733,700	2,733,700	-5%
13 REQUIREMENTS:								
14 Expenditures:								
15 Capital Outlay:								
16 Improvements	-	-	200,000	-	400,000	400,000	400,000	
17 Unanticipated Expenses	-	-	200,000	-	600,000	600,000	600,000	
18 Total Capital Outlay	-	-	400,000	-	1,000,000	1,000,000	1,000,000	
19 Total Expenditures								
20 Other Requirements:								
21 Transfers Out:								
22 Interfund Loan to the General Fund	-	-	250,000	175,000	250,000	250,000	250,000	43%
23 Interfund Loan to the Street Fund	-	-	2,000,000	-	-	-	-	
24 Total Transfers Out	-	-	2,250,000	175,000	250,000	250,000	250,000	43%
25 Fund Balance:								
26 Restricted for Improvements	2,681,358	2,821,712	182,400	2,695,700	1,483,700	1,483,700	1,483,700	-45%
27 TOTAL REQUIREMENTS	\$2,681,358	\$2,821,712	\$2,832,400	\$2,870,700	\$2,733,700	\$2,733,700	\$ 2,733,700	-5%

Revenues:

5 The System Development Fee projections for FY18-19 assume 25 new single family homes developed during the year.

Expenditures:

16 Improvement costs are for engineering design for the I-5 Chemawa southbound on-ramp.

Public Works

Off-Site Transportation Improvement Fund

The Off-Site Transportation Fund was created for future transportation improvement projects in connection with Keizer Station Areas B and C. The resources are from developer fees required to be paid as set forth in the Keizer Station Master Plan orders.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 53,017	\$ 94,938	\$ 90,200	\$ 93,800	\$ 94,100	\$ 94,100	\$ 94,100	0%
3 Revenues:								
4 Licenses & Fees:								
5 Off-Site Transportation Fees	45,425	826	-	-	-	-	-	
6 Miscellaneous:								
7 Interest	268	486	300	300	-	-	-	-100%
8 Total Revenues	45,693	1,312	300	300	-	-	-	-100%
9 TOTAL RESOURCES	98,710	96,250	90,500	94,100	94,100	94,100	94,100	0%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Off-Site Transportation Improvements	3,772	2,500	90,500	-	94,100	94,100	94,100	
14 Fund Balance:								
15 Restricted for Improvements	94,938	93,750	-	94,100	-	-	-	-100%
16 TOTAL REQUIREMENTS	\$ 98,710	\$ 96,250	\$ 90,500	\$ 94,100	\$ 94,100	\$ 94,100	\$ 94,100	0%

Budget Notes:

Revenues:

5 Off-Site Transportation Fees are charges on developers in lieu of constructing certain transportation improvements.

Expenditures:

13 Off-Site Transportation Improvements are projects that are identified in the Keizer Station Area B and C master plan orders.

Public Works Stormwater Fund

The Stormwater Fund is managed by the Public Works Department to meet the Federal Clean Water Act and Safe Drinking Water Act. The City's stormwater regulatory programs are administered by the State of Oregon through the Department of Environmental Quality (DEQ). The City has 3 regulatory programs which allow the City to manage stormwater through discharge to local waterways, overland flow, and injection into the ground. The City maintains compliance of the regulatory programs by implementing the requirements of state approved management plans for the municipal separate storm sewer system (MS4), the underground injection control (UIC) devices, and the Total Maximum Daily Load (TMDL) Implementation Plan. The City is the permittee for the National Pollutant Discharge Elimination System (NPDES) permit #102904, the Water Pollution Control Facilities (WPCF) permit #103068, and is a designated management agency for the Willamette Basin TMDL.

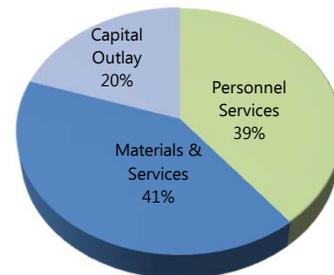
The City Council approved a long range financial plan for the Stormwater Fund in fiscal year 2012-13 in order to address deficiencies and provide adequate financial planning for a self-sustaining fund. That strategy has been successful in addressing ongoing and upcoming regulatory, maintenance, and repair needs for the stormwater system. The Department continues to elevate repair activities while meeting regulatory permit requirements.

Accomplishments for FY17-18

- Continued repair work identified by the TV inspection contractor
- Continued implementation of the TV inspection contract - completed 12.3% of the system this year
- Completed the 5th Year Evaluation Report for the TMDL Implementation Plan
- Continued participation on the DEQ Steering Committee for development of the new NPDES Phase II permit
- Continued implementation of the City's 3 regulatory stormwater programs
- Developed draft Low Impact Development (LID) standards as required by permit
- Continued inventory of private stormwater infrastructure
- Hosted 7th Annual Erosion Control Summit
- Hosted 2nd Annual Water Festival
- Applied for DEQ 1200-CN Permit
- Completed Repairs on River Road in preparation for resurfacing

Division Goals for FY18-19

- Continue storm line realignments with Capital Improvement funds
- Continue inspection and repair work identified by the TV inspection contractor
- Perform components of the new TMDL Implementation Plan
- Develop the draft Stormwater Management Plan with the Stormwater Advisory Committee
- Continue private stormwater facility inventory program (final year)
- Continue UIC Sampling as required by permit
- Continue to expand regional education and outreach programs



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 441,794	\$ 437,775	\$ 323,600	\$ 377,000	\$ 317,900	\$ 317,900	\$ 317,900	-15.7%
3 Revenues:								
4 Charges for Services:								
5 Planning & Construction Fees	22,764	7,913	10,000	10,000	10,000	10,000	10,000	0.0%
6 Service Fees	1,076,260	1,179,100	1,263,000	1,263,000	1,375,000	1,375,000	1,375,000	8.9%
7 Total Charges for Services	1,099,024	1,187,013	1,273,000	1,273,000	1,385,000	1,385,000	1,385,000	8.8%
8 Miscellaneous:								
9 Interest	717	818	2,000	2,000	2,000	2,000	2,000	0.0%
10 Miscellaneous Revenue	2,543	2,707	-	-	-	-	-	
11 Total Miscellaneous	3,260	3,525	2,000	2,000	2,000	2,000	2,000	0.0%
12 Total Revenues	1,102,284	1,190,538	1,275,000	1,275,000	1,387,000	1,387,000	1,387,000	8.8%
13 Other Resources:								
14 Debt Proceeds:								
15 Loan	-	-	150,000	-	125,000	125,000	125,000	
16 Transfers In:								
17 Charges to Street Fund	372,500	406,400	443,000	443,000	483,000	483,000	483,000	9.0%
18 Total Other Resources	372,500	406,400	593,000	443,000	608,000	608,000	608,000	37.2%
19 TOTAL RESOURCES	1,916,578	2,034,713	2,191,600	2,095,000	2,312,900	2,312,900	2,312,900	10.4%

Public Works Stormwater Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
20 REQUIREMENTS:								
21 Expenditures:								
22 Personnel Services:								
23 Municipal Utility Workers	159,375	164,788	176,500	176,500	185,300	185,300	185,300	5.0%
24 Community Development Staff	2,037	1,884	2,200	2,200	2,300	2,300	2,300	4.5%
25 Environmental Program Staff	236,834	251,453	263,900	263,900	275,700	275,700	275,700	4.5%
26 Overtime	1,222	1,322	3,000	2,000	3,000	3,000	3,000	50.0%
27 Duty Pay	7,860	7,830	7,800	7,800	7,800	7,800	7,800	0.0%
28 Cell Phone - Clothing Allowances	1,209	1,514	2,300	2,300	2,300	2,300	2,300	0.0%
29 Wellness	1,540	1,555	2,900	2,000	2,900	2,900	2,900	45.0%
30 Medicare	6,301	6,615	7,000	7,000	7,300	7,300	7,300	4.3%
31 Retirement	84,761	89,526	106,200	105,000	111,600	111,600	111,600	6.3%
32 Insurance Benefits	125,103	136,430	155,200	144,500	156,100	156,100	156,100	8.0%
33 Workers Compensation	4,738	3,929	5,500	5,500	5,500	5,500	5,500	0.0%
34 Total Personnel Services	630,980	666,846	732,500	718,700	759,800	759,800	759,800	5.7%
35 Materials & Services:								
36 Concrete	1,770	1,580	3,000	6,000	4,500	4,500	4,500	-25.0%
37 Rock & Backfill	1,093	485	1,500	600	1,200	1,200	1,200	100.0%
38 Paving	4,032	2,876	4,800	3,000	4,800	4,800	4,800	60.0%
39 Meetings, Travel & Training	6,495	7,457	10,500	9,400	11,000	11,000	11,000	17.0%
40 Public Notices	-	84	-	-	-	-	-	
41 Administrative Services Charges	311,907	353,307	388,900	377,000	381,000	381,000	381,000	1.1%
42 Contractual Services	116,519	135,695	150,000	135,000	150,000	150,000	150,000	11.1%
43 Engineering Services	26,322	13,180	30,000	30,000	35,000	35,000	35,000	16.7%
44 Utilities	20	1,148	-	-	-	-	-	
45 Storm Drain Utilities	5,688	5,164	5,500	5,000	5,500	5,500	5,500	10.0%
46 Telephone	2,473	2,788	2,800	2,500	2,800	2,800	2,800	12.0%
47 Gasoline	2,265	2,302	3,000	3,100	3,200	3,200	3,200	3.2%
48 Diesel Fuel	3,928	2,258	6,000	3,100	5,000	5,000	5,000	61.3%
49 Vehicle Maintenance	406	3,875	5,000	4,700	5,000	5,000	5,000	6.4%
50 Equipment Maintenance	11,593	32,843	14,000	25,000	23,200	23,200	23,200	-7.2%
51 Permit Renewal & Registration Fees	3,168	3,433	6,000	3,000	6,000	6,000	6,000	100.0%
52 Plant Maintenance	7,194	7,089	12,500	8,000	12,500	12,500	12,500	56.3%
53 Pump Maintenance	578	5,111	10,000	10,400	10,000	10,000	10,000	-3.8%
54 Operating Materials & Supplies	10,175	9,015	12,800	10,500	12,800	12,800	12,800	21.9%
55 Street Sweeping	96,970	97,076	98,000	97,000	105,000	105,000	105,000	8.2%
56 Medical Testing	116	-	400	300	400	400	400	33.3%
57 Lab Tests	3,792	6,106	9,000	3,500	5,000	5,000	5,000	42.9%
58 Consumer Confidence Report/ Public Educator	751	2,336	7,900	7,000	7,900	7,900	7,900	12.9%
59 Total Materials & Services	617,255	695,208	781,600	744,100	791,800	791,800	791,800	6.4%

Public Works Stormwater Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
60 Capital Outlay:								
61 Field Equipment	10,267	10,917	3,900	3,900	6,300	6,300	6,300	61.5%
62 Heavy Equipment/Service Vehicle	-	1,274	10,500	10,400	54,900	54,900	54,900	427.9%
63 Storm Sewer Pipe Extension or Repair	220,301	283,433	325,000	300,000	325,000	325,000	325,000	8.3%
64 Total Capital Outlay	230,568	295,624	339,400	314,300	386,200	386,200	386,200	22.9%
65 Total Expenditures	1,478,803	1,657,678	1,853,500	1,777,100	1,937,800	1,937,800	1,937,800	9.0%
66 Other Requirements:								
67 Contingency	-	-	92,700	-	96,900	96,900	96,900	
68 Contingency - Equipment	-	-	10,000	-	10,000	10,000	10,000	
69 Total Other Requirements	-	-	102,700	-	106,900	106,900	106,900	
70 Fund Balance:								
71 Assigned	437,775	377,035	245,400	317,900	268,200	268,200	268,200	-15.6%
72 TOTAL REQUIREMENTS	\$ 1,916,578	\$ 2,034,713	\$ 2,191,600	\$ 2,095,000	\$ 2,312,900	\$ 2,312,900	\$ 2,312,900	10.4%

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
City-Wide Administration	\$ 21,156	\$ 27,164	\$ 33,300	\$ 25,800	\$ 32,200	\$ 32,200	\$ 32,200	24.8%
City Manager	11,625	13,933	14,600	14,500	14,700	14,700	14,700	1.4%
Information Systems	32,340	51,131	68,000	67,000	48,600	48,600	48,600	-27.5%
Attorney's Office	3,472	6,925	7,400	7,200	8,900	8,900	8,900	23.6%
City Recorder	11,714	13,916	14,600	14,800	15,300	15,300	15,300	3.4%
Human Resources	27,159	29,968	31,800	31,500	30,400	30,400	30,400	-3.5%
Finance	17,137	18,218	22,800	22,700	27,800	27,800	27,800	22.5%
Utility Billing	37,407	34,148	34,300	34,200	36,000	36,000	36,000	5.3%
Facility Maintenance	26,936	35,537	32,200	30,600	30,000	30,000	30,000	-2.0%
Public Works	122,961	122,367	129,900	128,700	137,100	137,100	137,100	6.5%
Adjustments	-	-	-	-	-	-	-	
Administrative Services Charges	\$ 311,907	\$ 353,307	\$ 388,900	\$ 377,000	\$ 381,000	\$ 381,000	\$ 381,000	1.1%

Budget Notes:

Revenues:

- 6 The City updated the Stormwater Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its stormwater rates. Annual rate increases are expected to be approximately \$0.50 per Equivalent Service Unit for the next few years. The FY18-19 increase of \$0.55 per Equivalent Service Unit is anticipated in January 2019.

Expenditures:

Personnel Services:

- 22 The Budget provides a 3.0% wage and salary increase for all non-represented and represented staff. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. The City is currently in negotiations with the Local 737 as the applicable labor agreement expires June 30, 2018 therefore actual wage ranges for fiscal year 2018-19 are not known.

For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 41 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 42 Contractual Services includes Video Inspection services, Vegetated Stormwater Facility Maintenance costs, and other routine costs.

Public Works

Sewer Fund

The City of Keizer is a part of a regional sewer system managed by the City of Salem. Salem sets the sewer rates for the regional system. Keizer appoints Council and Staff liaisons to attend the Regional Task Force meetings. City of Keizer staff manages the billing function and remit Sewer Charges to City of Salem each month.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
RESOURCES:								
1 Beginning Balance:	\$ 239,032	\$ 238,554	\$ 261,000	\$ 303,000	\$ 324,300	\$ 324,300	\$ 324,300	7%
2 Revenues:								
3 Charges for Services:								
4 Plan/Construction Fees	3,093	30	-	-	-	-	-	
5 Salem Sewer Billing	5,148,756	5,419,381	5,551,000	5,571,600	5,794,500	5,794,500	5,794,500	4%
6 Sewer Administration Fee	367,279	371,360	367,000	371,400	371,400	371,400	371,400	0%
7 Total Charges for Services	5,519,128	5,790,771	5,918,000	5,943,000	6,165,900	6,165,900	6,165,900	4%
8 Miscellaneous:								
9 Miscellaneous	89	73	-	-	-	-	-	
10 Interest Earnings	203	400	400	400	400	400	400	0%
11 Total Miscellaneous	292	473	400	400	400	400	400	0%
12 Total Revenues	5,519,420	5,791,244	5,918,400	5,943,400	6,166,300	6,166,300	6,166,300	4%
13 TOTAL RESOURCES	5,758,452	6,029,798	6,179,400	6,246,400	6,490,600	6,490,600	6,490,600	4%
REQUIREMENTS:								
15 Expenditures:								
16 Personnel Services:								
17 Community Development Staff	2,037	1,885	2,100	2,100	2,200	2,200	2,200	5%
18 Cell Phone Stipend	9	14	100	100	100	100	100	0%
19 Wellness	5	2	100	100	100	100	100	0%
20 Medicare	31	29	100	100	100	100	100	0%
21 Retirement	535	458	600	600	600	600	600	0%
22 Insurance Benefits	375	371	500	500	500	500	500	0%
23 Workers Compensation	88	69	100	100	100	100	100	0%
24 Total Personnel Services	3,080	2,828	3,600	3,600	3,700	3,700	3,700	3%
25 Materials & Services:								
26 Public Notices	-	20	100	100	100	100	100	0%
27 Administrative Services Charges	300,172	292,592	302,900	299,100	317,000	317,000	317,000	6%
28 Contractual Services	4	-	-	-	-	-	-	
29 Engineering Services	365	-	500	500	500	500	500	0%
30 Salem Sewer Payments	5,160,677	5,431,351	5,625,000	5,618,800	5,843,600	5,843,600	5,843,600	4%
31 Emergency Management Expense	-	-	1,000	-	1,000	1,000	1,000	
32 Miscellaneous Expense	-	-	1,000	-	1,000	1,000	1,000	
33 Total Materials & Services	5,461,218	5,723,963	5,930,500	5,918,500	6,163,200	6,163,200	6,163,200	4%
34 Total Expenditures	5,464,298	5,726,791	5,934,100	5,922,100	6,166,900	6,166,900	6,166,900	4%
35 Other Requirements:								
36 Contingency	-	-	20,000	-	20,000	20,000	20,000	
37 Transfer to SLD Fund	55,600	-	-	-	-	-	-	
38 Total Other Requirements	55,600	-	20,000	-	20,000	20,000	20,000	
39 Fund Balance:								
40 Committed for Future Operations	238,554	303,008	225,300	324,300	303,700	303,700	303,700	-6%
41 TOTAL REQUIREMENTS	\$ 5,758,452	\$ 6,029,798	\$ 6,179,400	\$ 6,246,400	\$ 6,490,600	\$ 6,490,600	\$ 6,490,600	4%

Public Works
Sewer Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
City-Wide Administration	\$ 6,311	\$ 8,439	\$ 8,300	\$ 6,400	\$ 8,000	\$ 8,000	\$ 8,000	25%
City Manager	4,827	5,175	3,800	3,800	3,600	3,600	3,600	-5%
Information Systems	9,496	15,349	20,400	20,100	16,600	16,600	16,600	-17%
Attorney's Office	4,533	4,136	2,100	2,100	2,100	2,100	2,100	0%
City Recorder	4,864	5,132	3,800	3,800	3,800	3,800	3,800	0%
Human Resources	8,040	9,328	8,000	7,900	7,600	7,600	7,600	-4%
Finance	61,640	55,581	68,000	67,800	78,100	78,100	78,100	15%
Utility Billing	175,906	160,287	161,200	160,500	169,400	169,400	169,400	6%
Facility Maintenance	8,006	10,975	8,000	7,600	7,500	7,500	7,500	-1%
Public Works	16,549	18,190	19,300	19,100	20,300	20,300	20,300	6%
Administrative Services Charges	\$ 300,172	\$ 292,592	\$ 302,900	\$ 299,100	\$ 317,000	\$ 317,000	\$ 317,000	6%

Budget Notes:

Revenues:

- 5 The City of Salem has been operating off an even rate slope model for setting its sewer rates. Keizer's rate increase is expected to be no more than 4% however the final amount will not be known until October 2018.
- 6 The Sewer Administration Fee is \$5.94 per bi-monthly bill set January 2015.

Expenditures:

Personnel Services:

- 16 The Public Works and Administrative Service staff are budgeted in the Administrative Services Fund and costs are charged back to the Sewer Fund based on estimated time spent in the Division.
- 27 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 27 The 4% increase in Salem Sewer Payments reflects the rate increase anticipated in FY18-19.

Public Works

Sewer Reserve Fund

The Sanitary Sewer Reserve Fund was established in 1994 to cover areas not served by existing sewer lines. The Sewer Reserve is a systems development based fund used to reimburse developers for sewer trunk line improvement extensions and City constructed growth driven sewer capacity improvements outlined in the Sanitary Sewer Master Plan.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$154,877	\$238,912	\$253,100	\$ 248,700	\$199,100	\$199,100	\$ 199,100	-20%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fee	85,939	8,504	35,000	15,000	33,500	33,500	33,500	123%
6 Miscellaneous:								
7 Interest	574	1,256	200	1,000	1,000	1,000	1,000	0%
8 Total Revenues	86,513	9,760	35,200	16,000	34,500	34,500	34,500	116%
9 TOTAL RESOURCES	241,390	248,672	288,300	264,700	233,600	233,600	233,600	-12%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Sewer Line Extensions	-	-	75,000	65,600	75,000	75,000	75,000	14%
14 Unanticipated Expense	2,478	-	178,300	-	150,000	150,000	150,000	
15 Total Capital Outlay	2,478	-	253,300	65,600	225,000	225,000	225,000	243%
16 Other Requirements:								
17 Transfers Out:								
18 Transportation Fund Interfund Loan	-	-	-	-	-	-	-	
19 Fund Balance:								
20 Restricted for Improvements	238,912	248,672	35,000	199,100	8,600	8,600	8,600	-96%
21 TOTAL REQUIREMENTS	\$241,390	\$248,672	\$288,300	\$ 264,700	\$233,600	\$233,600	\$ 233,600	-12%

Budget Notes:

Revenues:

5 The System Development Fee projections for FY18-19 assumes the 4.5 acres of development.

Public Works Water Fund

Revenues in the Water fund are derived from user charges. The City's charter designates this as a dedicated fund to be used solely for water related services. The water system is managed by the Public Works Department to provide safe, low cost, high quality drinking water that meets or exceeds state and federal regulations.

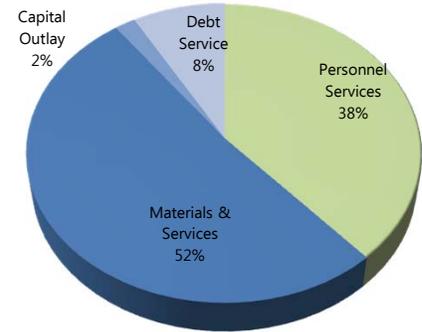
The Water Division operates under the Oregon Administrative Rules for Public Water Systems enforced by the Oregon Health Authority (OHA), Drinking Water Services (DWS) that administer and enforce drinking water quality standards for public water systems in the state of Oregon.

Accomplishments for FY17-18

- Continued updating distribution system to ensure adequate volume and pressure delivery to residents
- Continued developing a comprehensive integrated public education program with the Stormwater Division
- Updated (2) 3" meters and (1) 4" meter to more efficient and accurate meters
- Repaired 16 Water Main leaks
- Replaced City Hall Well Pump and Column
- Installed 31 Water Meters to New Properties

Division Goals for FY18-19

- Continue updating distribution system to ensure adequate volume and pressure delivery to residents
- Continue developing a comprehensive integrated public education program with the Stormwater Division
- Continue replacement of large meters to a more accurate and efficient meters.



The Water fund promotes public education and outreach through the annual Consumer Confidence Report, instruction at local grade schools, and also by hosting a Public Services Fair each year.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 682,148	\$ 865,736	\$ 811,900	\$ 868,700	\$ 857,400	\$ 857,400	\$ 857,400	-1.3%
3 Revenues:								
4 Licenses & Fees:								
5 Planning & Construction Fees	17,265	958	10,000	6,000	10,000	10,000	10,000	66.7%
6 Service Fees	29,912	22,127	15,000	28,000	15,000	15,000	15,000	-46.4%
7 Diesel Fuel Sales	21,320	23,581	20,000	20,000	20,000	20,000	20,000	0.0%
8 Live Tap Reimbursement	23,340	8,735	7,500	7,500	7,500	7,500	7,500	0.0%
9 Total Licenses & Fees	91,837	55,401	52,500	61,500	52,500	52,500	52,500	-14.6%
10 Charges for Services:								
11 Water Sales	2,813,795	2,809,794	2,936,000	2,936,000	3,053,000	3,053,000	3,053,000	4.0%
12 Miscellaneous:								
13 Interest	2,002	4,655	2,000	2,000	2,000	2,000	2,000	0.0%
14 Miscellaneous	5,172	3,988	5,000	5,000	5,000	5,000	5,000	0.0%
15 Total Miscellaneous	7,174	8,643	7,000	7,000	7,000	7,000	7,000	0.0%
16 Other Resources:								
17 Transfers In:								
18 Transfer from Park Operations Fund	17,802	17,400	17,400	17,400	17,400	17,400	17,400	
19 Total Transfers In	17,802	17,400	17,400	17,400	17,400	17,400	17,400	0.0%
20 TOTAL RESOURCES	3,612,756	3,756,974	3,824,800	3,890,600	3,987,300	3,987,300	3,987,300	2.5%

Public Works Water Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
21 REQUIREMENTS:								
22 Expenditures:								
23 Personnel Services:								
24 Municipal Utility Workers	542,391	563,207	592,700	592,700	611,900	611,900	611,900	3.2%
25 Community Development Staff	2,037	1,885	2,200	2,200	2,300	2,300	2,300	4.5%
26 Overtime	17,890	17,020	19,500	19,500	19,500	19,500	19,500	0.0%
27 Duty Pay	15,720	15,660	15,600	15,600	15,600	15,600	15,600	0.0%
28 Cell Phone/Clothing Allowance	4,009	4,014	5,000	5,000	5,000	5,000	5,000	0.0%
29 Wellness	1,534	1,855	4,200	2,000	4,300	4,300	4,300	115.0%
30 Medicare	8,905	9,203	9,500	9,500	9,700	9,700	9,700	2.1%
31 Retirement	105,456	108,057	137,600	137,600	142,400	142,400	142,400	3.5%
32 Insurance Benefits	180,220	201,026	232,200	224,000	255,000	255,000	255,000	13.8%
33 Workers Compensation	7,876	8,150	9,300	13,000	9,300	9,300	9,300	-28.5%
34 Total Personnel Services	886,038	930,077	1,027,800	1,021,100	1,075,000	1,075,000	1,075,000	5.3%
35 Materials & Services:								
36 Concrete	5,508	3,154	7,500	4,000	4,500	4,500	4,500	12.5%
37 Rock & Backfill	1,645	5,119	5,000	4,200	5,000	5,000	5,000	19.0%
38 Paving	7,875	7,947	10,000	2,000	7,500	7,500	7,500	275.0%
39 Sequestering Agent	4,828	9,681	11,500	11,500	15,000	15,000	15,000	30.4%
40 Fluoride	6,962	9,555	11,000	11,000	11,500	11,500	11,500	4.5%
41 Meetings, Travel & Training	13,126	11,142	15,000	13,000	15,000	15,000	15,000	15.4%
42 Public Notices	-	-	300	-	300	300	300	
43 Administrative Services Charges	625,350	620,771	668,800	650,500	686,200	686,200	686,200	5.5%
44 Contractual Services	12,233	13,395	23,500	23,500	23,500	23,500	23,500	0.0%
45 Flagging	3,604	189	5,000	2,300	3,000	3,000	3,000	30.4%
46 Engineering Services	15,214	26,192	20,000	10,000	20,000	20,000	20,000	100.0%
47 Electricity	234,477	240,629	245,000	240,000	245,000	245,000	245,000	2.1%
48 Natural Gas	2,198	1,984	2,500	1,300	2,500	2,500	2,500	92.3%
49 Telephone	4,947	4,598	3,900	4,200	4,500	4,500	4,500	7.1%
50 Telemetry	6,908	2,099	10,000	3,000	10,000	10,000	10,000	233.3%
51 Gasoline	11,980	12,218	15,000	11,500	13,000	13,000	13,000	13.0%
52 Diesel Fuel	25,301	28,724	35,000	35,000	35,000	35,000	35,000	0.0%
53 Vehicle Maintenance	17,523	7,127	20,000	13,000	20,000	20,000	20,000	53.8%
54 Equipment Maintenance	9,431	20,949	12,000	19,000	15,000	15,000	15,000	-21.1%
55 Plant Maintenance	34,706	46,526	45,000	38,000	45,000	45,000	45,000	18.4%
56 Live Taps	23,470	9,780	10,000	10,000	10,000	10,000	10,000	0.0%
57 Pump House Maintenance	11,618	9,985	10,000	10,000	10,000	10,000	10,000	0.0%
58 Pump Maintenance	75,315	47,516	65,000	65,000	75,000	75,000	75,000	15.4%
59 Operating Materials & Supplies	22,295	17,036	30,000	20,000	30,000	30,000	30,000	50.0%
60 Medical Testing	-	481	-	600	600	600	600	0.0%
61 Water Mains	40,012	19,464	25,000	-	25,000	25,000	25,000	
62 Lab Tests	42,465	38,287	57,000	49,000	61,000	61,000	61,000	24.5%
63 Contract Meter Reading	37,256	37,525	39,600	39,600	40,000	40,000	40,000	1.0%
64 Consumer Confidence Report	9,567	7,553	10,000	8,500	10,000	10,000	10,000	17.6%
65 Miscellaneous	(50)	-	-	-	-	-	-	
66 Total Materials & Services	1,305,764	1,259,626	1,412,600	1,299,700	1,443,100	1,443,100	1,443,100	11.0%
67 Capital Outlay:								
68 Field Equipment	11,179	18,113	10,100	8,800	6,500	6,500	6,500	-26.1%
69 Water Meters	34,061	28,756	30,000	30,000	40,000	40,000	40,000	33.3%
70 Heavy Equipment/Vehicle	28,545	22,979	18,000	17,800	-	-	-	-100.0%
71 Unanticipated Expense	-	-	5,800	-	5,600	5,600	5,600	
72 Total Capital Outlay	73,785	69,848	63,900	56,600	52,100	52,100	52,100	-8.0%

Public Works Water Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
73 Debt Service:								
74 Principal	185,000	190,000	200,000	200,000	210,000	210,000	210,000	5.0%
75 Interest	46,433	38,745	30,800	30,800	22,400	22,400	22,400	-27.3%
76 Total Debt Service	231,433	228,745	230,800	230,800	232,400	232,400	232,400	0.7%
77 Total Expenditures	2,497,020	2,488,296	2,735,100	2,608,200	2,802,600	2,802,600	2,802,600	7.5%
78 Other Requirements:								
79 Contingency	-	-	100,000	-	125,000	125,000	125,000	
80 Equipment Contingency	-	-	40,000	-	40,000	40,000	40,000	
81 Transfer to Water Facility Replacement Reserve	250,000	400,000	425,000	425,000	400,000	400,000	400,000	-5.9%
82 Total Other Requirements	250,000	400,000	565,000	425,000	565,000	565,000	565,000	32.9%
83 Fund Balance:								
84 Restricted for Operations	865,736	868,678	524,700	857,400	619,700	619,700	619,700	-27.7%
85 TOTAL REQUIREMENTS	\$ 3,612,756	\$3,756,974	\$3,824,800	\$3,890,600	\$3,987,300	\$3,987,300	\$3,987,300	2.5%

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
City-Wide Administration	\$ 33,563	\$ 43,238	\$ 53,000	\$ 41,100	\$ 51,400	\$ 51,400	\$ 51,400	25.1%
City Manager	19,111	21,596	21,900	21,800	21,000	21,000	21,000	-3.7%
Information Systems	61,723	52,766	70,200	69,200	70,200	70,200	70,200	1.4%
Attorney's Office	7,137	8,944	8,000	7,800	8,600	8,600	8,600	10.3%
City Recorder	19,358	21,318	21,900	22,200	21,800	21,800	21,800	-1.8%
Human Resources	43,141	47,731	50,600	50,100	48,600	48,600	48,600	-3.0%
Finance	61,640	55,581	68,000	67,800	78,100	78,100	78,100	15.2%
Utility Billing	160,944	146,627	147,400	146,800	154,900	154,900	154,900	5.5%
Facility Maintenance	42,759	56,442	51,200	48,700	48,000	48,000	48,000	-1.4%
Public Works	175,974	166,528	176,600	175,000	183,600	183,600	183,600	4.9%
Adjustments	-	-	-	-	-	-	-	-
Administrative Service Charges	\$ 625,350	\$ 620,771	\$ 668,800	\$ 650,500	\$ 686,200	\$ 686,200	\$ 686,200	5.5%

Budget Notes:

Revenues:

- 11 The City updated the Water Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its water rates. Annual rate increases are expected to be approximately 4% for the next several years. The FY18-19 increase is anticipated in January 2019.

Expenditures:

Personnel Services:

- 23 The Budget provides a 3.0% wage and salary increase for all non-represented and represented staff. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. The City is currently in negotiations with the Local 737 as the applicable labor agreement expires June 30, 2018 therefore actual wage ranges for fiscal year 2018-19 are not known.

For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 43 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
 44 Contractual services includes \$12,000 for temporary employees, \$5,000 for hydrant painting and \$4,000 for exterior cleaning of the Elevated Storage Tank.
 58 Pump maintenance includes \$10,000 for servicing all backup engines and generators.

Capital Outlay:

- 68 Field equipment includes a flow test diffuser system and replacement pumps for sequestering agent and flouride.

Debt Service:

- 73 The City has a 15-year bond outstanding with an original issue date of 9/30/2005. Remaining payment dates are as follows:

09/01/18	210,000	13,325
03/01/19		9,020
09/01/19	215,000	9,020
03/01/20		4,613
09/01/20	225,000	4,613
Cumulative	\$ 650,000	\$ 40,590

Public Works

Water Facility Replacement Fund

The water Facility Replacement Reserve was established for replacement and construction of new facilities needed to provide water production, storage, and distribution.

Revenue consists of System Development Charges, water usage charges transferred from the Water Operating Fund, and revenue bonds.

Expenditures listed in the 2017/2018 Capital Improvements are intended to enhance the ability to provide the water needed to serve the community within the existing Urban Growth Boundary consistent with the City Council adopted 2012 Water System Master Plan Update.

Projects completed FY17-18

- Lowered 16"water line in Keizer Station
- Continued steel watermain replacement program

Capital Improvements Planned FY18-19

- Update McNary Pump Station to automatic start for backup engine and convert to Natural Gas.
- Update components of the telemetry system that are no longer supported or available.
- Upgrade fuel tanks at Wiessner and Meadows pump stations to 1,000 gallon tanks.
- Continue the steel watermain replacement program

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 316,514	\$ 167,783	\$ 236,300	\$ 158,200	\$ 205,300	\$ 205,300	\$ 205,300	30%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	117,077	55,534	33,600	33,600	24,700	24,700	24,700	-26%
6 Miscellaneous:								
7 Interest	1,302	1,513	1,500	1,500	1,500	1,500	1,500	0%
8 Miscellaneous	43,567	-	-	52,000	-	-	-	-100%
9 Total Miscellaneous	44,869	1,513	1,500	53,500	1,500	1,500	1,500	-97%
10 Total Revenues	161,946	57,047	35,100	87,100	26,200	26,200	26,200	-70%
11 Other Resources:								
12 Transfers In:								
13 Transfer from Water Fund	250,000	400,000	425,000	425,000	400,000	400,000	400,000	-6%
14 Total Other Resources	250,000	400,000	425,000	425,000	400,000	400,000	400,000	-6%
15 TOTAL RESOURCES	728,460	624,830	696,400	670,300	631,500	631,500	631,500	-6%
16 REQUIREMENTS:								
17 Expenditures:								
18 Capital Outlay:								
19 Supply/Treatment	149,164	104,419	-	-	150,000	150,000	150,000	
20 Transmission & Distribution Mains	406,532	362,239	425,000	425,000	200,000	200,000	200,000	-53%
21 General Plant	4,981	-	-	-	-	-	-	
22 Unanticipated Expenses	-	-	40,000	40,000	35,000	35,000	35,000	-13%
23 Total Capital Outlay	560,677	466,658	465,000	465,000	385,000	385,000	385,000	-17%
24 Fund Balance:								
25 Restricted for Debt Service Requirements	-	-	231,400	205,300	231,400	231,400	231,400	13%
26 Restricted for Improvements	167,783	158,172	-	-	15,100	15,100	15,100	
27 Total Fund Balance	167,783	158,172	231,400	205,300	246,500	246,500	246,500	20%
28 TOTAL REQUIREMENTS	\$ 728,460	\$ 624,830	\$ 696,400	\$ 670,300	\$ 631,500	\$ 631,500	\$ 631,500	-6%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY18-19 assumes 25 new single family homes.

Public Works Park Improvement Fund

The Park Improvement Fund was established to account for Systems Development Charges (SDC's) designated for park improvements. These fees are collected from new residential development in the City. Improvements are included in the City Council adopted Parks Master Plan and expenditures follow the adopted SDC Methodology.

Improvements Completed in FY17-18

Completed the fall protection surfacing at the Big Toy, construction of the new pathways and design of the restrooms at Keizer Rapids Park.

Improvements Planned for FY18-19

Construction of the restrooms at Keizer Rapids Park.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 471,922	\$ 964,521	\$ 1,000,200	\$ 1,034,100	\$ 474,200	\$ 474,200	\$ 474,200	-54%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	464,056	98,028	59,800	25,000	45,000	45,000	45,000	80%
6 Intergovernmental:								
7 Grants	-	-	456,800	-	434,200	434,200	434,200	
8 Miscellaneous:								
9 Interest	2,242	5,267	1,000	1,000	1,000	1,000	1,000	0%
10 Donations	51,002	12	-	-	-	-	-	
11 Total Miscellaneous	53,244	5,279	1,000	1,000	1,000	1,000	1,000	0%
12 Total Revenues	517,300	103,307	517,600	26,000	480,200	480,200	480,200	1747%
13 Transfers In:								
14 General Fund	-	-	-	-	100,000	100,000	100,000	
15 TOTAL RESOURCES	989,222	1,067,828	1,517,800	1,060,100	1,054,400	1,054,400	1,054,400	-1%
16 REQUIREMENTS:								
17 Expenditures:								
18 Capital Outlay:								
19 Grant Expenditures	-	33,441	406,800	365,000	69,200	69,200	69,200	-81%
20 Improvements	24,701	284	50,000	5,200	260,000	260,000	260,000	4900%
21 Unanticipated Expenses	-	-	309,300	-	700,000	700,000	700,000	
22 Total Capital Outlay	24,701	33,725	766,100	370,200	1,029,200	1,029,200	1,029,200	178%
23 Transfers Out:								
24 General Fund	-	-	215,700	215,700	-	-	-	
25 Fund Balance:								
26 Restricted for Improvements	964,521	1,034,103	536,000	474,200	25,200	25,200	25,200	-95%
27 TOTAL REQUIREMENTS	\$ 989,222	\$ 1,067,828	\$ 1,517,800	\$ 1,060,100	\$ 1,054,400	\$ 1,054,400	\$ 1,054,400	-1%

Budget Notes:

Revenues:

5 The System Development Fee projections for FY18-19 assumes 25 new single family homes during the year.

Expenditures:

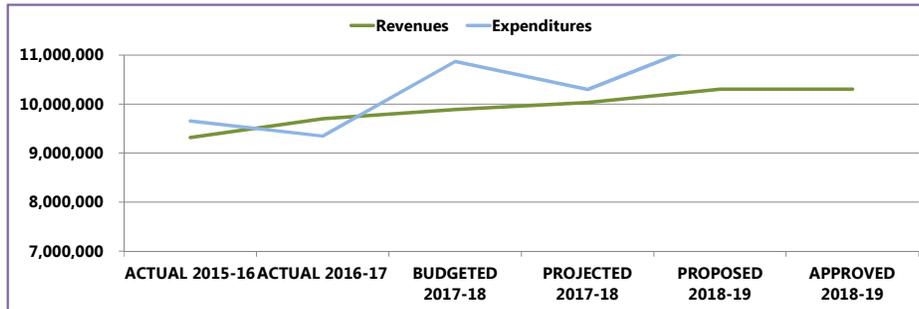
19 Capital outlay expenditures are for Keizer Rapids Park bathroom project.
20

General Fund Summary

The General Fund is the chief operating fund of the city and accounts for all financial resources except those required to be accounted for in another fund. Principal sources of revenue are property taxes, franchise fees, and intergovernmental revenues such as Cigarette and Liquor Tax.

A General Fund looks different from City to City. For example, the Parks Department could be a separate district in some cities. In Keizer, the General Fund's primary expenditures are for Public Safety, Community Development and General Government.

General Fund Revenues and Expenditures

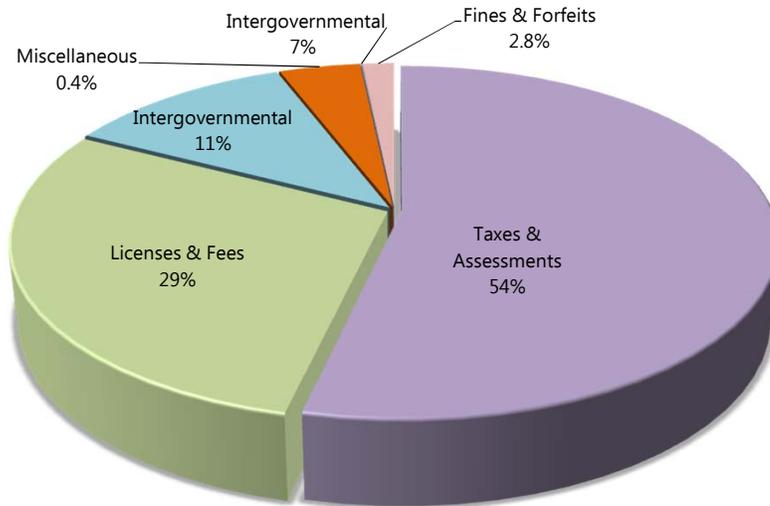


	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 2,252,426	\$ 1,898,505	\$ 1,955,400	\$ 2,231,500	\$ 2,263,200	\$ 2,263,200	\$ 2,263,200	1%
3 Revenues:								
4 Taxes & Assessments	4,839,704	5,026,131	5,379,500	5,418,900	5,524,400	5,524,400	5,524,400	2%
5 Licenses & Fees	2,769,829	2,870,442	2,838,400	2,889,300	2,987,300	2,987,300	2,987,300	3%
6 Intergovernmental	1,079,588	1,141,364	1,128,300	1,163,600	1,192,300	1,192,300	1,192,300	2%
7 Fines & Forfeitures	404,275	423,291	428,000	418,900	428,000	428,000	428,000	2%
8 Charges for Services	3,411	8,528	5,000	4,500	5,000	5,000	5,000	11%
9 Miscellaneous	219,535	227,335	109,900	135,400	166,900	166,900	166,900	23%
10 Total Revenues	9,316,342	9,697,091	9,889,100	10,030,600	10,303,900	10,303,900	10,303,900	3%
11 Other Resources:								
12 Transfers In	-	-	875,700	630,700	847,000	847,000	847,000	34%
13 Total Other Resources:	-	-	875,700	630,700	847,000	847,000	847,000	34%
14 TOTAL RESOURCES	11,568,768	11,595,596	12,720,200	12,892,800	13,414,100	13,414,100	13,414,100	4%
15 REQUIREMENTS:								
16 Expenditures:								
17 Personnel Services	6,242,133	6,185,078	6,914,500	6,706,200	7,492,900	7,492,900	7,492,900	12%
18 Materials & Services	3,385,321	2,976,970	3,161,450	2,984,700	3,350,100	3,353,800	3,353,800	12%
19 Capital Outlay	25,007	184,649	788,600	606,900	518,800	518,800	518,800	-15%
20 Total Expenditures	9,652,461	9,346,697	10,864,550	10,297,800	11,361,800	11,365,500	11,365,500	10%
21 Other Requirements:								
22 Transfers Out	17,802	17,400	331,800	331,800	460,800	460,800	460,800	39%
23 Contingency	-	-	50,000	-	50,000	50,000	50,000	
24 Total Other Requirements	17,802	17,400	381,800	331,800	510,800	510,800	510,800	54%
25 Fund Balance:								
26 Committed	-	-	-	-	-	-	-	
27 Unassigned	1,898,505	2,231,499	1,473,850	2,263,200	1,541,500	1,537,800	1,537,800	-32%
28 Total Fund Balance	1,898,505	2,231,499	1,473,850	2,263,200	1,541,500	1,537,800	1,537,800	-32%
29 TOTAL REQUIREMENTS	\$ 11,568,768	\$ 11,595,596	\$ 12,720,200	\$ 12,892,800	\$ 13,414,100	\$ 13,414,100	\$ 13,414,100	4%

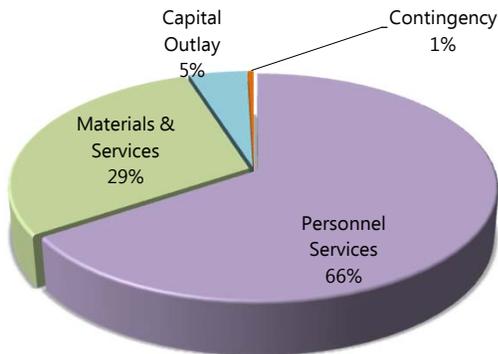
Fund Balance as a Percent of Revenues	20.4%	23.0%	14.9%	22.6%	15.0%	14.9%	14.9%
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General Fund Revenues & Expenditures Summary

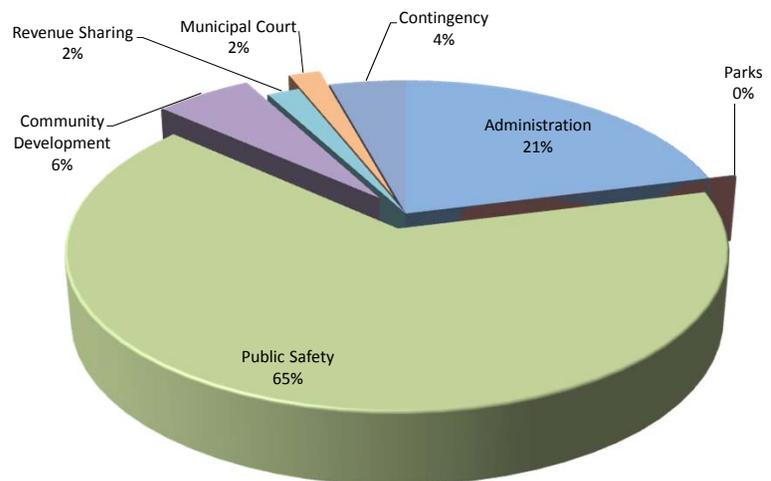
Revenues by Major Category



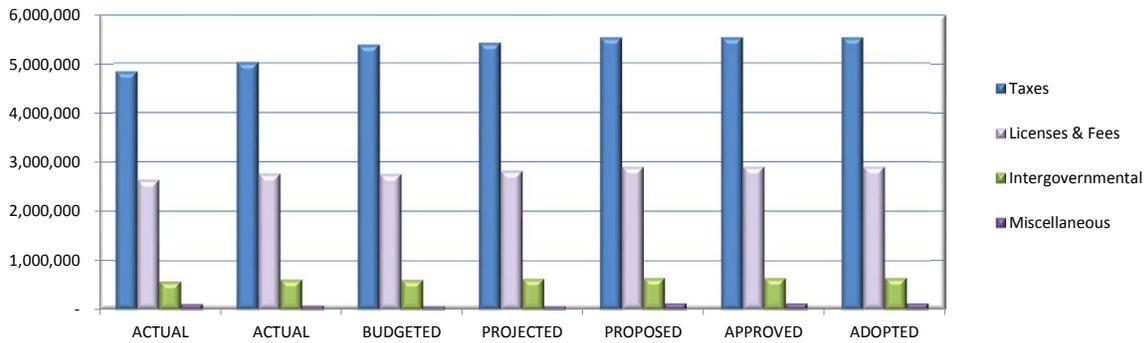
Expenditures by Major Category



Expenditures by Function



General Fund Non-Departmental Resources



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 2,105,190	\$ 1,792,266	\$ 1,867,900	\$ 2,135,500	\$ 2,179,300	\$ 2,179,300	\$ 2,179,300	2%
3 Taxes:								
4 Current Taxes	4,726,648	4,937,894	5,279,500	5,318,900	5,424,400	5,424,400	5,424,400	2%
5 Prior Year Taxes	113,056	88,237	100,000	100,000	100,000	100,000	100,000	0%
6 Total Taxes	4,839,704	5,026,131	5,379,500	5,418,900	5,524,400	5,524,400	5,524,400	2%
7 Licenses & Fees:								
8 Electric Franchise	1,072,755	1,087,878	1,086,000	1,120,000	1,153,600	1,153,600	1,153,600	3%
9 Natural Gas Franchise	319,855	351,201	328,000	350,000	360,500	360,500	360,500	3%
10 Telephone Franchise	48,991	46,497	43,000	43,000	41,300	41,300	41,300	-4%
11 Cable Television Franchise	448,721	483,942	495,000	495,000	509,800	509,800	509,800	3%
12 Sanitation Franchise	222,541	243,161	240,000	246,000	246,000	246,000	246,000	0%
13 Water Sales Assessments	147,519	149,566	158,800	157,300	163,600	163,600	163,600	4%
14 Sewer License Fee	290,004	305,178	312,700	316,000	325,500	325,500	325,500	3%
15 Stormwater Franchise	56,358	61,722	67,200	67,400	73,200	73,200	73,200	9%
16 Liquor Licenses	2,675	2,673	2,700	2,800	2,800	2,800	2,800	0%
17 Lien Search Fee	31,541	30,942	25,000	25,000	30,000	30,000	30,000	20%
18 Total Licenses & Fees	2,640,960	2,762,760	2,758,400	2,822,500	2,906,300	2,906,300	2,906,300	3%
19 Intergovernmental:								
20 Cigarette Tax	48,804	47,306	42,700	43,000	40,800	40,800	40,800	-5%
21 Liquor Tax	531,248	572,068	572,000	595,000	612,800	612,800	612,800	3%
22 Total Intergovernmental	580,052	619,374	614,700	638,000	653,600	653,600	653,600	2%
23 Miscellaneous:								
24 Stadium Rent	54,631	52,494	50,000	54,000	54,000	54,000	54,000	0%
25 Theater Rent	-	-	-	-	49,000	49,000	49,000	
26 Interest	5,060	11,168	6,000	10,000	10,000	10,000	10,000	0%
27 Rentals	100	-	-	-	-	-	-	
28 Cell Tower Rent	10,500	9,672	11,000	11,000	11,000	11,000	11,000	0%
29 Art Walk Revenue	1,800	1,368	3,200	1,200	3,200	3,200	3,200	167%
30 Art Sales Proceeds	20	-	-	-	-	-	-	
31 Parks SDC Admin Fee	51,364	10,892	10,000	5,000	10,000	10,000	10,000	100%
32 Miscellaneous Revenue	2,732	7,960	2,000	2,000	2,000	2,000	2,000	0%
33 Total Miscellaneous	126,207	93,554	82,200	83,200	139,200	139,200	139,200	67%

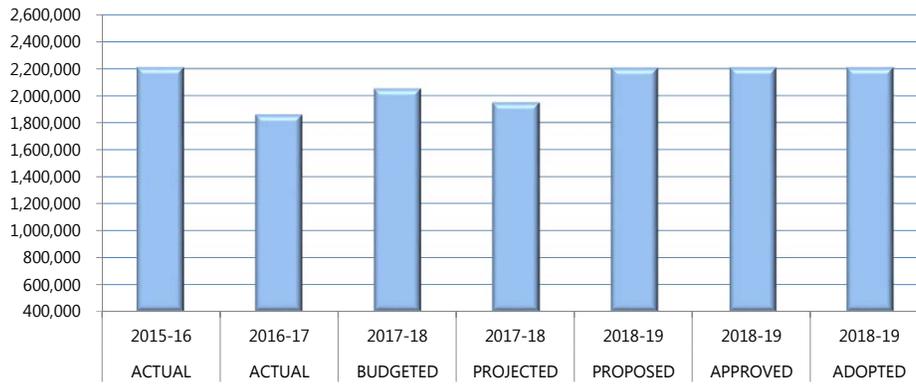
General Fund Non-Departmental Resources

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
34 Transfers In:								
35 From Police Services Fund	-	-	410,000	240,000	597,000	597,000	597,000	149%
36 From Park Improvement Fi	-	-	215,700	215,700	-	-	-	-100%
36 From Transportation Imprc	-	-	250,000	175,000	250,000	250,000	250,000	43%
37 Total Transfers In	-	-	875,700	630,700	847,000	847,000	847,000	34%
38 TOTAL RESOURCES	\$ 10,292,113	\$ 10,294,085	\$ 11,578,400	\$ 11,728,800	\$ 12,249,800	\$ 12,249,800	\$ 12,249,800	4%

Budget Notes:

- 4 Property Tax Revenues are expected to increase 4%; 1% from new construction based on permits processed in FY17-18 and 3.0% from increased valuation. Marion County projects a tentative 4% increase overall, however, official estimates are not available at this time.
- 8 PGE anticipates a long term growth rate of 3.0%. Salem Electric increased the base residential fee beginning October 2017, no additional increases expected during 2018-19.
- 9 NW Natural Gas anticipates growing 3.0% in 2018-19.
- 10 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. FY18-19 revenue projections are based on a 4.0% reduction over FY17-18 projected revenues, consistent with the current downward trend.
- 11 Comcast is projecting a 3% increase overall in cable television revenues during calendar year 2019.
- 12 Sanitation revenues were adjusted in October 2016 no additional changes are anticipated that would impact FY18-19.
- 13
- 14 City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY18-19.
- 15
- 20 The League of Oregon Cities reports that the State projects a 5% decline in Cigarette Tax revenues and a 3% increase in Liquor Tax revenues. Both
- 21 trends are a result of sales and are not due to legislative changes in the tax or allocation of the tax.

General Fund Non-Departmental Requirements



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 TOTAL REQUIREMENTS:								
2 Expenditures:								
3 Materials & Services:								
4 Public Notices	\$ 1,198	\$ 642	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	0.0%
5 Art Walk Artists' Stipends	1,800	1,368	3,200	1,200	3,200	3,200	3,200	166.7%
6 Public Art Commission	967	2,971	3,000	300	3,000	3,000	3,000	900.0%
7 Civic Center Art	312	8	500	200	500	500	500	150.0%
8 Art Sale Commissions	17	40	-	-	-	-	-	-
9 Points of Interest Commission	-	722	-	700	-	-	-	-100.0%
10 Legal Services	4,331	-	10,000	-	10,000	10,000	10,000	-
11 Administrative Services Charges	1,588,977	1,582,842	1,751,700	1,680,600	1,877,600	1,877,600	1,877,600	11.7%
12 Contractual Services	16,940	39,785	37,500	24,000	56,000	56,000	56,000	133.3%
13 Insurance	316	769	400	400	400	400	400	0.0%
14 Keizer Chamber Support	1,200	499	3,700	3,000	3,000	3,700	3,700	23.3%
15 Holiday Lights	15,060	-	-	-	-	2,000	2,000	-
16 Off-Site Property Maintenance	5,923	5,335	7,500	6,000	7,500	7,500	7,500	25.0%
17 Neighborhood Associations	773	746	1,100	1,100	900	900	900	-18.2%
18 SK Schools Tax Payment	560,178	209,000	209,000	209,000	209,000	209,000	209,000	0.0%
19 Volunteer Recognition	87	180	200	200	200	200	200	0.0%
20 Keizer Heritage Center	7,400	8,000	10,000	10,000	20,000	20,000	20,000	100.0%
21 Keizer United	-	-	-	-	-	2,000	2,000	-
22 After School Programs	6,000	6,000	6,000	6,000	6,000	6,000	6,000	0.0%
23 Mid-Willamette Homeless Initiative	-	-	5,000	5,000	5,000	5,000	5,000	0.0%
24 Miscellaneous	-	56	1,000	-	1,000	-	-	-
25 Emergency Management	-	-	1,000	-	1,000	1,000	1,000	-
26 Total Materials & Services	2,211,479	1,858,963	2,052,200	1,949,100	2,205,700	2,209,400	2,209,400	13.4%
27 Capital Outlay								
28 Area B Development Costs	-	-	51,700	-	51,700	51,700	51,700	-
29 Area B Improvement Costs	-	-	250,000	120,000	250,000	250,000	250,000	108.3%
30 Total Capital Outlay	-	-	301,700	120,000	301,700	301,700	301,700	151.4%
31 Total Expenditures	2,211,479	1,858,963	2,353,900	2,069,100	2,507,400	2,511,100	2,511,100	21.4%
32 Other Requirements:								
33 Contingencies:								
34 General Contingency	-	-	50,000	-	50,000	50,000	50,000	-
35 Transfers Out:								
36 Park Improvement Fund	-	-	-	-	100,000	100,000	100,000	-
37 Park Services Fund	-	-	331,800	331,800	360,800	360,800	360,800	8.7%
37 Water Fund	17,802	17,400	-	-	-	-	-	-
38 Total Transfers Out	17,802	17,400	331,800	331,800	460,800	460,800	460,800	38.9%
39 TOTAL REQUIREMENTS	\$ 2,229,281	\$ 1,876,363	\$ 2,735,700	\$ 2,400,900	\$ 3,018,200	\$ 3,021,900	\$ 3,021,900	25.9%

General Fund Non-Departmental Requirements

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
City-Wide Administration	\$ 150,893	\$ 178,578	\$ 217,600	\$ 168,700	\$ 237,200	\$ 237,200	\$ 237,200	40.6%
City Manager	166,283	166,202	173,500	172,400	178,600	178,600	178,600	3.6%
Information Systems	269,289	261,561	347,700	342,700	386,600	386,600	386,600	12.8%
Attorney's Office	234,564	228,520	242,400	237,300	245,400	245,400	245,400	3.4%
City Recorder	157,149	155,542	162,700	164,700	174,200	174,200	174,200	5.8%
Human Resources	194,233	197,174	207,800	205,900	224,300	224,300	224,300	8.9%
Finance	205,287	146,131	172,700	172,200	186,900	186,900	186,900	8.5%
Facility Maintenance	192,132	233,084	210,300	199,800	221,100	221,100	221,100	10.7%
Public Works	19,147	16,050	17,000	16,900	23,300	23,300	23,300	37.9%
Administrative Services Charges	\$ 1,588,977	\$ 1,582,842	\$ 1,751,700	\$ 1,680,600	\$ 1,877,600	\$ 1,877,600	\$ 1,877,600	11.7%

Budget Notes:

- 10 Legal Services include \$10,000 for outside legal counsel who specialize in telecom, to prepare a master telecom ordinance, inclusive of all telecom providers doing business in Keizer. The City currently has an exclusive agreement with CenturyLink (aka Qwest) and does not have a master telecom ordinance.
- 11 Administrative Service Charges increased primarily from personnel service increases associated with salary and wage, retirement and insurance
- 12 Contractual services includes recurring lien search fees, credit card processing fees and costs associated with completing an American's with Disabilities Act (ADA) compliance plan.
- 18 The City's outstanding debt to the Salem-Keizer School District is \$834,205, interest exempt, due in fiscal year 2022-23. Additional annual property tax revenues from the closure of the district will be sufficient to pay off this debt in equal installments for the next four years.
- 21 Payment to Keizer United is subject to approval by the City of Keizer City Council upon review of a plan for expenditures.
- 36 The General Fund owes the Park Improvement Fund \$215,000 for funds borrowed during fiscal year 2017-18 to pay for the police radio system upgrade.
- 37 The City policy dictates that at least 2.5% of General Fund budgeted revenues be used in support of the City's park system. The current year transfer amount is 3.5%.

General Fund Park Operations

Park operations are now budgeted for as part of the Park Services Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances:								
3 Dog Park Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
4 Developers Tree Reimbursements	8,372	7,540	-	-	-	-	-	-
5 Keizer Rotary Amphitheater Fees	6,763	6,074	-	-	-	-	-	-
6 Total Beginning Balances	15,135	13,614	-	-	-	-	-	-
7 Revenues:								
8 Licenses & Fees:								
9 Park Reservation Fees	4,522	4,792	-	-	-	-	-	-
10 Amphitheater Rental Fees	5,950	5,353	-	-	-	-	-	-
11 Total Licenses & Fees	10,472	10,145	-	-	-	-	-	-
12 Intergovernmental:								
13 MAP Boat Ramp Grant	4,700	4,700	-	-	-	-	-	-
14 Total Intergovernmental	4,700	4,700	-	-	-	-	-	-
15 Miscellaneous:								
16 Park Rental Income	53,399	54,118	-	-	-	-	-	-
17 Park Donations	-	1,325	-	-	-	-	-	-
18 Developers Tree Reimbursements	300	-	-	-	-	-	-	-
19 Little League Reimbursement	5,000	-	-	-	-	-	-	-
20 Total Miscellaneous	58,699	55,443	-	-	-	-	-	-
21 Total Resources	89,006	83,902	-	-	-	-	-	-
22 Expenditures:								
23 Personnel Services:								
24 Municipal Utility Workers	94,596	97,746	-	-	-	-	-	-
25 Overtime	79	-	-	-	-	-	-	-
26 Clothing/Phone Stipends	1,435	1,570	-	-	-	-	-	-
27 Wellness	302	355	-	-	-	-	-	-
28 Medicare - Social Security	1,483	1,533	-	-	-	-	-	-
29 Retirement	17,402	18,130	-	-	-	-	-	-
30 Insurance Benefits	33,303	37,402	-	-	-	-	-	-
31 Workers Compensation	1,263	1,054	-	-	-	-	-	-
32 Total Personnel Services	149,863	157,790	-	-	-	-	-	-

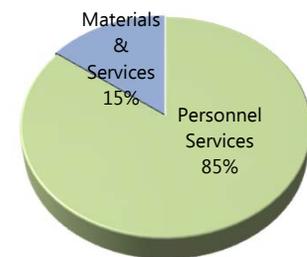
General Fund Park Operations

	ACTUAL 2015-16	ACTUAL 2016-17	APPROVED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
33 Materials & Services:								
34 Parks Materials & Supplies	28,385	23,484	-	-	-	-	-	-
35 Meetings, Travel & Training	695	573	-	-	-	-	-	-
36 Public Notices	405	-	-	-	-	-	-	-
37 Contractual Services	84,454	88,125	-	-	-	-	-	-
38 Developers Tree Expenses	1,132	1,761	-	-	-	-	-	-
39 Utilities	3,433	4,288	-	-	-	-	-	-
40 Telephone	1,309	1,250	-	-	-	-	-	-
41 Gasoline	5,660	5,453	-	-	-	-	-	-
42 Diesel	469	184	-	-	-	-	-	-
43 Vehicle Maintenance	3,508	5,892	-	-	-	-	-	-
44 Equipment Maintenance	2,508	4,139	-	-	-	-	-	-
45 Dog Park Projects	587	-	-	-	-	-	-	-
46 Boat Ramp Maintenance	3,536	1,209	-	-	-	-	-	-
47 Keizer Rotary Amphitheater	7,019	3,878	-	-	-	-	-	-
48 Grant Program	20,000	11,700	-	-	-	-	-	-
49 Park Rental Program Expenses	3,908	5,583	-	-	-	-	-	-
50 Recreation Projects	2,000	2,000	-	-	-	-	-	-
51 Little League Park Maintenance	9,526	4,690	-	-	-	-	-	-
52 Total Materials & Services	178,534	164,209	-	-	-	-	-	-
53 Capital Outlay:								
54 Field Equipment	2,986	724	-	-	-	-	-	-
55 Capital Improvements	10,856	13,678	-	-	-	-	-	-
56 Total Capital Outlay	13,842	14,402	-	-	-	-	-	-
57 Total Requirements	\$ 342,239	\$ 336,401	\$ -	\$ -	\$ -	\$ -	\$ -	-

General Fund Community Development

The Community Development Department provides a variety of services that are important to the economic wellbeing and quality of life of Keizer businesses and residents. Services include managing the City development activities, community plans, building permit processes, and enforcing City codes. Long-range planning activities include policy issues regarding management of the Comprehensive Plan, State Planning requirements including Periodic Review, Transportation Planning, and development of specific plans such as Master Plans, developing code revisions and ordinance development. Current planning activities

include services to the public for development relative to zoning, land dividing, and floodplain management. Code Enforcement regulates zoning violations, solid waste, noxious weeds and unsafe housing issues. Building Permit Administration connects development with other appropriate staff within the City, and to Marion County, implementing the new statewide permit system.



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 Revenues:								
2 Licenses & Fees:								
3 Sign Permits	\$ 4,263	\$ 5,952	\$ 4,000	\$ 6,000	\$ 5,000	\$ 5,000	\$ 5,000	-16.7%
4 Land Use Application Fees	11,945	28,899	18,000	24,300	18,000	18,000	18,000	-25.9%
5 Building Fees - Zoning	60,347	26,092	30,000	17,500	30,000	30,000	30,000	71.4%
6 Permit Administrative Fee	37,842	26,594	20,000	11,000	20,000	20,000	20,000	81.8%
7 Facility Fee	4,000	10,000	8,000	8,000	8,000	8,000	8,000	0.0%
8 Total Licenses & Fees	118,397	97,537	80,000	66,800	81,000	81,000	81,000	21.3%
9 Charges for Services:								
10 Nuisance Abatement	3,411	8,528	5,000	4,500	5,000	5,000	5,000	11.1%
11 Total Revenues	121,808	106,065	85,000	71,300	86,000	86,000	86,000	20.6%
12 Expenditures:								
13 Personnel Services:								
14 Community Development Director	107,662	108,921	110,100	110,100	113,400	113,400	113,400	3.0%
15 Code Compliance Officer	38,838	40,856	43,500	43,500	46,100	46,100	46,100	6.0%
16 Planning Staff	146,131	116,437	135,000	135,000	141,500	141,500	141,500	4.8%
17 Administrative Support	54,077	48,313	45,000	49,300	52,200	52,200	52,200	5.9%
18 Stormwater Technician	2,732	2,866	3,100	3,100	3,200	3,200	3,200	3.2%
19 Overtime	-	-	1,000	1,000	1,000	1,000	1,000	0.0%
20 Cell Phone Stipend	2,460	2,435	2,500	2,500	2,500	2,500	2,500	0.0%
21 Wellness	1,226	803	1,900	1,900	1,900	1,900	1,900	0.0%
22 Medicare	5,402	4,898	5,500	5,500	5,500	5,500	5,500	0.0%
23 Retirement	77,273	67,650	83,000	82,800	87,800	87,800	87,800	6.0%
24 Insurance Benefits	84,848	82,972	101,100	100,000	108,000	108,000	108,000	8.0%
25 Workers Compensation	1,087	982	1,200	1,200	1,300	1,300	1,300	8.3%
26 Total Personnel Services	521,736	477,133	532,900	535,900	564,400	564,400	564,400	5.3%

General Fund Community Development

	ACTUAL 2015-16	ACTUAL 2016-17	APPROVED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
27 Materials & Services:								
28 Mapping Supplies & Services	132	106	300	300	300	300	300	0.0%
29 Uniforms	424	288	500	500	500	500	500	0.0%
30 Postage & Printing	176	453	3,000	-	3,000	3,000	3,000	
31 Meetings, Travel & Training	1,341	6,396	7,200	7,200	7,200	7,200	7,200	0.0%
32 Public Notices	2,636	1,518	2,500	2,500	2,500	2,500	2,500	0.0%
33 Hearings Officer	750	1,298	3,500	-	3,000	3,000	3,000	
34 Telephone	518	440	500	500	500	500	500	0.0%
35 Auto Insurance	996	964	1,100	1,100	1,200	1,200	1,200	9.1%
36 Gasoline	742	639	1,000	1,000	1,200	1,200	1,200	20.0%
37 Vehicle Maintenance	-	2,143	2,000	2,000	2,500	2,500	2,500	25.0%
38 Nuisance Abatement	2,702	984	5,000	2,500	5,000	5,000	5,000	100.0%
39 Operating Equipment	122	-	500	500	500	500	500	0.0%
40 Medical Testing	-	59	-	-	-	-	-	
41 UGB Land Use Analysis	-	-	70,000	-	70,000	70,000	70,000	
42 Total Materials & Services	10,539	15,288	97,100	18,100	97,400	97,400	97,400	438.1%
43 Total Expenditures	\$ 532,275	\$ 492,421	\$ 630,000	\$ 554,000	\$ 661,800	\$ 661,800	\$ 661,800	19.5%

Budget Notes:

Revenues:

5 Building Fees and Permit Administration Fees will increase due to Keizer Station Area C and Area D building activity and new subdivision
6 applications.

Expenditures:

Personnel Services:

13 The Budget provides a 3.0% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

31 Postage & Printing costs provide for a mass mailing should legal mandates require one in FY18-19.

32 Meetings, Travel & Training includes \$5,000 for a national conference and \$1,600 for memberships plus \$600 for the Code Compliance training and memberships.

41 Funding is provided for the periodic review order compliance for the UGB expansion project.

General Fund

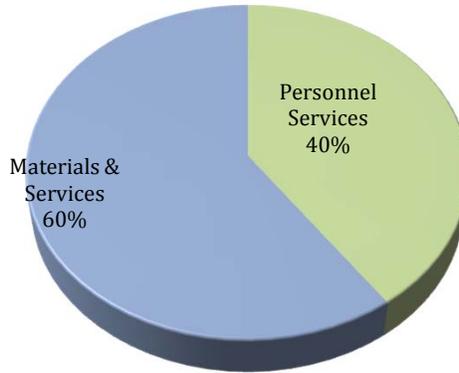
Finance - Municipal Court

The Municipal Court administers the judicial system for the City of Keizer. The Court handles traffic infractions, City code violations and limited Juvenile status violations into Court proceedings, all enforced by the Keizer Police Department. Municipal Court arraignments and hearings are held weekly in the City Hall Council Chambers. An independent contractor serves as the Municipal Court Judge. Staff provides excellent customer service by encouraging compliance with manageable payment schedules and opportunities to fulfill court orders and requirements.



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 Revenues:								
2 Fines & Forfeits:								
3 Municipal Court Fines	\$ 246,528	\$ 265,534	\$ 260,000	\$ 250,000	\$ 260,000	\$ 260,000	\$ 260,000	4.0%
4 Past Due Collections	155,055	150,556	165,000	160,000	165,000	165,000	165,000	3.1%
5 Peer Court Fees	2,692	-	3,000	3,000	3,000	3,000	3,000	0.0%
6 Total Fines & Forfeits	404,275	416,090	428,000	413,000	428,000	428,000	428,000	3.6%
7 Miscellaneous:								
8 Peer Court Donations	11,600	15,562	11,200	11,200	11,200	11,200	11,200	
9 Interest Past Due Collections	2,004	2,808	1,500	1,500	1,500	1,500	1,500	
10 Total Miscellaneous	13,604	18,370	12,700	12,700	12,700	12,700	12,700	0.0%
11 Total Revenues	417,879	434,460	440,700	425,700	440,700	440,700	440,700	3.5%

General Fund Finance - Municipal Court



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
12 Expenditures:								
13 Personnel Services:								
14 Court Clerks	50,788	49,742	55,000	50,200	51,700	51,700	51,700	3.0%
15 Overtime	561	677	500	2,000	500	500	500	-75.0%
16 Wellness	289	263	500	500	400	400	400	-20.0%
17 Medicare	794	779	900	900	800	800	800	-11.1%
18 Retirement	9,393	9,198	10,800	10,800	10,100	10,100	10,100	-6.5%
19 Insurance Benefits	18,707	21,068	21,400	20,000	21,600	21,600	21,600	8.0%
20 Workers Compensation	145	187	200	200	200	200	200	0.0%
21 Total Personnel Services	80,677	81,914	89,300	84,600	85,300	85,300	85,300	0.8%
22 Materials & Services:								
23 Materials & Supplies	303	354	500	200	500	500	500	150.0%
24 Meetings, Travel & Training	-	-	1,000	200	1,000	1,000	1,000	400.0%
25 Judge's Services	15,756	16,492	16,000	17,500	17,500	17,500	17,500	0.0%
26 Other Contractual Services	9,131	8,630	8,000	9,000	9,000	9,000	9,000	0.0%
27 Peer Court	25,030	27,823	24,950	24,300	25,000	25,000	25,000	2.9%
28 Collections Cost	357	1,908	800	800	2,000	2,000	2,000	150.0%
29 Interagency Assessments	72,775	75,768	72,300	69,700	72,200	72,200	72,200	3.6%
30 Total Materials & Services	123,352	130,975	123,550	121,700	127,200	127,200	127,200	4.5%
31 Total Expenditures	\$ 204,029	\$ 212,889	\$ 212,850	\$ 206,300	\$ 212,500	\$ 212,500	\$ 212,500	3.0%

Budget Notes:

3 Municipal Court Fines are expected to increase towards the end of fiscal 2018-19 as the result of additional traffic safety officers however until the impact is known fines are budgeted to be consistent with the prior year.

Expenditures:

Personnel Services:

13 The Budget provides a 3.0% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.

For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

29 Interagency Assessments are approximately 17% of citation revenue

General Fund

Police Operations

The mission of the Keizer Police Department is to help the community maintain order while promoting safety and freedom and building public confidence.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
RESOURCES:								
Beginning Balances:								
1	\$ 18,889	\$ 16,867	\$ 16,800	\$ 20,300	\$ 7,300	\$ 7,300	\$ 7,300	-64.0%
2	113,212	75,758	70,700	75,700	76,600	76,600	76,600	1.2%
3	132,101	92,625	87,500	96,000	83,900	83,900	83,900	-12.6%
4	Revenues:							
5	Intergovernmental:							
6	1,958	2,985	3,000	3,000	3,000	3,000	3,000	0.0%
7	163,376	167,091	175,000	175,000	180,200	180,200	180,200	3.0%
8	18,422	1,385	-	1,500	-	-	-	-100.0%
9	6,807	11,490	5,000	10,500	10,000	10,000	10,000	-4.8%
10	190,563	182,951	183,000	190,000	193,200	193,200	193,200	1.7%
11	Fines & Forfeits:							
12	-	7,201	-	5,900	-	-	-	-100.0%
13	-	7,201	-	5,900	-	-	-	-100.0%
14	Miscellaneous:							
15	615	90	-	400	-	-	-	-100.0%
16	-	200	-	-	-	-	-	-
17	1,573	1,450	-	800	-	-	-	-100.0%
18	1,119	3,870	-	18,300	-	-	-	-100.0%
19	3,998	3,299	-	-	-	-	-	-
20	-	-	-	-	5,000	5,000	5,000	-
21	13,720	51,059	15,000	20,000	10,000	10,000	10,000	-50.0%
22	21,025	59,968	15,000	39,500	15,000	15,000	15,000	-62.0%
23	343,689	342,745	285,500	331,400	292,100	292,100	292,100	-11.9%
24	Expenditures:							
25	Personnel Services:							
26	121,331	126,336	131,600	131,600	139,600	139,600	139,600	6.1%
27	117,957	119,258	120,600	120,600	124,300	124,300	124,300	3.1%
28	252,791	283,236	295,300	295,300	309,900	309,900	309,900	4.9%
29	539,321	541,729	573,000	573,000	593,300	593,300	593,300	3.5%
30	1,960,983	1,880,263	2,184,900	2,085,000	2,383,200	2,383,200	2,383,200	14.3%
31	26,357	23,528	23,300	23,300	26,100	26,100	26,100	12.0%
32	402,125	398,195	403,700	403,700	417,400	417,400	417,400	3.4%
33	6,149	-	17,700	17,700	19,800	19,800	19,800	11.9%
34	155,092	154,722	169,800	169,800	192,900	192,900	192,900	13.6%
35	9,792	7,765	12,000	12,000	12,000	12,000	12,000	0.0%
36	8,799	10,986	8,800	8,800	9,200	9,200	9,200	4.5%
37	-	17,650	18,200	18,200	18,200	18,200	18,200	0.0%
38	39,025	38,925	47,000	45,000	47,800	47,800	47,800	6.2%
39	11,642	10,443	23,000	15,000	24,200	24,200	24,200	61.3%
40	58,123	56,125	65,000	57,000	62,200	62,200	62,200	9.1%
41	888,002	879,498	1,103,200	1,060,000	1,213,800	1,213,800	1,213,800	14.5%
42	855,918	865,636	1,050,500	1,005,000	1,203,000	1,203,000	1,203,000	19.7%
43	36,450	53,946	44,700	44,700	46,300	46,300	46,300	3.6%
44	5,489,857	5,468,241	6,292,300	6,085,700	6,843,200	6,843,200	6,843,200	12.4%

General Fund Police Operations

	ACTUAL 2015-16	ACTUAL 2016-17	APPROVED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
45 Materials & Services:								
46 Cadet Program	1,763	2,300	2,500	2,500	2,500	2,500	2,500	0.0%
47 Reserve Officer Program	18,727	14,227	21,000	9,000	21,000	21,000	21,000	133.3%
48 K-9 Donation Expense	3,141	342	5,800	13,000	5,800	5,800	5,800	-55.4%
49 Clothing & Duty Gear	35,286	24,686	49,000	49,000	35,000	35,000	35,000	-28.6%
50 Civil/Criminal Forfeiture Expense	37,454	1,762	5,000	5,000	5,000	5,000	5,000	0.0%
51 K-9 Program	5,137	7,657	6,000	6,000	6,000	6,000	6,000	0.0%
52 Association Memberships	2,604	2,274	2,500	2,500	4,500	4,500	4,500	80.0%
53 Meetings, Travel & Training	42,436	27,919	34,000	34,000	34,000	34,000	34,000	0.0%
54 Tuition Reimbursement	-	-	3,000	3,000	3,000	3,000	3,000	0.0%
55 Public Notices	427	450	500	500	500	500	500	0.0%
56 Labor Attorney	59,025	34,577	30,000	30,000	20,000	20,000	20,000	-33.3%
57 Contractual Services	7,671	3,773	5,000	5,000	13,000	13,000	13,000	160.0%
58 Telephone/Internet Service	12,702	10,744	12,000	12,000	12,000	12,000	12,000	0.0%
59 Auto Insurance	19,823	18,924	22,000	20,000	22,000	22,000	22,000	10.0%
60 Office Equipment Rental	1,343	1,343	1,400	1,400	1,400	1,400	1,400	0.0%
61 Gasoline	44,030	47,427	55,000	55,000	64,000	64,000	64,000	16.4%
62 Vehicle Maintenance	26,271	31,666	35,000	35,000	40,000	40,000	40,000	14.3%
63 Equipment Maintenance	1,341	1,360	2,000	2,000	2,000	2,000	2,000	0.0%
64 Community Services	2,530	5,035	5,000	5,000	5,000	5,000	5,000	0.0%
65 Operating Materials	11,413	10,160	14,000	14,000	14,000	14,000	14,000	0.0%
66 Ammo & Weapons	6,943	21,587	12,000	14,000	14,000	14,000	14,000	0.0%
67 Durable Goods	27,405	9,841	6,000	6,000	6,000	6,000	6,000	0.0%
68 Willamette Valley Comm Center	398,508	424,218	446,300	446,300	468,700	468,700	468,700	5.0%
69 Salem Radio Bandwidth	31,683	31,359	35,700	35,700	37,500	37,500	37,500	5.0%
70 RAIN	7,594	8,362	8,800	8,800	9,200	9,200	9,200	4.5%
71 Report Management Systems	47,450	49,140	51,600	51,600	54,200	54,200	54,200	5.0%
72 Investigations	7,478	9,071	10,000	22,000	12,000	12,000	12,000	-45.5%
73 Hiring Expense	1,232	7,331	7,500	7,500	7,500	7,500	7,500	0.0%
74 Total Materials & Services	861,417	807,535	888,600	895,800	919,800	919,800	919,800	2.7%
75 Capital Outlay:								
76 Vehicles	-	25,761	90,000	90,000	-	-	-	-100.0%
77 Radios	-	-	215,700	215,700	-	-	-	-100.0%
78 Total Capital Outlay	-	25,761	305,700	305,700	-	-	-	-100.0%
79 Total Expenditures	\$ 6,351,274	\$ 6,301,537	\$ 7,486,600	\$ 7,287,200	\$ 7,763,000	\$ 7,763,000	\$ 7,763,000	6.5%

Budget Notes:

Personnel Services:

- 25 The Budget provides a 3.0% wage and salary increase for all non-represented and represented staff. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. The City is currently in negotiations with the Keizer Police Association as the applicable labor agreement expires June 30, 2018 therefore actual wage ranges for fiscal year 2018-19 are not known.
- 34 Overtime costs are dependent upon after-hours investigations and court appearances. Training rarely incurs overtime. Overtime costs are about 6% of sworn staff wages.

Materials & Services:

- 47 During fiscal year 2017-18, four then current reserves hired full-time.
- 48 The increase in fiscal year 2017-18 is associated with the unanticipated purchase of a new K9.
- 49 Fiscal 2017-18 saw a one-time increase of \$14,000 for five new officers. Fiscal year 2018-19 and thereafter increased by \$3,000 to reflect one additional hire per year due to retirements.
- 52 Increase to cover membership in Oregon Accreditation Alliance.
- 56 Labor Attorney costs are for union negotiations including dispute resolution.
- 57 Increased by \$4,000 for one-time cost of a contracted accreditation manager. Fiscal 2018-19 and thereafter increased by \$4,000 for biannual professional well-being check-ups for officers.
- 59 Auto insurance premiums will increase up to 10%. The increases result from claim loss settlements from prior years.
- 61 Gasoline is based on an estimate of \$2.75 per gallon, times 23,500 gallons.
- 71 Renamed from PRIORS to Report Management System to reflect new RMS.

General Fund Revenue Sharing

Fourteen percent of state liquor receipts are allocated to cities on a formula basis as outlined in state statute. This portion of liquor tax distributions is known as "state revenue sharing" and is distributed on a quarterly basis.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 State Revenue Sharing	298,844	329,219	325,000	330,000	339,900	339,900	339,900	3%
6 Police Capital Grants	5,429	5,120	5,600	5,600	5,600	5,600	5,600	0%
7 Total Intergovernmental	304,273	334,339	330,600	335,600	345,500	345,500	345,500	3%
8 TOTAL RESOURCES	304,273	334,339	330,600	335,600	345,500	345,500	345,500	3%
9 REQUIREMENTS:								
10 Expenditures:								
11 Capital Outlay:								
12 Police Protective Vests	11,165	5,925	11,200	11,200	11,200	11,200	11,200	0%
13 Police Leases	-	-	100,000	100,000	-	-	-	-100%
14 Police Vehicle Purchases	-	138,561	70,000	70,000	205,900	205,900	205,900	194%
15 Total Capital Outlay	11,165	144,486	181,200	181,200	217,100	217,100	217,100	20%
16 Total Expenditures	\$ 11,165	\$ 144,486	\$ 181,200	\$ 181,200	\$ 217,100	\$ 217,100	\$ 217,100	20%

Budget Notes:

Revenues:

- 5 State Revenue Sharing revenues have increased due to an increase in liquor sales in Oregon. The League of Oregon Cities projects a 3% increase in FY18-19. Due to funding constraints, Revenue Sharing dollars are planned to fund operating expenditures.
- 6 Police grants fund 50% of the cost for Protective Vests and the Department has applied for funding for FY18-19. The actual amount awarded will not be available until October 2018.

Expenditures:

- 14 The City anticipates purchasing and equipping three patrol vehicles and one traffic motorcycle

Police Services Fund

The Police Services Fee is to provide resources to hire and equip five additional police officers. The fee covers employee costs such as wages, health insurance, retirement and taxes in addition to uniforms, service equipment and vehicles. Fees received are initially credited to this fund and as approved through the budget process transferred to the General Fund.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 170,000	\$ 170,000	
3 Revenues:								
4 Licenses & Fees								
5 Police Services Fee	-	-	410,000	410,000	656,000	656,000	656,000	60%
6 TOTAL RESOURCES	-	-	410,000	410,000	826,000	826,000	826,000	101%
7 REQUIREMENTS:								
8 Expenditures:								
9 Transfers Out:								
10 General Fund	-	-	410,000	240,000	597,000	597,000	597,000	149%
11 Total Expenditures	-	-	410,000	240,000	597,000	597,000	597,000	149%
12 Other Requirements:								
13 Contingency			-	-	229,000	229,000	229,000	
14 Fund Balance:								
15 Restricted	-	-	-	170,000	-	-	-	-100%
16 TOTAL REQUIREMENTS	\$ -	\$ -	\$ 410,000	\$ 410,000	\$ 826,000	\$ 826,000	\$ 826,000	101%

5 The Police Services Fee is currently \$4.00 per month for single family residences and non-residential locations and \$3.45 per unit per month for multi-family dwellings. In addition age related and low income discounts are available.

10 The fiscal year 2018-19 transfer provides for \$542,300 in labor related costs and \$54,700 for uniforms, service equipment and vehicles.

General Fund Park Services Fund

The Public Works Department Parks Division is funded by City policy using both General Fund and Parks Fee revenues. Additional revenue for Parks operations will also be provided from the rental of two houses from property purchased at 1590 Chemawa Road North and 2010 Chemawa Road N as well as the lease of property in Bair Park for a cellular communications tower. The Parks Division goal is to continue providing clean, safe, open spaces and river access for structured and unstructured recreation.

The Parks Division has four full-time employees and supplements staffing in the summer months through a temporary agency. The primary focus of Parks Staff is on maintenance of the Parks system with emphasis on mowing, garbage collection, and maintenance of the various park amenities as well as repair or replacement of broken and/or damaged play structures, drinking fountains and other park amenities utilizing funds now available from the Parks Services fee. The Splash Fountain located at Chalmers Jones Park will operate on the same schedule as the last budget cycle. This additional operation is available because of increased funding for temporary employees.

Accomplishments for FY 2017-18

Completed phase #1 of Carlson Skate Park crack repairs. Began the replacement of the play structure at Meadows Park.

Division Goal for FY 2018-19

Complete the replacement of the play structure at Meadows Park. Replace the sports courts at Claggett Creek Park and Northview Park.

Resurface existing pathways and add new pathways in various parks. Replace the roof on the Gazebo at Chalmers Jones Park and on the rental home at 2010 Chemawa Road N.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances:								
3 Unrestricted Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
4 Park Services Fee	-	-	-	-	4,900	4,900	4,900	
5 Developers Tree Reimbursements	8,372	7,540	-	-	-	-	-	
6 Keizer Rotary Amphitheater Fees	6,763	6,074	-	-	-	-	-	
7 Total Beginning Balances	15,135	13,614	-	-	4,900	4,900	4,900	
8 Revenues:								
9 Licenses & Fees:								
10 Park Services Fees	-	-	410,000	410,000	656,000	656,000	656,000	60.0%
11 Park Reservation Fees	4,522	4,792	3,500	4,300	4,500	4,500	4,500	4.7%
12 Amphitheater Rental Fees	5,950	5,353	3,000	3,000	5,000	5,000	5,000	67%
13 Total Licenses & Fees	10,472	10,145	416,500	417,300	665,500	665,500	665,500	59%
14 Intergovernmental:								
15 MAP Boat Ramp Grant	4,700	4,700	4,700	4,700	4,700	4,700	4,700	0%
16 Total Intergovernmental	4,700	4,700	4,700	4,700	4,700	4,700	4,700	0%
17 Miscellaneous:								
18 Park Rental Income	53,399	54,118	65,000	65,000	68,000	68,000	68,000	4.6%
19 Park Donations	-	1,325	-	-	-	-	-	
20 Developers Tree Reimbursements	300	-	2,500	3,300	-	-	-	-100%
21 Little League Reimbursement	5,000	-	-	-	-	-	-	
22 Total Miscellaneous	58,699	55,443	67,500	68,300	68,000	68,000	68,000	-0.4%
23 Other Resources:								
24 Transfers In:								
25 Transfer from the General Fund	-	-	331,800	331,800	360,800	360,800	360,800	8.7%
26 Total Other Resources	-	-	331,800	331,800	360,800	360,800	360,800	8.7%
27 Total Resources	89,006	83,902	820,500	822,100	1,103,900	1,103,900	1,103,900	34.3%

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
28 Expenditures:								
29 Personnel Services:								
30 Municipal Utility Workers	94,596	97,746	169,000	169,000	197,500	197,500	197,500	16.9%
31 Overtime	79	-	600	700	800	800	800	14.3%
32 Clothing/Phone Stipends	1,435	1,570	2,400	2,400	2,400	2,400	2,400	0.0%
33 Wellness	302	355	1,200	1,200	1,600	1,600	1,600	33.3%
34 Medicare - Social Security	1,483	1,533	2,000	2,000	3,100	3,100	3,100	55.0%
35 Retirement	17,402	18,130	27,000	27,000	50,500	50,500	50,500	87.0%
36 Insurance Benefits	33,303	37,402	62,300	62,300	80,600	80,600	80,600	29.4%
37 Workers Compensation	1,263	1,054	1,800	1,800	2,800	2,800	2,800	55.6%
38 Total Personnel Services	149,863	157,790	266,300	266,400	339,300	339,300	339,300	27.4%
39 Materials & Services:								
40 Parks Materials & Supplies	28,385	23,484	37,500	34,500	40,000	40,000	40,000	15.9%
41 Meetings, Travel & Training	695	573	1,500	1,500	1,500	1,500	1,500	0.0%
42 Public Notices	405	-	400	400	400	400	400	0.0%
43 Contractual Services	84,454	88,125	47,500	56,500	70,000	70,000	70,000	23.9%
44 Temporary Labor	-	-	55,000	55,000	55,000	55,000	55,000	0.0%
45 Developers Tree Expenses	1,132	1,761	4,700	7,100	4,700	4,700	4,700	-34%
46 Utilities	3,433	4,288	4,200	4,200	4,200	4,200	4,200	0.0%
47 Telephone	1,309	1,250	1,500	1,500	1,500	1,500	1,500	0.0%
48 Gasoline	5,660	5,453	7,500	6,000	7,500	7,500	7,500	25.0%
49 Diesel	469	184	500	1,500	500	500	500	-66.7%
50 Vehicle Maintenance	3,508	5,892	3,500	2,000	4,500	4,500	4,500	125.0%
51 Equipment Maintenance	2,508	4,139	4,000	5,000	5,000	5,000	5,000	0.0%
52 Dog Park Projects	587	-	-	-	-	-	-	-
53 Boat Ramp Maintenance	3,536	1,209	4,700	4,700	4,700	4,700	4,700	0%
54 Keizer Rotary Amphitheater	7,019	3,878	10,000	5,000	10,000	10,000	10,000	100%
55 Grant Program	20,000	11,700	8,300	8,500	10,000	10,000	10,000	17.6%
56 Park Rental Program Expenses	3,908	5,583	25,000	17,500	25,000	25,000	25,000	42.9%
57 Recreation Projects	2,000	2,000	2,000	2,000	-	-	-	-100%
58 Little League Park Maintenance	9,526	4,690	6,000	6,000	6,000	6,000	6,000	0.0%
59 Total Materials & Services	178,534	164,209	223,800	218,900	250,500	250,500	250,500	14.4%
60 Capital Outlay:								
61 Field Equipment	2,986	724	4,000	4,000	4,000	4,000	4,000	0.0%
62 Vehicles	-	-	105,000	109,000	-	-	-	-100.0%
63 Equipment	-	-	48,000	44,000	-	-	-	-100.0%
64 Capital Improvements	10,856	13,678	156,000	157,500	482,000	482,000	482,000	206.0%
65 Total Capital Outlay	13,842	14,402	313,000	314,500	486,000	486,000	486,000	54.5%
66 Total Expenditures	342,239	336,401	803,100	799,800	1,075,800	1,075,800	1,075,800	34.5%
66 Other Requirements:								
66 Transfers Out:								
67 Water Fund	17,802	17,400	17,400	17,400	17,400	17,400	17,400	0.0%
67 Fund Balance:								
68 Restricted for Park Services Fee	-	-	-	4,900	10,700	10,700	10,700	118.4%
69 Restricted for Operations	-	-	-	-	-	-	-	-
70 Total Fund Balance	-	-	-	4,900	10,700	10,700	10,700	118.4%
71 Total Requirements	\$ 360,041	\$ 353,801	\$ 820,500	\$ 822,100	\$ 1,103,900	\$ 1,103,900	\$ 1,103,900	96.3%

Budget Notes:

Resources:

- 10 The Park Services Fee is currently \$4.00 per month for single family residences and non-residential locations and \$3.45 per unit per month for multi-family dwellings. In addition age related and low income discounts are available.

Expenditures:

- 25 Parks General Support Resources equal at least 2.5% of General Fund budgeted revenues as is the policy of the City. The FY18-19 budget is 3.5% of budgeted revenues.

Personnel Services:

- 29 The Budget provides a 3.0% wage and salary increase for all non-represented and represented staff. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. The City is currently in negotiations with the Local 737 as the applicable labor agreement expires June 30, 2018 therefore actual wage ranges for fiscal year 2018-19 are not known. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

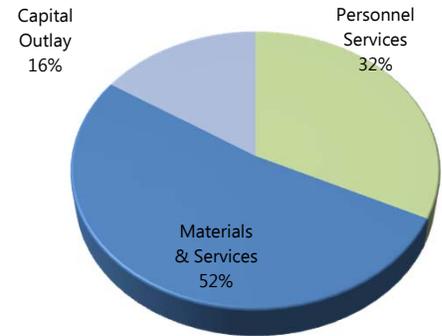
- 54 Upon completion of the concert series, \$2,000 will be paid to the operator as a general sponsorship/stipend in support of the amphitheater concert series.
- 55 Grant Program is reinstated for FY 18-19 in the amount of \$10,000.
- 58 Little League Park Maintenance includes \$2,000 for porta potties, \$2,400 for fertilization and weed control, \$1,000 for restroom supplies, \$600 for equipment maintenance (mower).

Capital Outlay:

- 64 Capital improvements include completion of the replacement play structure at Meadows Park, replacement of the old sports courts at Claggett Creek Park and Northview Park, resurfacing of existing pathways and additional pathways in various parks and replacement of the roof at the Gazebo in Chalmers Jones Park and the rental home at 2010 Chemawa Road N.

Community Center Fund

The City of Keizer Community Center is a state of the art facility intended to accommodate the cultural, educational, professional, recreational, and economic needs of its citizens and the community. Rental fees help cover the operation and management of the center. During the last fiscal year, the Center has hosted a variety of events. During the week, the Center is used by many of our City Committees and local community groups such as Keizer Rotary, West Keizer and South East Keizer Neighborhood Associations, Claggett Creek Watershed Council, and Keizer youth sports association meetings. Many of our government partners, such as the Salem-Keizer School District, Marion County, and the State of Oregon use our facility for training sessions. On weekends, the Center has served as the venue for weddings, quinceaneras, anniversary parties, and baby/bridal showers. Keizer Young Life, Union Gospel Mission, Keizer Chamber of Commerce, and other non-profit organizations have used the facility for their fundraising ventures. The usage of the Center has increased over the last year, moving closer to self-sustainability. Three members of the City staff, along with a handful of temporary event hosts assist in the management and operation of the Center. Staff provide tours, answer rental inquiries, assist clients with the necessary contractual requirements (insurance, catering requirements, etc.) room sets, audio needs, and other amenities to assure the client's event is successful. We continue to promote the Center through professional associations and other marketing opportunities.



	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 95,721	\$ 100,500	\$ 122,400	\$ 95,300	\$ 95,300	\$ 95,300	-22.1%
3 Revenues:								
4 Taxes & Assessments:								
5 Hotel/Motel Tax	118,456	108,179	100,000	100,000	100,000	100,000	100,000	0.0%
6 Charges for Services:								
7 Rental Fees	144,416	156,536	145,000	145,000	150,000	150,000	150,000	3.4%
8 Miscellaneous:								
9 Donations	10,000	-	8,000	8,000	-	-	-	-100.0%
10 Interest	127	581	-	500	500	500	500	0.0%
11 Total Miscellaneous	10,127	581	8,000	8,500	500	500	500	-94.1%
12 Total Revenues	272,999	265,296	253,000	253,500	250,500	250,500	250,500	-1.2%
13 TOTAL RESOURCES	\$ 272,999	\$ 361,017	\$ 353,500	\$ 375,900	\$ 345,800	\$ 345,800	\$ 345,800	-8.0%
14 REQUIREMENTS:								
15 Expenditures:								
16 Personnel Services:								
17 Event Center Coordinator	31,922	38,156	40,400	40,400	42,900	42,900	42,900	6.2%
18 Temporary Help	18,150	18,824	21,500	21,500	22,500	22,500	22,500	4.7%
19 Overtime Costs	34	369	-	-	-	-	-	-
20 Cell Phone Stipend	1,100	900	900	900	900	900	900	0.0%
21 Wellness	-	49	400	100	400	400	400	300.0%
22 Medicare and Social Security	1,957	2,039	900	2,000	2,000	2,000	2,000	0.0%
23 Retirement	7,440	8,317	11,000	10,800	11,500	11,500	11,500	6.5%
24 Insurance	4,800	19,119	21,400	20,000	21,600	21,600	21,600	8.0%
25 Workers Compensation	959	7,801	700	700	700	700	700	0.0%
26 Total Personnel Services	66,362	95,574	97,200	96,400	102,500	102,500	102,500	6.3%

Community Center Fund

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
27 Materials & Services:								
28 Materials & Supplies	366	550	800	800	800	800	800	0.0%
29 Association Memberships	-	-	500	500	500	500	500	0.0%
30 Meetings, Travel & Training	15	-	-	-	500	500	500	
31 Legal Notices	64	15	100	100	100	100	100	0.0%
32 Chamber of Commerce	-	-	-	-	-	8,500	8,500	
33 Administrative Services Fund	75,857	79,835	111,000	108,500	120,500	120,500	120,500	11.1%
34 Contractual Services	12,778	18,358	14,000	18,000	20,000	20,000	20,000	11.1%
35 Marketing Costs	4,191	2,036	12,000	12,000	4,000	4,000	4,000	-66.7%
36 Janitorial Services	4,537	4,537	5,400	5,400	5,400	5,400	5,400	0.0%
37 Utilities	5,707	5,768	5,500	5,500	5,500	5,500	5,500	0.0%
38 Equipment Maintenance & Repair	158	880	2,200	2,200	2,200	2,200	2,200	0.0%
39 Janitorial Supplies	5,465	5,965	6,000	6,000	6,000	6,000	6,000	0.0%
40 Medical Testing	164	205	200	200	200	200	200	0.0%
41 Total Materials & Services	109,302	118,149	157,700	159,200	165,700	174,200	174,200	9.4%
42 Capital Outlay:								
43 Furnishings & Fixtures	1,614	24,895	25,000	25,000	50,000	50,000	50,000	100.0%
44 Total Expenditures	177,278	238,618	279,900	280,600	318,200	326,700	326,700	16.4%
45 Other Requirements:								
46 Contingency	-	-	50,000	-	25,000	16,500	16,500	
47 Fund Balance:								
48 Assigned	95,721	122,399	23,600	95,300	2,600	2,600	2,600	-97.3%
49 TOTAL REQUIREMENTS	\$ 272,999	\$ 361,017	\$ 353,500	\$ 375,900	\$ 345,800	\$ 345,800	\$ 345,800	-8.0%

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
City-Wide Administration	\$ 2,582	\$ 3,295	\$ 7,700	\$ 6,000	\$ 7,700	\$ 7,700	\$ 7,700	28.3%
City Manager	2,463	2,886	3,800	3,800	3,900	3,900	3,900	2.6%
Information Systems	6,988	8,900	11,800	11,600	12,700	12,700	12,700	9.5%
Attorney's Office	2,894	3,655	2,700	2,600	3,100	3,100	3,100	19.2%
City Recorder	13,303	13,718	14,300	14,500	15,300	15,300	15,300	5.5%
Human Resources	3,334	3,572	7,300	7,200	7,300	7,300	7,300	1.4%
Finance	40,997	39,524	56,000	55,800	63,300	63,300	63,300	13.4%
Facility Maintenance	3,296	4,285	7,400	7,000	7,200	7,200	7,200	2.9%
Administrative Services Charges	\$ 75,857	\$ 79,835	\$ 111,000	\$ 108,500	\$ 120,500	\$ 120,500	\$ 120,500	11.1%

Budget Notes:

- 7 Rental fees are expected to remain consistent with the previous year.
- 32 Payment to the Chamber of Commerce is subject to approval by the City of Keizer City Council upon review of a plan for expenditures.
- 34 Contractual Services are primarily for event security and this cost is reimbursed through rental fees.
- 43 Furnishings and fixtures is to provide for replacement tables/chairs, floor tiles, and projectors.

Public Education Government Fund

The Public Education Government Fund (PEG) is a Special Revenue Fund set up to account for PEG franchise fees assessed on cable television bills. The fees are to be used exclusively for providing governmental cable programming.

Legislative action taken in fiscal year 2007-2008 continues to threaten PEG revenues. Should revenues cease by the end of the fiscal year, the ending fund balance will be sufficient to pay monthly broadcasting expenses the following year.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 237,387	\$ 260,399	\$ 275,100	\$ 292,800	\$ 306,000	\$ 306,000	\$ 306,000	5%
3 Revenues:								
4 Intergovernmental:								
5 PEG Fees	134,816	144,968	132,400	132,400	135,700	135,700	135,700	2%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	630	1,342	500	1,000	1,000	1,000	1,000	0%
8 TOTAL RESOURCES	372,833	406,709	408,000	426,200	442,700	442,700	442,700	4%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Public Notices	-	-	500	500	500	500	500	
13 Administrative Costs	2,099	6,015	7,900	7,700	9,200	9,200	9,200	19%
14 Production Services	-	149	-	-	-	-	-	
15 Broadcasting	96,000	96,968	102,000	102,000	102,000	102,000	102,000	0%
16 Total Materials & Services	98,099	103,132	110,400	110,200	111,700	111,700	111,700	1%
17 Capital Outlay:								
18 Television Equipment	14,335	10,768	25,000	10,000	25,000	25,000	25,000	150%
19 Total Expenditures	112,434	113,900	135,400	120,200	136,700	136,700	136,700	14%
20 Other Requirements:								
21 Contingency	-	-	50,000	-	50,000	50,000	50,000	
22 Restricted for Operations	260,399	292,809	222,600	306,000	256,000	256,000	256,000	-16%
23 Total Other Requirements	260,399	292,809	272,600	306,000	306,000	306,000	306,000	0%
24 TOTAL REQUIREMENTS	\$ 372,833	\$ 406,709	\$408,000	\$ 426,200	\$ 442,700	\$ 442,700	\$ 442,700	4%

Budget Notes:

Revenues:

- 5 PEG Fees are franchise fees assessed on Comcast cable television bills; revenues continue to trend slightly upward from year to year.

Expenditures:

- 13 The Administrative Fee pays PEGs share of the City's network costs and general administration.
 15 Costs are \$8,000 per month for cable broadcasting.
 18 Capital Outlay expenditures are for ongoing video and television upgrades.
 21 Contingency is sufficient to cover a major equipment failure.

Law Enforcement Grant Fund

Revenues in the Law Enforcement Grant Fund are from state and federal grants with an occasional private sector grant. The appropriate uses of the funds are specifically described by each grant.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 Police Grants	-	10,706	30,000	-	30,000	30,000	30,000	
6 TOTAL RESOURCES	-	10,706	30,000	-	30,000	30,000	30,000	
7 REQUIREMENTS:								
8 Expenditures:								
9 Materials & Services:								
10 Operating Materials & Training	-	3,783	-	-	-	-	-	
11 Capital Outlay:								
12 Police Equipment	-	6,923	30,000	-	30,000	30,000	30,000	
13 Total Expenditures	-	10,706	30,000	-	30,000	30,000	30,000	
14 Other Requirements:								
15 Restricted	-	-	-	-	-	-	-	
16 TOTAL REQUIREMENTS	\$ -	\$10,706	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	

Housing Rehabilitation Fund

The original source of revenues in the Housing Services Fund was from a State Community Development Block Grant. Uses were restricted to creating loans for housing rehabilitation projects. The original grant was completely expended in fiscal year 1998. The goal of the program is to preserve the existing supply of affordable low income housing and to ensure that the existing housing occupied by low income homeowners is safe, energy efficient and affordable to maintain.

Over the next several years loans were repaid and sufficient cash became available to reestablished the program benefiting low/moderate income households within the Keizer community. This program was combined with the Energy Efficiency Revolving Loan Fund to more effectively serve qualified participants.

This program, combined with the Energy Efficiency Revolving Loan Fund, provided loans to 22 qualified home owners who were able to replace roofs, heating systems, windows, doors and make other improvements. There are 25 loans outstanding totaling \$296,499 as of July 1, 2018.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 13,775	\$ 13,775	\$ 13,800	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	0%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	-	31,270	30,000	-	30,000	30,000	30,000	
6 Interest Revenue	-	-	-	-	-	-	-	
7 Total Miscellaneous	-	31,270	30,000	-	30,000	30,000	30,000	
8 TOTAL RESOURCES	13,775	45,045	43,800	45,000	75,000	75,000	75,000	67%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Administrative Fee	-	-	-	-	-	-	-	
13 Housing Rehabilitation Services	-	-	43,800	-	75,000	75,000	75,000	
14 Total Materials & Services	-	-	43,800	-	75,000	75,000	75,000	
15 Other Requirements:								
16 Restricted	13,775	45,045	-	45,000	-	-	-	-100%
17 TOTAL REQUIREMENTS	\$ 13,775	\$ 45,045	\$ 43,800	\$ 45,000	\$ 75,000	\$ 75,000	\$ 75,000	67%

Budget Notes:

- 5 The program typically receives 1-2 repayments each year.
- 8 The City Council adopted policies for the housing services program in May 2012. The Council passed a motion to review these policies when at least 50% of the funds have been repaid and are available to lend.
- 13 Funds have been appropriated to loan should the City wish to continue the program in FY18-19 provided loan repayments come available.

Energy Efficiency Revolving Loan Fund

Revenues for the Energy Efficiency Fund were from the Recovery Act – Energy Efficiency and Conservation Block Grant. Uses for these funds are restricted for energy efficiency improvements within the community. The City elected to develop a revolving loan fund to complement its Housing Rehabilitation loan program. The Energy Efficiency loans will be restricted to permanent enhancements that improve energy efficiency within the residential home of low/moderate income households.

City staff will manage the program by accepting and approving qualified applications. City staff coordinates funds from the Housing Rehabilitation program to enhance the reach of this new program. Staff educates the public of these opportunities through the City’s website, Keizer 23 channel, local newsletters, the City of Keizer Facebook page and other media. This funding, combined with the Housing Services funds provided loans to 22 home owners who were able to make energy efficiency improvements to their homes. There are 19 loans outstanding totalling \$86,772 as of July 1, 2018.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 2,389	\$ 2,389	\$ 2,400	\$ 11,200	\$ 11,200	\$ 11,200	\$ 11,200	0%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	-	8,858	15,000	-	15,000	15,000	15,000	
6 Interest Revenue	-	-	-	-	-	-	-	
7 Total Miscellaneous	-	8,858	15,000	-	15,000	15,000	15,000	
8 Total Revenues	-	8,858	15,000	-	15,000	15,000	15,000	
9 TOTAL RESOURCES	2,389	11,247	17,400	11,200	26,200	26,200	26,200	134%
10 REQUIREMENTS:								
11 Expenditures:								
12 Materials & Services:								
13 Energy Efficiency Loans	-	-	17,400	-	26,200	26,200	26,200	
14 Total Materials & Services	-	-	17,400	-	26,200	26,200	26,200	
15 Fund Balance:								
16 Restricted	2,389	11,247	-	11,200	-	-	-	-100%
17 TOTAL REQUIREMENTS	\$ 2,389	\$ 11,247	\$ 17,400	\$ 11,200	\$ 26,200	\$ 26,200	\$ 26,200	134%

Budget Notes:

- 5 The program typically receives 1-2 repayments each year.
- 9 The City Council adopted policies for the Energy Efficiency Program in May 2012. The Council passed a motion to review these policies when at least 50% of the funds have been repaid and are available to lend.
- 13 Funds have been appropriated to loan should the City wish to continue the program in FY18-19 provided loan repayments come available.

Keizer Station LID Fund

The Keizer Station Local Improvement Fund accounts for the improvements to the Keizer Station Development Project. The cost of the improvements has been assessed to those property owners who directly benefit from the project. The assessments received are used to pay off the long-term debt scheduled for maturity on June 1, 2031.

Currently, twenty-five commercial property owners owe assessments on the Keizer Station property development and all properties are current on assessment payments.

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2017-18	PROPOSED 2018-19	APPROVED 2018-19	ADOPTED 2018-19	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 2,685,803	\$ 2,693,207	\$ 2,695,900	\$ 2,704,100	\$ 2,708,600	\$ 2,708,600	\$ 2,708,600	0%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	1,445,014	775,526	821,000	821,000	868,800	868,800	868,800	6%
6 Total Taxes & Assessments	1,445,014	775,526	821,000	821,000	868,800	868,800	868,800	6%
7 Miscellaneous:								
8 Interest	8,696	16,147	8,000	16,000	16,000	16,000	16,000	0%
9 Assessment Interest	916,514	824,319	780,000	780,000	731,000	731,000	731,000	-6%
10 Total Miscellaneous	925,210	840,466	788,000	796,000	747,000	747,000	747,000	-6%
11 TOTAL RESOURCES	5,056,027	4,309,199	4,304,900	4,321,100	4,324,400	4,324,400	4,324,400	0%
12 REQUIREMENTS:								
13 Expenditures:								
14 Debt Service:								
15 Principal	1,490,000	810,000	864,200	860,000	935,000	935,000	935,000	9%
16 Interest	872,820	795,080	759,000	752,500	707,000	707,000	707,000	-6%
17 Total Debt Service	2,362,820	1,605,080	1,623,200	1,612,500	1,642,000	1,642,000	1,642,000	2%
18 Total Expenditures	2,362,820	1,605,080	1,623,200	1,612,500	1,642,000	1,642,000	1,642,000	2%
19 Fund Balance:								
20 Restricted Debt Reserve	2,693,207	2,704,119	2,681,700	2,708,600	2,682,400	2,682,400	2,682,400	-1%
21 TOTAL REQUIREMENTS	\$ 5,056,027	\$ 4,309,199	\$ 4,304,900	\$ 4,321,100	\$ 4,324,400	\$ 4,324,400	\$ 4,324,400	0%

Budget Notes:

Debt Service:

- 14 The City's debt obligation provides for annual interest payments on its outstanding debt each year through 2031 and one principal payment (\$13,825,000 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$359,450 are due on 6/1 and 12/1 each year. The city may pay down the principal if assessment proceeds are available. The principal payment budgeted in FY18-19 assumes the City will receive the total amount of assessment payments due from each property owner.
- 20 Bond covenants require the City to retain at least \$2,681,000 in reserves.

Debt Service Schedule

Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
12/1/2018	13,825,000	-	359,450	359,450
6/1/2019	13,825,000	-	359,450	359,450
12/1/2019	13,825,000	-	359,450	359,450
6/1/2020	13,825,000	-	359,450	359,450
12/1/2020	13,825,000	-	359,450	359,450
6/1/2021	13,825,000	-	359,450	359,450
12/1/2021	13,825,000	-	359,450	359,450
6/1/2022	13,825,000	-	359,450	359,450
12/1/2022	13,825,000	-	359,450	359,450
6/1/2023	13,825,000	-	359,450	359,450
12/1/2023 through 12/1/2030	13,825,000	-	5,391,750	5,391,750
6/1/2031	13,825,000	13,825,000	359,450	14,184,450
		<u>\$13,825,000</u>	<u>\$9,345,700</u>	<u>\$23,170,700</u>



Long Range Planning

Introduction.....

General Fund

Civic Center Sinking Fund

Stormwater & Water Fund

Long Range Planning – Introduction

Early in fiscal year 2010-11 the City began a comprehensive long-range planning process. The General Fund Long-Range Planning Task Force was established and staff developed a process for annually updating the General Fund Long-Range Plan.

The Task Force is comprised of the same members as the Budget Committee and typically meets one to two months prior to the annual budget meetings.

Beginning in fiscal year 2012-13 the City added long-range plans for its Water and Stormwater operations. Both utilities had updated capital improvement plans and long-range planning was essential to stabilizing customer rates.

City of Keizer
General Fund Long Range Forecast
Fiscal Year 2018-19

	PROJECTED	FORECASTED			
	2017-18	2018-19	2019-20	2020-21	2021-22
1 REVENUES:					
2 Taxes & Assessments	5,418,900	5,524,400	5,745,000	5,975,000	6,214,000
3 Licenses & Fees	2,902,400	2,966,200	3,026,000	3,087,000	3,149,000
4 Intergovernmental	1,158,300	1,177,100	1,201,000	1,225,000	1,250,000
5 Fines & Forfeitures	433,900	433,000	442,000	451,000	460,000
6 Other	139,400	163,000	265,000	268,000	271,000
7 Transfers In	705,700	656,000	656,000	656,000	656,000
8 TOTAL REVENUES	\$ 10,758,600	\$ 10,919,700	\$ 11,335,000	\$ 11,662,000	\$ 12,000,000
9					
10 EXPENDITURES:					
11 Personnel Services					
12 Wages	\$ 4,423,300	\$ 4,906,500	\$ 5,054,000	\$ 5,206,000	\$ 5,362,000
13 Retirement	1,153,600	1,316,600	1,506,000	1,551,000	1,597,000
14 Health Insurance	1,125,000	1,357,000	1,492,000	1,640,000	1,803,000
15 Materials & Services	2,810,400	3,052,300	3,113,000	3,175,000	3,239,000
16 Capital Outlay	538,600	202,000	200,000	200,000	200,000
17 Overlapping Tax Jurisdiction Repayment	209,000	209,000	209,000	209,000	207,000
18 Other - Transfers Out					
19 Parks	331,800	345,000	359,000	373,000	388,000
20 Other	-	150,000	200,000	200,000	-
21 TOTAL EXPENDITURES	\$ 10,591,700	\$ 11,538,400	\$ 12,133,000	\$ 12,554,000	\$ 12,796,000
22					
23 REVENUES IN EXCESS OF EXPENDITURES	166,900	(618,700)	(798,000)	(892,000)	(796,000)
24					
25 BEGINNING FUND BALANCE	2,205,000	2,371,900	1,753,200	955,200	63,200
26					
27 ENDING FUND BALANCE	\$ 2,371,900	\$ 1,753,200	\$ 955,200	\$ 63,200	\$ (732,800)

Notes:

- Historically the City has a favorable budget variance between \$300,000 and \$500,000

Long-Range Financial Plan

Civic Center Facility Sinking Fund Costs

Sinking Fund Needs	Life Expectancy	Current Day Replacement Costs
Flooring - Carpet for heavy traffic areas	5 years	\$5,000
Flooring - Slate	25+ years	\$30,000
Slate Rock Maintenance	5 years	\$2,000
Roof (Window Weather striping)	20+ years	\$220,000
Parking Lot (Resurface)	25+ years	\$160,000
Lounge furniture (Break Room, Lobbies)	10+ years	\$50,000
Space Savers/Lockers (see attachment)	25+ years	\$230,500
Police Gates	25+ years replace the electrical	\$80,000
Sidewalks	25+ years	\$150,000
Supermarket Doors	15 years with regular maintenance	\$20,000
Trellis wood treatments/weather Treatments	3 years	\$1,000
Bark Dust around Civic Center Grounds	3 years	\$2,500
Generator	20+ with regular maintenance	\$160,000
Police Bathroom Remodel	20+ years	\$180,000
Police Training Room - wall replacement	20+ with regular maintenance	\$20,000
Power point system (AV Council Chambers)	12 years	\$65,000
Reader Board	Purchase in FY17-18	\$50,000

The schedule above shows the replacement item, life expectancy and replacement cost for the Civic Center Sinking Fund.

The schedule on the following page shows the replacement schedule for each item by fiscal year.

Long-Range Financial Plan

Civic Center Facility Sinking Fund Schedule

Ten Year Replacement Schedule

This schedule shows the replacement schedule for each Civic Center item by fiscal year.

	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28
Beginning Balance	\$ 161,500	\$ 171,500	\$ 194,500	\$ 274,800	\$ 294,800	\$ 374,800	\$ 430,100	\$ 488,100	\$ 568,100	\$ 648,400
Annual Reserve	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Replacement Expenses:										
Carpets, heavy traffic		5,000					5,000			
Floor, Slate										
Roof										
Parking Lot										
Lounge Furniture		50,000								
Space Savers										
Police Gates										
Sidewalks										
Supermarket Doors							20,000			
Trellis wood Treatments		5,000			5,000			5,000		
Generator										
Police Bathroom Remodel										
Police Training Room										
Power Point System				65,000						
Replace Bark dust			4,700			4,700			4,700	
Reseal Slate Rock		2,000					2,000			
Reseal Civic Center Block	25,000					25,000				
Civic Center Reader Board	50,000									
Ending Balance	\$ 171,500	\$ 194,500	\$ 274,800	\$ 294,800	\$ 374,800	\$ 430,100	\$ 488,100	\$ 568,100	\$ 648,400	\$ 733,400

*Current Day Replacement Cost

Annual Reserve Amount \$85,000

The City will need to add \$85,000 per year to the Sinking Fund Reserve to pay for needed replacement costs for the Civic Center

City of Keizer

Long Range Plan - Stormwater System

Fiscal Year 2018-19

The City Council approved a long range financial plan for the Stormwater Fund in fiscal year 2012-13 in order to address deficiencies and provide adequate financial planning for a self-sustaining fund. That strategy has been successful in addressing ongoing and upcoming regulatory, maintenance, and repair needs for the stormwater system. The Department continues to elevate repair activities while meeting regulatory permit requirements. These costs comprise the on-going capital outlay line item shown in the schedule below. The City plans to adopt a formal Capital Improvement Program for its stormwater system once it has completed inspection of the system and can identify needed improvements.

	PROJECTED		FORECASTED		
	2017-18	2018-19	2019-20	2020-21	2021-22
1 RESOURCES:					
2 Beginning Balance:	\$ 377,000	\$ 264,000	\$ 248,300	\$ 316,300	\$ 452,300
3 Service Fees	1,706,000	1,858,000	2,007,000	2,157,000	2,231,000
4 Other Revenues	12,000	12,000	16,000	17,000	18,000
5 TOTAL RESOURCES	\$ 2,095,000	\$ 2,134,000	\$ 2,271,300	\$ 2,490,300	\$ 2,701,300
6					
7 REQUIREMENTS:					
8 Expenditures:					
9 Personnel Services	720,000	762,700	816,000	873,000	934,000
10 Materials & Services	771,000	783,000	799,000	815,000	831,000
11 Capital Outlay	340,000	340,000	340,000	350,000	350,000
14 Total Expenditures	1,831,000	1,885,700	1,955,000	2,038,000	2,115,000
15 Fund Balance:					
16 Unrestricted Fund Balance	264,000	248,300	316,300	452,300	586,300
17 TOTAL REQUIREMENTS	\$ 2,095,000	\$ 2,134,000	\$ 2,271,300	\$ 2,490,300	\$ 2,701,300
Day's Cash Supply at End of Year	56	49	58	77	96

In order to maintain at least a 60-day cash supply to correspond with the bi-monthly stormwater billings the following rate increase per ESU with a January 1st effective date is required:

	Per ESU	\$ Increase	% Increase
2018-19	\$ 7.11	\$ 0.55	8.4%
2019-20	\$ 7.66	\$ 0.55	7.7%
2020-21	\$ 8.21	\$ 0.55	7.2%
2021-22	\$ 8.21	-	0.0%

Proposed 2018-19 Rate Increase Analysis

	ESUs	Bi-Monthly Bill		
		Current	Proposed	
Single Family Residential	1	\$ 12.02	\$ 13.12	
Commercial	86	\$ 1,033.72	\$ 1,128.32	
School	94	\$ 1,129.88	\$ 1,233.28	
Apartment	44	\$ 528.88	\$ 577.28	
	ESUs	Incremental Cost of Rate Increase		
		Monthly	Bi-Monthly	Annual
Single Family Residential	1	\$ 0.55	\$ 1.10	\$ 6.60
Commercial	86	\$ 47.30	\$ 94.60	\$ 567.60
School	94	\$ 51.70	\$ 103.40	\$ 620.40
Apartment	44	\$ 24.20	\$ 48.40	\$ 290.40

City of Keizer
Long Range Plan - Water System
Fiscal Year 2018-19

	PROJECTED		FORECASTED			
	2017-18	2018-19	2019-20	2020-21	2021-22	
1 RESOURCES:						
2 Beginning Balance:	\$ 1,027,200	\$ 923,000	\$ 768,400	\$ 603,700	\$ 459,000	
3 Water Sales	2,936,000	3,053,000	3,175,000	3,302,000	3,434,000	
4 Other Revenues	112,000	85,500	89,000	93,000	97,000	
5 TOTAL RESOURCES	\$ 4,075,200	\$ 4,061,500	\$ 4,032,400	\$ 3,998,700	\$ 3,990,000	
6						
7 REQUIREMENTS:						
8 Expenditures:						
9 Personnel Services	\$ 1,021,100	\$ 1,080,700	\$ 1,156,000	\$ 1,237,000	\$ 1,324,000	
10 Materials & Services	1,396,400	1,416,000	1,444,000	1,473,000	1,502,000	
11 Capital Outlay	503,900	564,000	600,000	600,000	600,000	
12 Debt Service	230,800	232,400	228,700	229,700	-	
13 Total Expenditures	3,152,200	3,293,100	3,428,700	3,539,700	3,426,000	
14 Fund Balance:						
15 Reserves	234,100	234,100	234,100	-	-	
16 Fund Balance	688,900	534,300	369,600	459,000	564,000	
17 TOTAL REQUIREMENTS	\$ 4,075,200	\$ 4,061,500	\$ 4,032,400	\$ 3,998,700	\$ 3,990,000	
Days Cash Supply at End of Year	104	78	52	62	73	

The Water Fund Long Range Plan includes expenditure projections consistent with the Water System Capital Improvement Program adopted by the City Council.

Conclusion: The update to the Water Services Long-Range plan supports a 4% rate increase for FY18-19 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2017).

Proposed 2018-19 Rate Analysis

	Flat Rate		Variable Rate	
	Current	Proposed	Current	Proposed
Residential 5/8" meter	\$ 10.73	\$ 11.16	\$ 1.39	\$ 1.45
Multi-family 1" meter	\$ 21.81	\$ 22.68	\$ 1.39	\$ 1.45
Commercial 5/8" meter	\$ 10.73	\$ 11.16	\$ 1.34	\$ 1.39

Proposed 2018-19 Rate Increase Impact

	Bi-Monthly Bill		Incremental Cost of Rate Increase		
	Current	Proposed	Monthly	Bi-Monthly	Annual
Residential (1300 ccf)	\$ 28.80	\$ 29.95	\$ 0.58	\$ 1.15	\$ 6.91
Multi-family (17500 ccf)	\$ 265.06	\$ 275.66	\$ 5.30	\$ 10.60	\$ 63.61
Commercial (5100 ccf)	\$ 79.07	\$ 82.23	\$ 1.58	\$ 3.16	\$ 18.98

Water System - Capital Improvement Program

The Capital Improvement Plan (CIP) for the 2012 Keizer Water System Master Plan Update has been developed to coincide with the known and well-established strengths and historical success of the existing water system while recognizing the need to provide for future growth. In order to accommodate the projected growth and financial limitations, the CIP has been divided into four phases of implementation:

Phase I: 2013 - 2016

Description	Estimated Cost	Revised Cost	Status
Wiessner-Ridge Drive Intertie	\$ 366,000	\$ 227,600	Completed FY13-14
Install low-volume "jockey" pump at Bair Park pump station	33,000	32,300	Completed FY14-15
Hydrogeological Study for VOC Identification & Extent	79,000	88,000	Completed FY14-15
Install standby generator with automatic transfer switch at Reitz/Bair Park site	110,000	73,200	Completed FY14-15
Continued Steel waterline replacement program	400,000	400,000	Completed FY14-15
Three monitoring wells VOC sampling	324,000	75,000	Completed FY16-17
Abandon Lauderback Well	60,000	20,000	Completed FY16-17
Continued Steel waterline replacement program	610,000	400,000	Completed FY15-16
Subtotal	1,982,000	1,316,100	
10% Engineering & Administration	198,200	198,200	
10% Contingency	198,200	198,200	
Total Phase I	\$ 2,378,400	\$ 1,712,500	

Phase II: 2016 - 2021

Description	Estimated Cost	Revised Cost	Status
Continue steel waterline replacement program	\$ 400,000	385,000	Completed FY16-17
Continue steel waterline replacement program	\$ 410,000	400,000	Completed FY17-18
Continue steel waterline replacement program	\$ 200,000	200,000	Planned FY18-19
10% Engineering and Administration	101,000		
10% Contingency	101,000		
Total Phase II	\$ 1,212,000		

Phase III: 2021 - 2027

Description	Estimated Cost
1.25 Million Gallon Reservoir and 2000 GPM Pump Station (Site and timing TBD)	\$ 1,750,000
Continue steel waterline replacement program	2,020,000
Subtotal	3,195,000
10% Engineering and Administration	319,500
10% Contingency	319,500
Total Phase III	\$ 3,834,000



Glossary

Glossary

ACCRUAL ACCOUNTING – A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenditures are recognized in the period in which they are incurred.

ACTUAL – Denotes revenues are recognized or received and expenditures incurred or recorded for a given period which is in contrast to "Budget" which denotes plans for a period.

ADMINISTRATIVE SERVICES FUND – An Internal Services Fund which tracks City-wide shared expenditures including the offices and departments of the City Manager, City Attorney, City Recorder, Human Resources, Finance, Facility Maintenance and Public Works Administration.

ADOPTED BUDGET – The financial plan adopted by the City Council, which forms the basis and limits for appropriations for the fiscal year.

AD VALOREM TAX – A tax based on the assessed value of a property.

ARRA (AMERICAN RECOVERY AND REINVESTMENT ACT) – On February 17, 2009 President Obama signed the American Recovery and Reinvestment Act or Stimulus Package to restart the economy. The package contains extensive funding for science, engineering research and infrastructure, and more limited funding for education, social sciences and the arts.

APPROVED BUDGET – The budget recommended by the Budget Committee and reviewed by the City Council prior to adoption.

APPROPRIATION – The legal authorization granted by the City Council to spend specific amounts of public funds for specific purposes during specific periods of time.

ASSESSED VALUE – The portion of value of real or personal property which is taxable. It is the lesser of the property's real market value or the constitutional value limit (Maximum Assessed Value – MAV). The value limit may increase 3% annually unless qualifying improvements or changes are made to the property. These improvements or changes allow the value limit to increase by more than 3%.

AUDIT – A review of City accounts by an independent auditing firm to substantiate year-end fund balances, reserves, and cash in hand.

BALLOT MEASURE 50 – In May 1997 voters approved Ballot Measure 50 which fundamentally changed the structure of property taxes in Oregon from a tax base system to a permanent tax rate.

BOND – A written promise to pay a sum of money, called principal or face value at future date, called the maturity date, along with periodic interest paid at the specified percentage of the principal (interest rate). Bonds are typically used to finance long-term Capital Improvements.

BUDGET – The City's financial plan for a period of one year. By statute, the budget must be balanced and include a statement of actual revenues and expenditures for each of the last two years. Also required are estimated revenues and expenditures for the current and forthcoming year.

BUDGETARY BASIS – Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that neither depreciation nor amortization is budgeted and bond principal is subject to appropriation.

Glossary

BUDGET CALENDAR – The schedule of key dates which the City follows in the preparation and adoption of the budget.

BUDGET COMMITTEE – The fiscal planning board of the local government, consisting of the Mayor and City Council plus an equal number of legal voters from the district.

BUDGET MESSAGE – An explanation of the budget and the City's financial priorities. Prepared by or under the direction of the City Manager.

BUDGET OFFICER – Person appointed by the City Council to be responsible for assembling the budget. For City of Keizer, the Finance Director serves this role.

BUDGET RESOLUTION – The budget is adopted each year by the City Council through passage of a Resolution. This Budget Resolution is the guiding document for compliance with budget law and for any necessary adjustments during the fiscal year.

CAFR (COMPREHENSIVE ANNUAL FINANCIAL REPORT) – The complete annual financial report of the City that is prepared in conformity with generally accepted accounting principles. An independent auditing firm audits the financial statements in this annual report.

CAPITAL BUDGET – The City's budget for projects, major repairs, and improvements or additions to the City's fixed assets (streets, sidewalks, roads, sewers, stormwater, parks, and buildings).

CAPITAL OUTLAY – Items which generally have a useful life of one or more years and a cost of \$5,000 or more. Examples include machinery, land, furniture, computers, equipment, vehicles, and buildings.

CASH MANAGEMENT – Management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest income. Cash management refers to the activities of forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest return available for temporary cash balances.

CHARGES FOR SERVICES – Includes a wide variety of fees charged for services provided to the public and other agencies.

CITY COUNCIL – The legislative branch of the City composed of seven elected officials who serve a four-year term.

CIP (CAPITAL IMPROVEMENT PLAN) – An allocation plan for capital expenditures to be incurred over several future years. It sets forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CONTINGENCY – A special amount set aside for necessary unforeseen and unplanned expenses. Contingencies may not be spent without City Council approval via a Transfer Resolution or Supplemental Budget.

CONTRACTUAL SERVICES – The costs related to services performed for the City by individuals, businesses, or utilities.

Glossary

DEBT SERVICE – The payment of general long-term debt, consisting of principal and interest payments.

DEPARTMENT – A major administrative organizational unit of the City which indicates overall management responsibility for one or more divisions.

DEPRECIATION – Expensing the cost of a capital asset over its useful life.

DEVELOPMENT CODE AND STANDARDS – The City's procedures and criteria for the review and approval of land development proposals.

DIVISION OF TAXES – Division of taxes refers to the process of, and revenue from, apportioning tax to urban renewal agencies based on the relationship of the "excess" to "frozen value" (i.e. tax increment revenue).

EMPLOYEE BENEFITS – Contributions made by a government to meet commitments or obligations for employee related expenses. Included is the government's share of costs for social security and the various pensions, medical, dental, life insurance, workers' compensation, and disability insurance.

ENDING FUND BALANCE – As shown in the budget, an amount representing the difference between the resources received by the fund compared to the amount expended in the fund. This becomes the subsequent year's beginning working capital or beginning fund balance.

ENTERPRISE FUND – A fund established to account for operations financed and operated in a manner similar to private business enterprises. The City's enterprise funds include Water, Sewer, Stormwater, Street Lighting District's, and Community Center.

ESU – (EQUIVALENT SERVICE UNIT) An area which is estimated to place approximately equal demand on the public stormwater facilities as defined in the Keizer Development Code as "Dwelling, single family". One (1) ESU shall be equal to 3,000 square feet of impervious surface.

EOC (EMERGENCY OPERATIONS CENTER) – Command center for coordination and intervention for city-wide or regional emergencies.

EXPENDITURES – The payment for goods and services, debt service, and Capital Outlay from a governmental fund.

FINANCIAL AUDIT – A comprehensive examination of the accounting and financial information by a qualified auditing firm. The auditing firm examines whether funds are spent according to intended purpose, within appropriations, and as authorized. It also examines if revenues, expenses, assets, and liabilities are stated fairly. The auditing firm reports to the City Audit Committee.

FISCAL YEAR – The twelve months beginning July 1 and ending June 30 of the following year.

FTE (FULL-TIME EQUIVALENT) – An abbreviation for full-time equivalent employees. Staffing levels are measured in FTE to give a consistent comparison from year to year.

FRANCHISE FEE – A fee charged each year to utilities as a payment in lieu of permit fees for the use of City streets. The fee is generally based on a percentage of revenues.

Glossary

FULL FAITH AND CREDIT BONDS – Long-term obligations that are payable solely from a designated source of revenue. They do not carry any taxing power.

FUND – A fiscal and accounting entity with balancing revenues and appropriations.

FUND BALANCE – The difference between fund assets and fund liabilities of governmental and similar trust funds.

GAAP (GENERAL ACCEPTED ACCOUNTING PRINCIPLES) – Conventions, rules, and procedures used in performing accepted accounting practice and at a particular time.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) – The body that establishes accounting principles for state and local governments.

GENERAL FUND – Accounts for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS – Long-term obligations backed by the “full faith and credit” pledge of the City’s general fund revenues. They carry an unlimited taxing power, require voter-approval, and are limited in total to 3% of the City’s true cash value.

GFOA (GOVERNMENT FINANCE OFFICERS ASSOCIATION) – The premier association of the public-sector finance professionals and is dedicated to providing high-quality support to state and local governments.

GIS (GEOGRAPHIC INFORMATION SYSTEM) – A program which facilitates the efficient management of spatial information; offering enhanced analytical, cartographic, and reporting capabilities for internal and external customers.

GRANT – A contribution by one governmental unit to another. The contribution may be made to aid in the support of a specified purpose or function.

INFRASTRUCTURE – Public domain fixed assets such as roads, bridges, streets, sidewalks, and similar assets that are immovable.

INTERGOVERNMENTAL REVENUES – Revenues received from another governmental entity, such as county, state, or federal governments.

INTERNAL SERVICES FUND – Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis.

KEDC – (KEIZER ECONOMIC DEVELOPMENT COMMISSION) – The City Council established KEDC in 2014 to provide strategic planning recommendations regarding the economic development of the City.

LINE OF CREDIT – Short term credit provided by a bank whereby the lender can draw upon funds at any time and interest begins to accrue once funds are drawn.

Glossary

LEVEL OF SERVICE – The amount and type of existing services, programs, and facilities provided. Level of service depends on the available resources.

LOCAL BUDGET LAW – Oregon Revised Statute (ORS) 294.305 to 294.565 Local Budget Law has several purposes: 1) establish standard procedures for presenting a local government budget; 2) outline programs and services provided; 3) provide a standard method of estimating revenues, expenditures, and proposed tax levies; and 4) encourage citizen involvement in the preparation of the budget before formal adoption.

LINE ITEM BUDGET – The traditional form of budgeting, where proposed expenditures are based on individual objects of expense within a department or division.

MATERIALS AND SERVICES – An object classification which includes contractual and other services, materials and supplies, and other charges.

MEASURE 5 – On November 6, 1990, Oregon citizens approved an amendment to the State Constitution (Measure 5) which limits the ability of state and local governments to levy property taxes, impose certain types of charges, and to issue certain types of debt. Measure 5 sets a maximum tax rate of \$10 per \$1,000 of true value for overlapping general-purpose governments. The amendment also subjects school districts to a property tax cap of \$15 per \$1,000 full market value in 1991-92, declining in \$2.50 increments to \$5 in 1995-96.

MEASURE 50 – On May 29, 1997, Oregon citizens approved an amendment to the State Constitution (Measure 50) which limits the ability of state and local governments to levy property taxes, impose certain types of charges and issue certain types of debt. Measure 50 sets a statewide property tax reduction of 17% which was authorized for 1996-97 fiscal year. Certain types of property tax levies are exempt or may be added outside of the reduced amount. Limits assessed value to 3% growth and requires that certain fees receive voter approval if increased.

MODIFIED ACCRUAL BASIS OF ACCOUNTING – The accrual basis of accounting adopted to governmental funds where revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.”

NEIGHBORHOOD ASSOCIATIONS – A group of people organized and recognized by the Council within a geographical area for the purpose of acting on issues affecting neighborhood and community livability.

OBJECTIVES – A specific measurable and observable result of an organization’s activity which advances the organization toward a goal.

OPERATING BUDGET – The portion of the budget that pertains to daily operations providing basic governmental services. The operating budget contains appropriations for such expenditures as personnel services, supplies, utilities, materials, and debt service.

ORDINANCE – Written directive or act of a governing body. Has the full force and effect of law within the local government’s boundaries, provided it does not conflict with a State Statute or Constitutional Provision. See “Resolution.”

ORS (OREGON REVISED STATUTE) – Governing state law in Oregon.

Glossary

PERMANENT RATE LIMIT – A tax rate calculated under the limitations of Measure 50 that would extend the full amount of “operating taxes” that could be imposed.

PERS (PUBLIC EMPLOYEE RETIREMENT SYSTEM) – The State of Oregon retirement program for about 95 percent of state and local government employees in Oregon.

PERSONNEL SERVICES – Costs associated with employees, including salaries, overtime, and fringe benefit costs.

PROPERTY TAX – Amounts imposed on taxable property by a local government within its operating rate limit, levied under local option authority, or levied to repay bonded debt.

PROJECTED ACTUAL – The amount of total estimated revenues collected and expenditures incurred during the fiscal year.

PROPOSED BUDGET – The proposed budget is the one proposed by the City Manager and is reviewed by the Budget Committee.

PERMANENT RATE – A district’s permanent ad valorem property tax rate for operating purposes. This rate levied against the assessed value of property raises taxes for general operations. Permanent tax rate limits were either computed by the Department of Revenue for districts existing prior to 1997-1998 or are voter-approved for districts formed in 1997-1998 and later.

PROJECTED – The amount of projected revenues and expenditures to be collected during the fiscal year.

REAL MARKET VALUE – Value set on real and personal property as a basis for imposing tax.

RESERVE – An accumulation of funds for a specific future purpose. Reserves may only be spent during the fiscal year with City Council approval through a Transfer Resolution or a Supplemental Budget.

RESOLUTION – An order of a governing body. Requires less legal formality and has lower legal status than an Ordinance. Statutes or Charter will specify which actions must be by ordinance and which may be by resolution. (For cities, revenue raising measures such as taxes, special assessments, and service charges always require ordinances.) See “Ordinance.”

REVENUE BONDS – Long-term obligations that are payable solely from a designated source of revenue generated by the project which was financed. No taxing power of general fund pledge is provided as security.

RESOURCES – Total funds available which include the estimated balances on hand at the beginning of the fiscal year plus all revenues anticipated being collected during the year.

REVENUE – Moneys received during the year to finance City services.

SPECIAL ASSESSMENTS – A way to finance a local improvement which allows benefited property owners to pay the City back over time. Special assessments may be bonded through a special bond or unbonded.

SPECIAL REVENUE FUND – Accounts for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted for specified purposes.

Glossary

STATE SHARED REVENUE – Revenues received from the State of Oregon from cigarette, liquor, and highway taxes under ORS 221. These funds are available to cities located in counties with at least 100,000 in habitants that provide at least four types of municipal services.

STATE REVENUE SHARING – A share of certain revenues from the State of Oregon that are apportioned among and distributed to cities for general purposes. These funds require a public hearing before the budget committee to discuss possible uses.

SUPPLEMENTAL BUDGET – An amendment to the adopted budget that is prepared to meet unexpected needs or to appropriate revenues not anticipated at the time the budget was adopted. The supplemental budget cannot increase the tax levy.

TAX INCREMENT FINANCING – A financial mechanism for urban renewal plans which captures the tax from the growth in property value within a designated geographical area. The City's urban renewal plans, as carried out by the Keizer Urban Renewal Agency, cover approximately 7 acres of the City.

TAX LEVY – The total amount of property taxes required by the City to meet requirements.

TAX RATE – The amount of tax stated in terms of a unit of the district's assessed value. For example, the City of Keizer's tax rate is \$2.0838 per \$1,000 of assessed value of taxable property.

Transient Occupancy Tax (TOT) – The City imposes a tax, which is 6% of gross revenues on establishments that meet the criteria.

TRANSFER – An amount distributed from one fund to finance activities in another fund. It is shown as a requirement in the originating fund and a resource in the receiving fund.

UNAPPROPRIATED ENDING FUND BALANCE – An amount set aside to be used as cash carry-over for the next fiscal year's budget.

WORKING CAPITAL CARRYFORWARD – Funds which allow the City to meet current cash flow requirements, shortfalls in revenues, or unexpected demands until tax revenues or other major revenues are available.