

City of Keizer
Marion County, Oregon

Adopted Budget

FY15-16





FISCAL YEAR 2015-2016

BUDGET COMMITTEE MEMBERS

Council Members:

Cathy Clark, Mayor
Dennis Koho, President
Kim Freeman
Roland Herrera
Marlene Parsons
Amy Ripp
Brandon Smith

Public Members:

Ronald Bersin
Lore Christopher
Charlotte Clark
David Dempster
Joseph Gillis
Jerry McGee
Erick Peterson

STAFF

Chris Eppley, City Manager
Shannon Johnson, City Attorney

Department Head Team

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

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

Quotes on Democracy

Let us never forget that government is ourselves and not an alien power over us. The ultimate rulers of our democracy are not a President and senators and congressmen and government officials, but the voters of this country.

Franklin D. Roosevelt

To make democracy work, we must be a nation of participants, not simply observers. One who does not vote has no right to complain.

Louis L'Amour

Democracy is a charming form of government, full of variety and disorder; and dispensing a sort of equality to equals and unequals alike.

Plato

Anywhere, anytime ordinary people are given the chance to choose, the choice is the same: freedom, not tyranny; democracy, not dictatorship; the rule of law, not the rule of the secret police.

Tony Blair

Our democracy is not a product but a continual process. It is preserved not by monuments but deeds. Sometimes it needs refining; sometimes it needs amending; sometimes it needs defending. Always, it needs improving.

Lee H. Hamilton



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Keizer
Oregon**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

Table of Contents

BUDGET MESSAGE

City Manager’s Budget Message	8
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CITY OVERVIEW

City Demographics	10
Budget Process & Calendar	11-16
Financial Policies	17-22
Organization Chart.....	23
Fund – Department Matrix	24
Citizen Survey Results	25-31
City Council Goals	32-38

FINANCIAL TRENDS

General & Economic Information	40-41
Revenue Trends & Assumptions.....	42-46
Resources & Requirements	47
Budgets	48-49
Debt	50-52
Property Taxes and Comparative Tax Rate.....	53-54

BUDGET SUMMARY

Budget Overview and Highlights	56-61
All Funds Combined	62
Resource & Requirement by Fund Type	63
Fund Descriptions and Summary by Fund	64-67
Consolidated Fund Summary	68-71
Capital Expenditures	72
Fund Balances	73-75
Staffing History	76-78
Staffing Allocations	79
Summary of Employee Benefits	80
Department Summaries	81-108

FUNDS & DEPARTMENTS

Administrative Services

Summary	110-111
City Manager’s Office.....	112-113
City Attorney’s Office.....	114-115
City Records	116-117
Human Resources	118-119
Finance	
Non-departmental.....	120-121
Information Systems	122-123
Utility Billing.....	124-125

Table of Contents

Public Works (Administrative Services)	
Non-departmental.....	126-127
Facility Maintenance	128-129
General Administration	130-132
Public Works	
Streets.....	133-136
Street Lighting.....	137-138
Transportation Improvements	139
Off-Site Transportation.....	140
Stormwater	141-143
Sewer	144-145
Sewer Reserve	146
Water.....	147-150
Water Facility Replacement.....	151
Park Improvements	152
General Fund	
Summary.....	153-154
Non-Department Resources	155-156
Non-Department Requirements.....	157-158
Park Operations	159-161
Community Development.....	162-163
Municipal Court	164-165
Police.....	166-169
Revenue Sharing	170
Urban Renewal	
Summary.....	171
Program Funds.....	172-174
Tax Increment	175
Other Funds	
Community Center.....	176-177
Public Education Government Access	178
Law Enforcement Grants	179
Housing Rehabilitation Program.....	180
Energy Loan Program.....	181
Keizer Station Local Improvement.....	182-183
9-1-1 Communications.....	184
LONG RANGE PLANNING	
Introduction.....	186
General Fund	187-192
Civic Center Sinking Fund	193-194
Stormwater & Water Fund	195-197
GLOSSARY	
Common Budget Terms	199-205



Budget Message



City Manager's Budget Message Fiscal Year 2015-16

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

The proposed budget carries out the City Council's goals and policy direction by:

- reinstating a traffic team by hiring a traffic officer and reassigning duties in the Police Department
- continue working toward providing the City Council the information and tools necessary to lead a community discussion on, and create a policy direction for any future urban growth boundary expansion by applying for a Transportation Growth Management (TGM) grant to study the existing and future transportation systems.
- staffing our Community Center, augmenting rental revenues with transient occupancy tax revenues
- supporting our Parks services through a volunteer grant program

Overall the fiscal year 2015-16 operating budget is status quo with fiscal year 2014-15 with some decreases in spending for the Police vehicle fleet, holding off on various information system upgrades, proposing lower than usual wage and salary increases for non-represented staff and keeping the Reserve for Civic Center Improvements at the fiscal year 2014-15 amount. These measures have allowed the City to maintain service levels while balancing its budget.

The City is expecting overall operating revenues to increase 4% over the prior year. The primary revenue increases are for property taxes which include a 3%-increase in assessed values and a 1%-increase in growth and Charges for Services which include:

- a proposed 4% water rate increase
- a proposed \$0.40 per ESU Storm Water rate increase
- an expected 3% sewer rate increase. The City of Salem, who manages the City's sewer infrastructure, sets the rates for the regional system.

Rate increases are needed to sustain service levels and fund capital improvements.

The City's Long-Range Planning committee convened in April to look at the sustainability of its services and rank initiatives for potential increases in service*levels for future years. The forecasting documents are intended to project the long-term consequences and opportunities associated with the decisions we make today. While stable economic indicators continue, the City is mindful to ensure that all increases in service level are sustainable into the near future.

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 Eppley
City Manager



City Overview

City Demographics	10
Budget Process & Calendar	11-16
Financial Policies	17-22
Organization Chart	23
Fund – Department Matrix.....	24
Citizen Survey Results	25-31
City Council Goals.....	32-38

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 Festival of Lights Holiday 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/Mayor	Moody's Bond Rating	A3
Population	36,985	General obligation debt	None
Neighborhood associations	2	General obligation debt limit*	\$86,348,942
Community Volunteers	≈120	Revenue bonds debt	\$1,225,000
Area in square miles	7.36	Full faith and credit debt	\$16,985,000
Keizer School Enrollment	7,228	Line of Credit outstanding	None

Public Safety

Number of sworn officers	38
911 calls for police	12,192
After hours police calls	8,222
Number of holding cells	2

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

ECONOMIC INDICATORS

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

Largest Private Enterprise Tax Payers Assessed Value:

Donahue Schriber Realty Group LP	\$50,807,650
Lowe's HIW Inc	12,337,837
Emerald Pointe LLC	11,279,584
Target Corporation	11,301,222
Nationwide Health Properties Inc	10,715,350
Hawk's Point Apartments LLC	10,389,370
Keizer Schoolhouse LLC	8,862,540
Per capita personal income (2013)	34,711
Total personal income	\$1.3 billion
Average annual unemployment	7.1%
Real market value of property	\$2.9 billion
Assessed value of property	\$2.3 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
- 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

April

- Long Range Planning Committee meets and discusses upcoming initiative and challenges
- 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
Dennis Koho, President
Kim Freeman
Roland Herrera
Marlene Parsons
Amy Ripp
Brandon Smith

Citizen Members

Ron Bersin
Lore Christopher
Charlotte Clark
David Dempster
Joseph Gillis
Jerry McGee
Erick Peterson

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 exceeds \$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 General Fund is budgeted by function and all other funds are budgeted by Object Class (e.g. Personnel Services, Materials & Services, Capital Outlay).

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. Measureable 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.

Budget Calendar

Friday, April 17 & Friday, April 24	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 5 on the proposed budget and state revenue sharing.
Friday, April 17 & Friday, April 24	Notice of Budget Committee meeting on Urban Renewal Budget posted to website and for publication for purpose of receiving proposed budget, and a public hearing to be held on Tuesday, May 12 on the proposed budget.
Wednesday, April 29	Budget Documents to be distributed to Budget Committee
Tuesday, May 5 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 7 6:00 p.m.	City Budget Committee Meeting <ul style="list-style-type: none">◆ Public Testimony◆ Continuation of presentations and discussion
Tuesday, May 12 6:00 p.m.	Urban Renewal Budget Committee Meeting <ul style="list-style-type: none">◆ Election of Urban Renewal Budget Committee Chair◆ Approval of Urban Renewal Budget Calendar◆ Public Testimony◆ Presentation of Keizer Urban Renewal District Budget Message◆ Discussion of Urban Renewal Agency Budget◆ Budget recommendations to Urban Renewal Board
Tuesday, May 12 after Urban Renewal Agency Budget	City Budget Committee Meeting <ul style="list-style-type: none">◆ Continuation of discussion from Thursday, May as needed◆ Budget recommendations to City Council
Tuesday, May 19 6:00 p.m.	Alternate meeting to complete City or Urban Renewal Budgets (if needed)
Friday, May 22	Financial Summaries and notice of budget hearings for publication
Monday June 1 6:30 p.m.	Public hearing on Urban Renewal Budget . Board adoption of Budget.
Monday June 1 7:00 p.m.	Public hearing on City Budget . Council adoption of Budget.
Monday June 15 7:00 p.m.	Alternate public hearing on City Budget and/or Urban Renewal Budget (if needed)

Financial Policies

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 aggressively 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.

Financial Policies

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.

Financial Policies

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.

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 & Services less grant expenditures).
 - b. Beginning in fiscal year 2016-17 the City will need to pay over \$175,000 into a reserve 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, an estimated repayment of \$1.3 million must be paid by December 2022; approximately \$33,600 per year and a lump sum payment of \$1.1 million by December 2022.

Financial Policies

- 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 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.

Financial Policies

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.

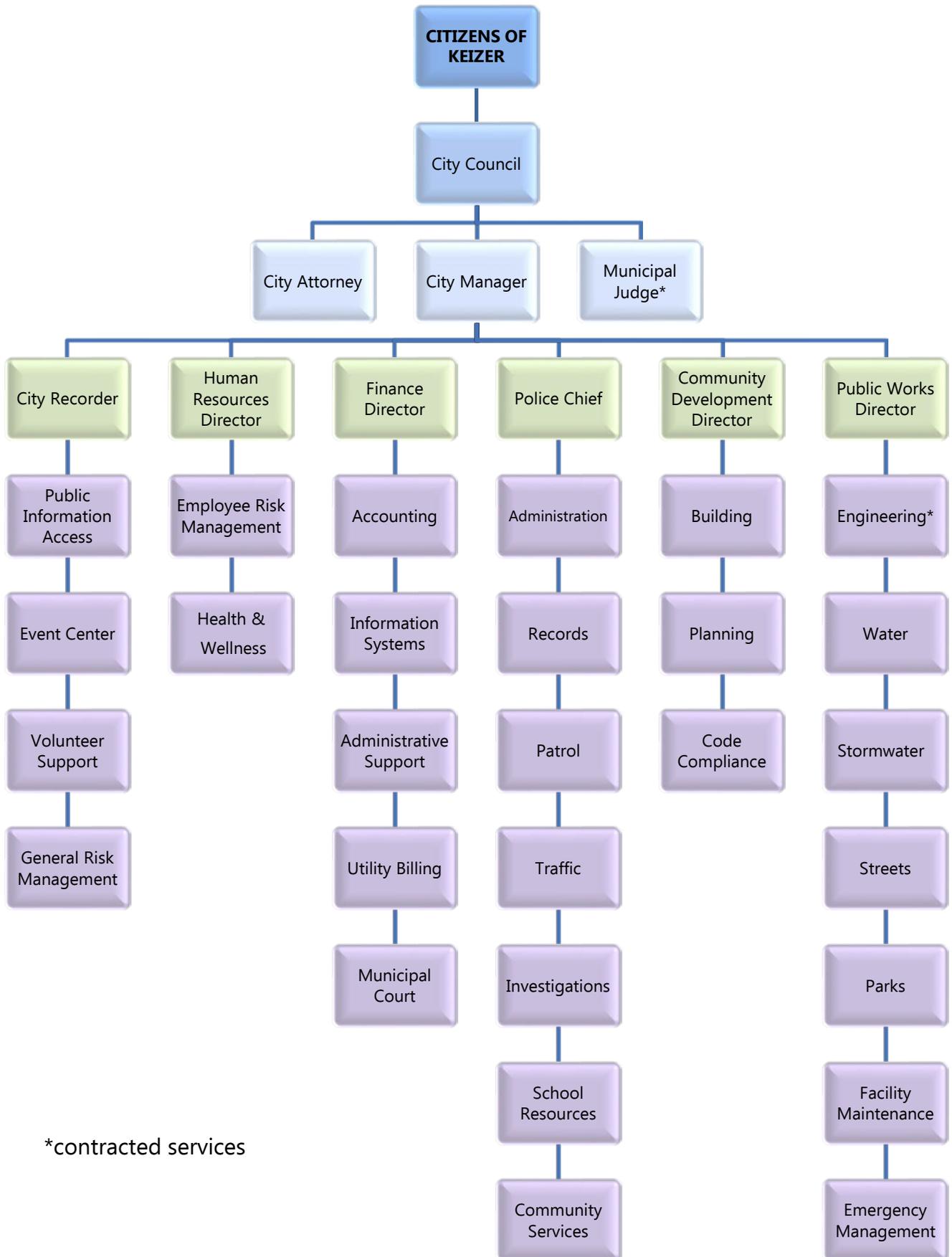
Financial Policies

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 of each year.
5. The City shall annually prepare and publish, by December 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.

Organizational Chart



*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			
	Parks							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	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				
	Network Administration					X			
	Utility Billing					X			
	Public Works							X	
	DEBT SERVICE FUNDS								
M	Keizer Station Local Improvement					X			

X indicates primary responsibility for budget and services provided

M Major Fund

N Non-major Fund

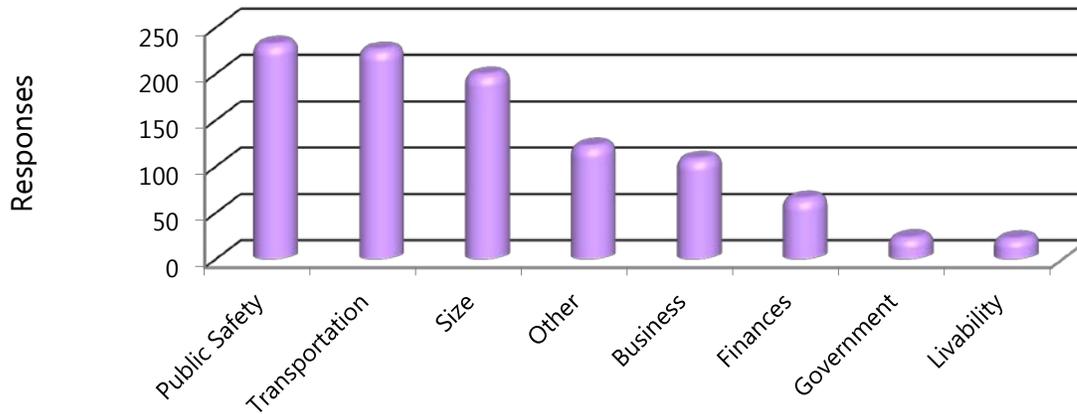
Citizen Survey

The results shown below are from the Citizen Survey conducted toward the end of 2013. The City of Keizer schedules a Citizen Survey every few years depending on the availability of funding.

Q1 Overall, do you feel you are getting your money's worth for your City tax dollar?

Answer Options	Response Percent
Yes	61.0%
No	17.6%
Don't Know	21.4%

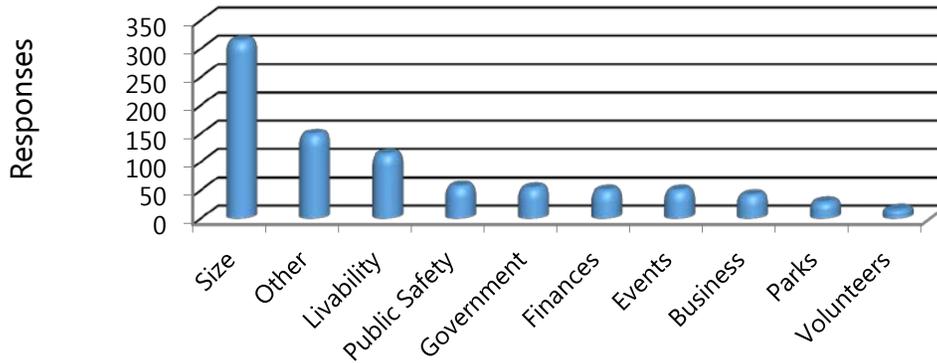
Q2 What do you feel is the single most important issue facing Keizer in the next 5 years?



CATEGORY	CLARIFYING COMMENTS
Transportation	"transportation", "traffic", "pedestrians", "sidewalks"
Size	"growth", "expansion", "population"
Other	variety of responses received with few duplicates
Business	"business growth", "River Road", "Keizer Station"
Finances	"taxes", "fees", "budget", "spending"
Government	"leadership"
Livability	"community", "quality of life"

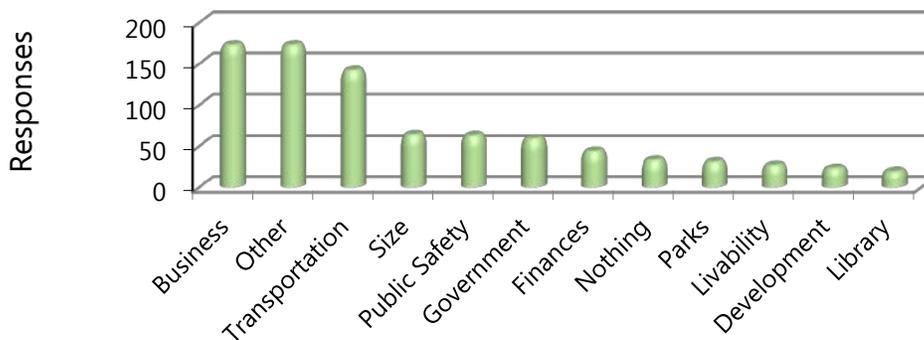
Citizen Survey

Q3 What do you feel should stay the same about Keizer going into the future?



CATEGORY	CLARIFYING COMMENTS
Size	"boundaries", "population", "small town", "growth", "development"
Other	variety of responses received with few duplicates
Livability	"city pride", "community",
Government	"administration", "size", "infrastructure", "public works"
Finances	"low taxes", "utility rates", "spending", "conservative", "fiscal prudence"
Events	"festivals", "parades"
Business	"River Road", "Keizer Station"

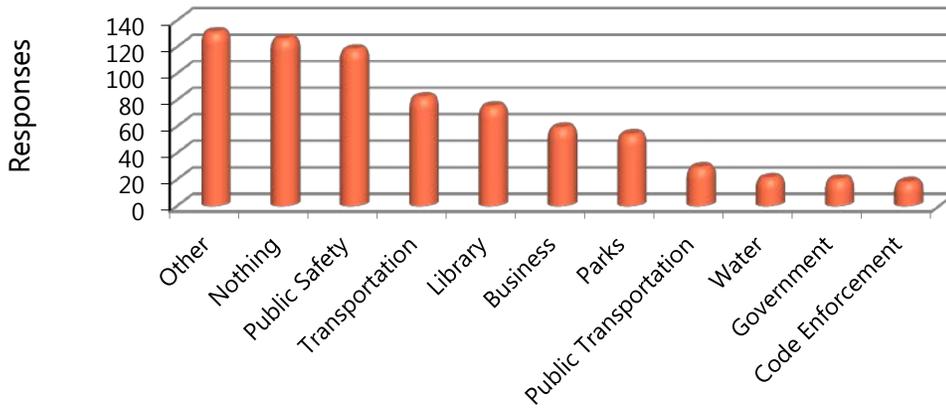
Q4 What do you feel should change about Keizer going into the future?



CATEGORY	CLARIFYING COMMENTS
Business	"business growth", "River Road", "Keizer Station"
Transportation	"transportation", "traffic", "pedestrians", "sidewalks", "streets"
Size	"growth", "expansion", "population", "urban growth boundaries"
Government	leadership, "less government"
Finances	"lower taxes", "less spending"
Livability	"clean up"

Citizen Survey

Q5 What, if any, City services do you believe we need to enhance or add?



CATEGORY	CLARIFYING COMMENTS
Other	variety of responses received with few duplicates
Transportation	"transportation", "traffic", "pedestrians", "sidewalks", "streets"
Business	"Keizer Station", specific shops, "restaurants"
Government	"communication"

Q6 Please indicate in the boxes below how you would allocate funding to each of these services if you only had \$100 to spend between all of them.

Answer Options	City Budget	Response Average	Response Total	Response Count
Citywide Administration	\$18.00	\$18.38	12,482	679
Community Development	\$6.00	\$7.86	5,324	677
Public Safety	\$71.00	\$65.80	45,267	688
Parks & Recreation	\$4.00	\$6.99	4,733	677
Contingency	\$1.00	\$2.28	1,444	633

Citizen Survey

Q7 The community has a decision to make over the next few years regarding the Urban Growth Boundary (UGB). Understanding that there are pros and cons to each scenario, how much do you feel the community should grow over the next 20-years?

Answer Options	Response Percent	Response Count
No Growth: "We are big enough"	34.2%	363
Expand UGB aggressively: "Allow for many additional businesses, employment and homes."	9.0%	96
Expand the UGB a small amount: "Allow for a gradual addition of land for more homes and businesses."	56.7%	602

Q8 The mission of the Keizer Police Department is to help the community maintain order while promoting safety and freedom and building public confidence. Our desired outcomes are: Community safety and security, both real and felt, and increasing public confidence, trust, and satisfaction with the police department. Please indicate your agreement with the following statements, using the scale provided, with one meaning you strongly agree and five meaning you strongly disagree.

Answer Options	1	2	3	4	5	Response Count
I have confidence in police officers in general, not just Keizer police officers.	347	353	203	81	62	1046
I have confidence in Keizer police officers.	460	347	139	75	37	1058
I feel safe living in Keizer and in my neighborhood.	443	417	138	44	28	1070
I feel safe letting my child walk to school.	83	161	150	87	54	535
I feel safe walking down my street during the day.	585	315	91	35	30	1056
I feel safe walking down my street during the night.	206	312	276	145	76	1015
Traffic congestion is a significant problem in Keizer.	243	200	321	193	95	1052
Violations of traffic laws are a significant problem in Keizer.	112	172	348	247	115	994

Citizen Survey

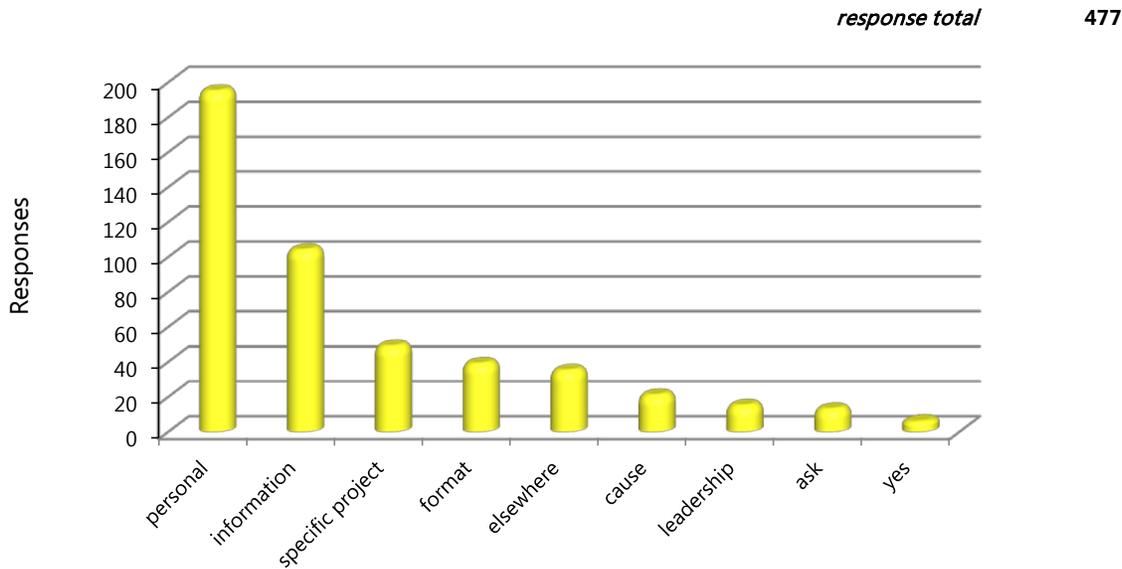
Q9 How much time should Keizer police officers spend enforcing the traffic laws?

Answer Options	Response Percent	Response Count
More	22.9%	232
Less	14.5%	147
Already Just Right	62.7%	636

Q10 Do you volunteer in the City of Keizer?

Answer Options	Response Percent	Response Count
Yes	22.0%	229
No	78.0%	814

Q11 If no, what would get you to volunteer?



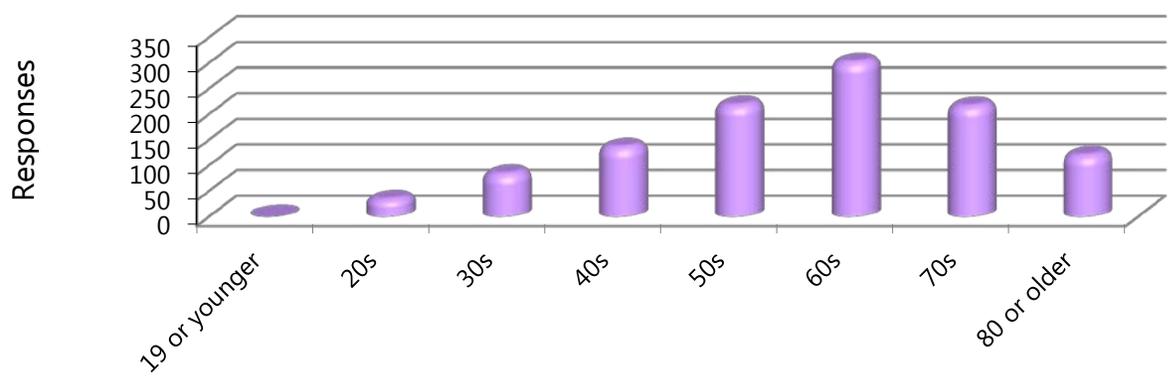
CATEGORY	CLARIFYING COMMENTS
none - personal issues	"age", "time", "disability", "health"
information	"knowing what is needed"
specific project	response listed specific projects, "youth", "parks"
format	response listed specific volunteer format needed, "one time events"
none - volunteers elsewhere	respondent volunteers elsewhere
cause	"worthwhile project", "right opportunity"
leadership	respondent incongruent with council/management
ask	"being asked", "invitation", "recruitment"
yes	respondent indicated plans to volunteer

Citizen Survey

Please tell us a little bit about yourself. Please circle or check the group in each category below that best describes you:

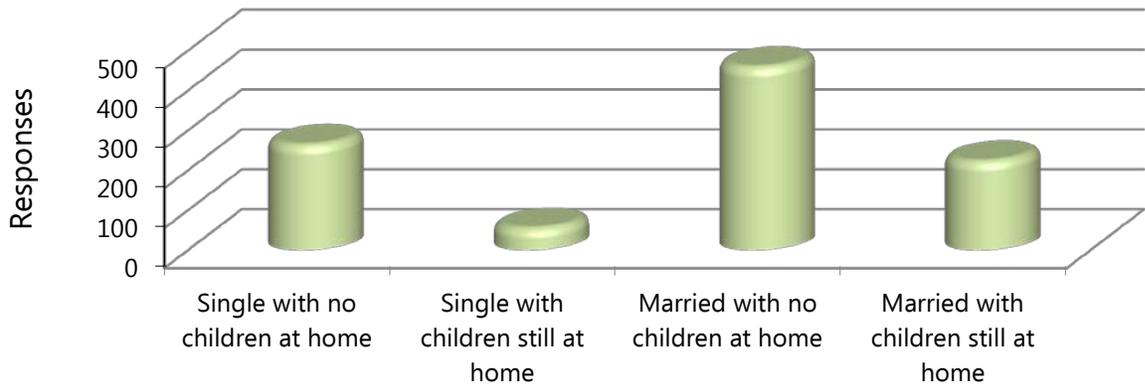
Q12

Age Group



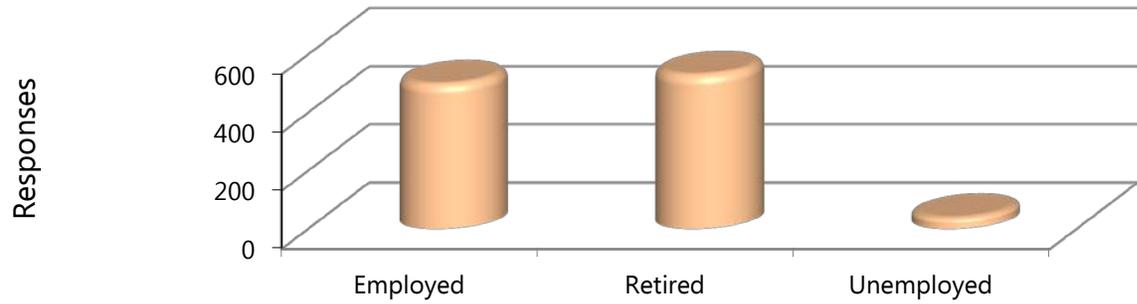
Q13

Family Status



Q14

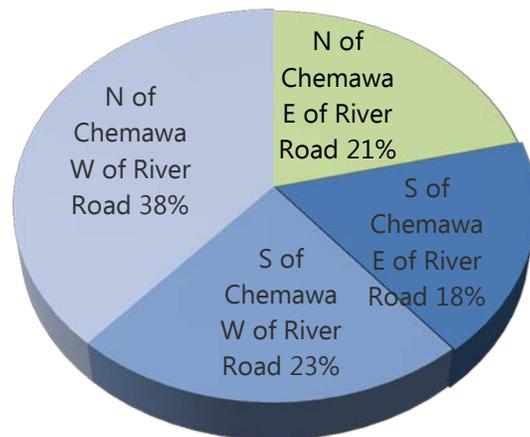
Employment Status



Citizen Survey

Q15 Using River Road and Chemawa Road as dividers, in which quadrant of Keizer do you live?

answered question **1064**



Q16 Additional Comments

CATEGORY	CLARIFYING COMMENTS	Response Count
Development	need businesses, housing concerns, Keizer Station concerns	14
Public Safety	"enforce cell phone laws", "enforce illegal fireworks laws!"	12
Other	variety of responses received with few duplicates	8
Transportation	pedestrian concerns, traffic comments	6
Funding	funding suggestions	5
Compliments	"keep up the good work!", "city works hard to get most out of our tax dollars"	5
Total Responses		50

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 status update of the Council's goal list as of February 2015.

Council Goals Established for 2013 through 2015

Goal: Unfreeze 1 to 4 police officer positions

Evaluate revenue trends and capacity versus expenditures over the next 24-months with the intent to fill one to four of the currently vacant police officer positions as funding allows.

Next Steps:

Annually evaluate budget capacity to add police officer position when revenues allow the position to be funded in a sustainable manner.

Update:

In the FY 14-15 budget, funds were allocated to hire a Forensics Information Systems position and a sworn officer for the Police Department. The sworn officer is in process of being hired, allowing an officer to be designated to traffic enforcement, and the City is evaluating options for providing the Forensic Information Systems support identified. The Budget Committee has ranked the additional unfilled Police Department positions as follows for when they can be added in a sustainable manner:

1. Patrol Officer
2. Traffic Officer
3. Patrol Officer

Percent of goal completed to date: 100%

Goal: Create business advisory committee

Work with Chamber of Commerce, City Council, and other interested business leaders in Keizer to develop a business advisory committee that could provide feedback to the City Council on economic development issues.

Next Steps:

1. Define purpose and goals for business advisory committee

Update: Representative council members identified the need for a business advisory committee and have discussed the goals of that group with the Community Development Director. Initial contact has been made with the Director of the Chamber of Commerce and with their EDGA (Economic Development Governmental Affairs) group to develop a partnership position.

2. Determine make up of business advisory committee

Update: The business advisory committee is currently being defined as a partnership between the City of Keizer and the Keizer Chamber of Commerce. This group will provide advice and guidance to the City Council on policy matters that revolve around economic development issues.

3. Create business advisory committee

Update: The business advisory committee has been created through City Council action, members have been appointed and the group has begun meeting. This goal is complete.

Percent of goal completed to date: 100%

City Council Goals

Goal: Develop sustainable code enforcement strategy

Work with Council and Community Development Department to develop a sustainable strategy for performing Code Enforcement given the current fiscal constraints on the General Fund.

Next Steps:

1. Hold work session with City Council and Community Development Department to identify Council expectations of Code Enforcement program and explore alternative ideas for a sustainable program
Update: A work session was held with the City Council to determine their priorities in developing a sustainable code enforcement program.
2. Work with Finance Department to determine costs associated with running a Code Enforcement program that meets the Council's expectations
Update: Finance has worked with Community Development to create a cost profile for re-establishing either a full-time or part-time code enforcement program.
3. Identify and evaluate alternatives for traditional Code Enforcement that may help make it a more sustainable program
Update: Staff evaluated options and have decided to move all code enforcement activities from the Police Department, Community Development and Public Works into one position. This position will be funded partly from Street funds and will relieve duties from Police Department personnel providing them additional resource.
4. Create and carry out implementation strategy for a sustainable Code Enforcement function that meets the Council's expectations
Update: A full time Code Compliance Officer was hired in spring 2015

Percent of goal completed to date: 100%

Goal: Implement joint quarterly information meetings with Fire Districts

Hold informational lunch meetings with both Fire Districts jointly, once per quarter

Next Steps:

1. Set dates for quarterly joint Fire District informational meetings
2. Encourage representatives from both districts to attend
3. Conduct meetings
Update: Meetings continue to be held.

Percent of goal completed to date: 100%

City Council Goals

Goal: Develop sustainable Community Center management strategy

Work with Council to create a strategy to allow the Community Center to become self-sustaining so as not to be a drain on the General Fund

Next Steps:

1. Develop job description for Community Center position
2. Council authorizes position
3. Recruit and hire coordinator
Update: A Limited Duration Community Center Coordinator has been hired and has been working the position since January 2014.
4. Work with Finance Department and new Coordinator to evaluate appropriateness of Community Center rates and policies
5. Adjust rates and policies as needed
Update: Rates are currently under review and suggested modifications will be made as a recommendation shortly.
6. Work with Finance Director and Community Center Coordinator to determine revenue and expense trends to see if adjustments are appropriate
Update: Revenues and expenses for the Community Center are evaluated on at least a quarterly basis.

Percent of goal completed to date: 75%

Goal: Revisit and potentially update infill standards

Work with Planning Commission and City Council to evaluate and determine whether the adopted infill standards are in need of modification. If so, proceed with process to do so.

Next Steps:

1. Provide Planning Commission an opportunity to review the current infill standards.
2. If the Planning Commission determines the standards should be modified, then the Planning Commission makes recommendations to the City Council on code revisions.
Update: Work has not yet begun.
3. Hold public hearing(s) on infill standards to receive public input
4. Review and deliberate infill standards at the City Council level.
Update: Work has not yet begun.

Percent of goal completed to date: 10%

City Council Goals

Goal: Develop complete Keizer Rapids Park and Keizer Little League Park Master Plans

Work with Council, Parks Board and community to revise existing Keizer Rapids Park (KRP) Master Plan, create Master Plan for 28-acre Buchholz parcel, and create/revise Keizer Little League (KLL) Park Master Plan

Next Steps:

1. Perform charrettes for KRP and KLL Parks Master Plan creation/updates
Update: Public Outreach for revising the KRP Master Plan has been completed and the master plan modifications have been adopted. It was determined that modifying the KLL master plan does not make it eligible for SDC funds since it is already developed, therefore no modifications are necessary at this time.
2. Work with Parks Board, City Council and any consultants to develop the Master Plans and CIPs. Work with Finance Department to cost out CIPs for Master Plans and develop funding strategies.
Update: The KRP Master Plan has been adopted by Council.
3. Present to Parks Board and City Council for approval
Update: This goal has been completed

Percent of goal completed to date: 100%

Goal: Explore and determine policy direction on Urban Growth Boundary (UGB) expansion

Work with Council to evaluate and determine policy direction regarding a future UGB expansion and community dialogue

Next Steps:

1. Complete assessing the Economic Opportunity Analysis (EOA) and Housing Needs Analysis (HNA). Develop policies to address any deficiencies in comprehensive plan based on EOA/HNA data.
Update: The EOA and HNA have been completed and adopted. Our application to DLCD for grant funding to complete the next phase of work was denied. We will be applying again during the next cycle.
2. Develop community outreach strategy to discuss the UGB topic with citizenry. Execute community outreach program and gather input.
Update: The Fiscal Year 2014-15 budget set a portion of the required funding aside to perform transportation analysis for areas North of Keizer prior to beginning a public outreach program to begin discussion on a UGB amendment/or not.
5. Deliberate EOA/HNA data and public comment to develop policy direction on UGB topic.
Update: Work has not yet begun.

Percent of goal completed to date: 40%

City Council Goals

Council Goals Established for 2015 through 2017

SHORT TERM GOALS

Goal: Explore and determine policy direction regarding Urban Growth Boundary expansion (continued from 2013-2014 short term goal list)

Work with Council to evaluate and determine policy direction regarding a future UGB expansion and community dialogue.

Next Steps:

1. Perform transportation analysis for UGB discussion
 - Complete assessing the EOA/HNA information for Periodic Review
 - Develop policies to address any deficiencies in Comprehensive Plan based on EOA/HNA data.
2. UGB Discussion community outreach
 - Develop community outreach strategy to discuss the UGB topic with citizenry.
 - Execute community outreach program and gather input.
3. Develop policy direction on UGB topic
 - Deliberate EOA/HNA data and public comment to develop p policy direction on UGB topic.

Percent of goal completed to date: 0%

Goal: Revisit and potentially update infill standards (continued from 2013-2014 short term goal list)

Work with Planning Commission and City Council to evaluate and determine whether the adopted infill standards are in need of modification. If so, proceed with process to do so.

Next Steps:

1. Review Infill Standards
 - Provide Planning Commission an opportunity to review the current Infill Standards.
 - If the PC determines the standards should be modified, then the PC makes recommendations to Council on code revisions.
2. Infill Standards Discussion community outreach
 - Hold public Hearing(s) on Infill Standards to receive public input.
 - Review and deliberate Infill Standards at the City Council level.
3. Adopt changes to the Infill Standards if Council deems appropriate
 - Council adopts revisions to Infill Standards within the Development Code.

Percent of goal completed to date: 0%

Goal: Add an additional FTE to the Parks Department as soon as is fiscally sustainable

Evaluate revenue trends and capacity versus expenditures over the next 24-months with the intent to add 1 FTE to the Parks Department as soon as is fiscally sustainable in the General Fund.

Next Steps:

1. Support City Council
 - Annually evaluate budget capacity to add Parks position when revenues allow the position to be funded in a sustainable manner.

Percent of goal completed to date: 0%

City Council Goals

Goal: Identify Parks levels of service and stable funding platform

Initiate process to communicate with the community and discern a desired level of service for City Parks. Develop stable funding mechanism to support Parks at levels that are able to provide the desired level of service.

Next Steps:

1. Initiate public dialogue on Parks service levels
 - Hold a series of town hall forums to converse with the public on Parks issues, desired levels of service and funding platforms
2. Identify stable funding platform to support Parks levels of service
 - Conduct a dialogue with the public and City Council to identify a preferred funding platform to support Parks levels of service
3. Refer to general election or Council enact
 - City Council refers an initiative to a general election for voter approval on the selected funding platform or enact such a platform if preferred

Percent of goal completed to date: 0%

Goal: Create a task force to foster community engagement

Initiate a task force to identify opportunities to engage with all cultures and groups of people within the community so as to provide an opportunity for all peoples to positively interact and have influence within their City government.

Next Steps:

1. Initiate Task Force
 - Initiate City Council Task Force to evaluate community engagement opportunities and strategies
 - Work with community partners to develop forums and opportunities for positive communications between all members of the community and their government
 - Make recommendations to City Council on community engagement and develop strategies for ongoing positive community involvement

Percent of goal completed to date: 0%

Goal: Create a Youth Council program

Work with Mayor, City Council, and Youth Councilor to develop a Youth Council/Page program where local high school students shadow City Councilors to gain experience with City Government and build leadership skills

Next Steps:

1. Initiate program
 - City Council initiates Youth Councilor/Page program

Percent of goal completed to date: 0%

City Council Goals

Goal: Facilitate a youth sports program round table

Work with Mayor, City Council, and leadership of the various youth sports programs in Keizer to facilitate a round table forum for sharing of information and fostering collaboration.

Next Steps:

1. City Council initiates Task Force

Percent of goal completed to date: 0%

LONG TERM GOALS

1. 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 (continued from 2013-2014 long term goal list)
2. Evaluate the need for a Communications Position/Volunteer Coordinator (should come from Task Force work on Community Engagement)
3. Create Sidewalk Local Improvement District Program
4. Resolve Urban Growth Boundary issue



Financial Trends

General & Economic Information.....	40-41
Revenue Trends & Assumptions.....	42-46
Resources & Requirements.....	47
Budgets	48-49
Debt	50-52
Property Taxes and Comparative Tax Rate.....	53-54

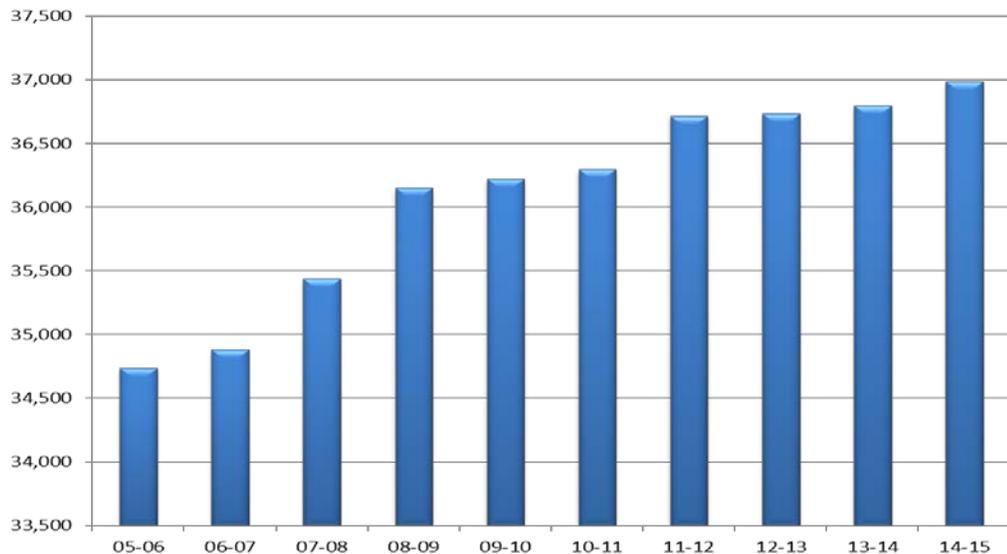
General & Economic Information

Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of 2014, its population was 36,985. It lies inside of the Willamette Valley and is part of the Metropolitan Statistical Area. Keizer shares its southern border with Salem, the state capitol. 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 0.9% 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 1.4% 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 1.5 percent before seasonal adjustment.

Percent Change in Average Annual CPI-U Index Portland Oregon

Year	CPI-U Increase
2005	102.6%
2006	102.6%
2007	103.7%
2008	103.3%
2009	100.1%
2010	101.3%
2011	102.9%
2012	102.3%
2013	102.5%
2014	102.3%

General & Economic Information

City Population vs. Number of City Employees by Fiscal Year										
	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
Population	34,735	34,880	35,435	36,150	36,220	36,295	36,715	36,735	36,795	36,985
Staffing	84.5	86.5	93	93	94	93	90.5	90	93	97
Per Capita	2.4	2.5	2.6	2.6	2.6	2.6	2.5	2.4	2.5	2.6

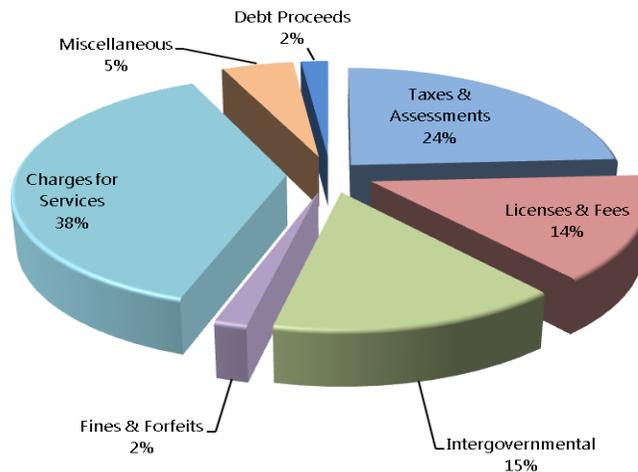
This chart compares the City of Keizer's population to the City's number of full-time employees over the past ten years. For the 2015-16 fiscal year, the City budgeted 95 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.6 employees per thousand of population.

Revenue Trends & Assumptions

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 decrease 1% over the prior year. The primary revenue decrease is for taxes and assessments netted by an increase charges for services.

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



The revenue sources and assumptions used in the fiscal year 2015-16 budget are summarized below:

TAXES & 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 \$2.3 billion for fiscal year 2015-16 compared to real market value which is approximately \$3 billion; over 25% above assessed value.

At \$4.8 million, property tax revenues continue to be a major source of revenue for the City, comprising 20% of total revenues. Despite the economic downturn and slow recovery during the past ten year period, property taxes increased 53% or \$1.7 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.

Revenue Trends & Assumptions

That revenue will now be allocated to the overlapping taxing jurisdictions and the City of Keizer's share is estimated at \$250,000 for fiscal year 2015-16.

Beginning in fiscal year 2009-10 real market value was 64% more than assessed value. That margin narrowed to 22% by fiscal year 2013-14, however, it widened to 26% in fiscal year 2014-15. This upward trend will help ensure the City receives the full 3% growth in future years.

For fiscal year 2015-16, 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 the increase construction permits taken in by the City's Community Development Department. Over the past year, the City has had significant increases in building permits and fees, and system development charges. The impact of increased 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 5% of the City's total revenues. Revenue projections are based on contractual agreements with property owners totaling \$1.7 million annually.

LICENSES & FEES

For 2015-16, revenue from licenses and fees is projected to be 14% 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 \$2.6 million for fiscal year 2015-16 and represents 11% 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 4% primarily due to rate increases. Electricity fee revenues make up over 40% of total franchise fees and have increased 11% during this time.

Assumptions for fiscal year 2015-16 include:

- Electricity companies anticipate a 4-6% rate increase effective January 2016 which will primarily impact fiscal year 2016-17.
- Gas companies, serving the Keizer area, experienced a 2% increase in rates during fiscal year 2014-15 and have requested a 1.7% increase during fiscal year 2015-16.

Revenue Trends & Assumptions

- Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. Fiscal year 2015-16 revenue projections are based on a 5% reduction over fiscal year 2014-15 projected revenues, consistent with the current downward trend.
- The area's cable television provider is projecting a 4% increase overall in cable television revenues during calendar year 2015.
- Sanitation franchise operators are proposing a rate increase of at least 5%.
- City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in fiscal year 2015-16 and include Water at 4%, Sewer at 3% and Stormwater at 9%.

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 3% of the City's total revenues. The City has seen significant increases in SDCs over the past five years from \$117,000 in fiscal year 2010-2011 to over \$600,000 in fiscal year 2014-15. Revenue estimates are based on expected growth of 1% in fiscal year 2015-16 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; a 3.2% increase overall including 2.28% CCI and 4.04% land value increases.

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 from licenses and fees has picked up again and is gaining momentum, after the housing and development market had declined significantly. Revenue estimates are based on expected growth of 1% in fiscal year 2015-16 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 \$3.7 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).

Legislation passed in 2009 provided a phased-in increase in gas tax revenues which explains the 17% increase over the past five years. Now that the phase-in is complete future revenues are expected to level off. For fiscal year 2015-16 the League projects a 2% revenue increase, the City reduced its projections to 1% as past trends support the lower estimate.

The State's allocation of cigarette tax revenues to cities has declined over time; the City of Keizer's revenues have declined 14%. The League reports that these revenues will continue to decline and projects a 6% decrease in fiscal year 2015-16 over the previous year.

Revenue Trends & Assumptions

Liquor tax revenues have increased 28% in the past five years primarily from an increase in the growing distillery industry in Oregon. The League projects a 13% increase in liquor sales in fiscal year 2015-16 over the previous year. The City tempered its projection to 10% preferring a less aggressive assumption.

FINES & 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 declined in recent years due to the reduced number of sworn officers. When the economy turned downward funding was no longer available to support these positions. The Police Department reinstated the Traffic Unit late in fiscal year 2014-15 to help ensure traffic safety. This will inevitably increase Fines and Forfeiture revenues, anticipated at 45% over the previous year, which make up 2% of the City's total revenues. Revenue estimates are based on five-year trend analysis and upcoming 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 2015-16 to keep up with operating costs and implement the capital improvement program of each utility. These revenues make up 38% 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 2014-15 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% in fiscal year 2015-16 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 2014-15.

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 10% over projected fiscal year 2015-16 amounts primarily due to the increases in personnel services costs. Retirement costs will increase 20% and the new information systems position will be on staff for the full year.

Revenue Trends & Assumptions

MISCELLANEOUS

For fiscal year 2015-16, miscellaneous revenue is projected to be 5% 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.

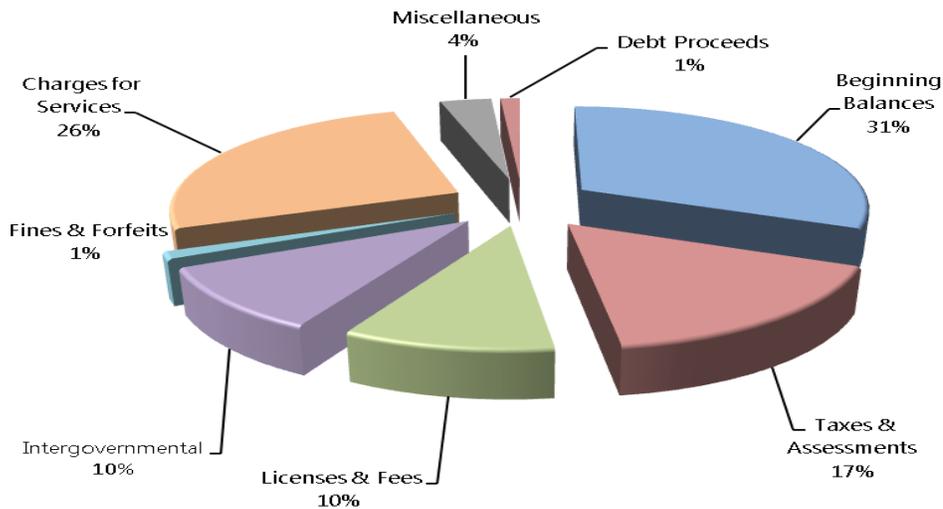
Currently, the LGIP is earning 0.54% on its investments. For this coming fiscal year, the rate of return on the City's investments is projected to remain very low. Investment income is budgeted in each fund based upon its estimated share of pooled cash at the projected interest rate for the upcoming 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.

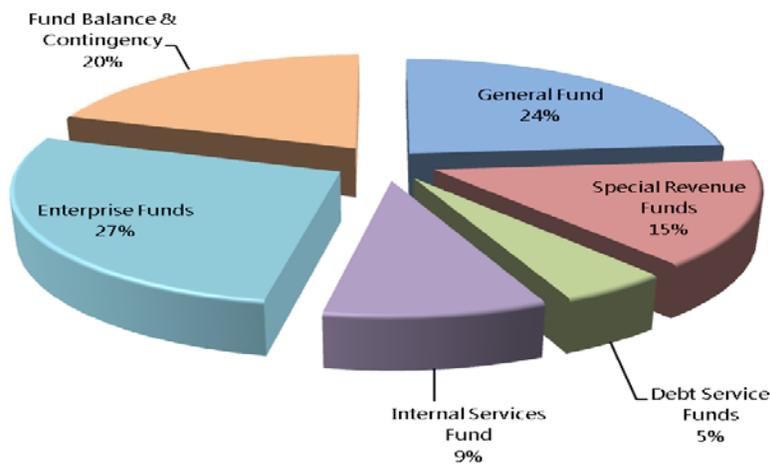
Financial Trends – Resources & Requirements

RESOURCES BY SOURCE – FY 2015-16



For fiscal year 2015-16, total resources come to \$36.6 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 8% above the previous fiscal year. The Keizer Urban Renewal District has been deactivated beginning in fiscal year 2015-16 and tax increment revenues will be distributed to the overlapping jurisdictions which will increase the City’s tax revenues 4%.

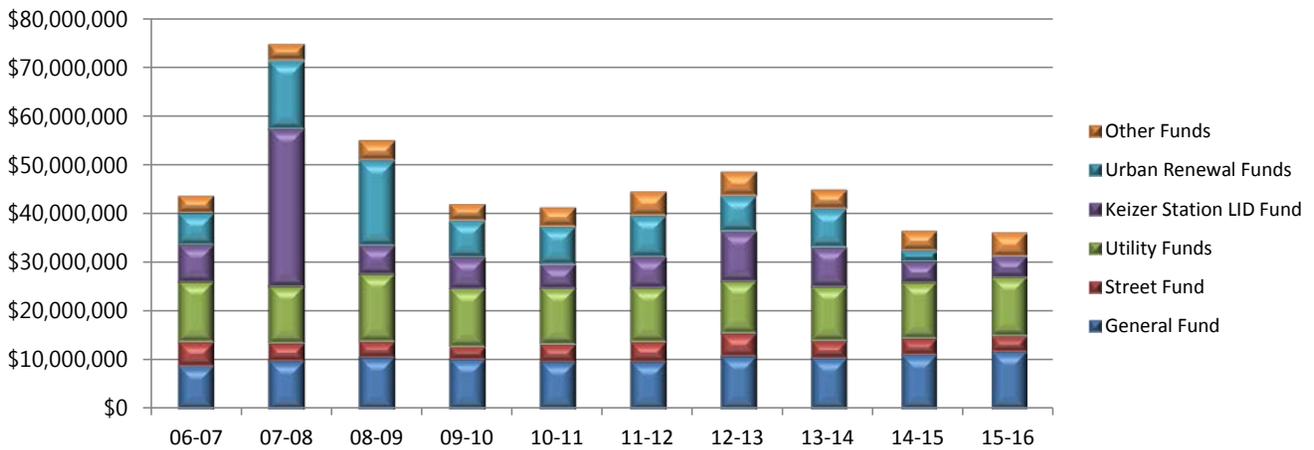
REQUIREMENTS BY USE – FY 2015-16



Requirements are balanced to fiscal year 2015-16 resources at \$36.6 million. As the pie chart above shows, 20% or \$7 million 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.

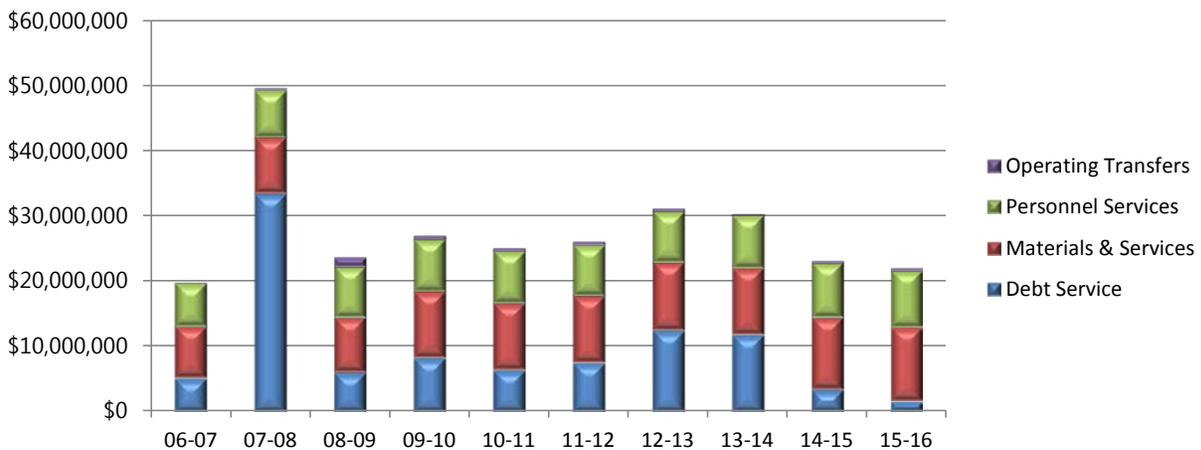
Financial Trends - Budgets

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 large spike in FY07-08 in the Keizer Station LID Fund depicts the receipt of long-term debt proceeds to pay infrastructure improvements for the Keizer Station development. The property owners who benefited from these improvements repay the City through assessments. The Urban Renewal Funds have significantly declining in recent years as the district accomplishes its plan and will stop collecting tax increment revenue beginning in FY15-16.

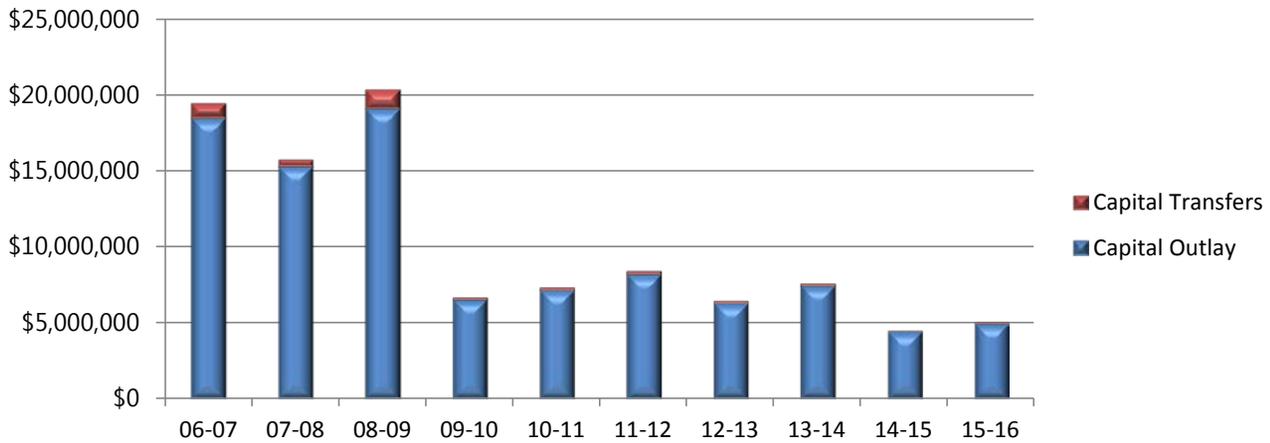
Operating Budget



The above graph depicts the total operating expenditures by category for the past ten fiscal years, adjusted for inflation. The spike in FY07-08 depicts payoff of a line of credit used for the construction of the Keizer Station Area A development. 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.

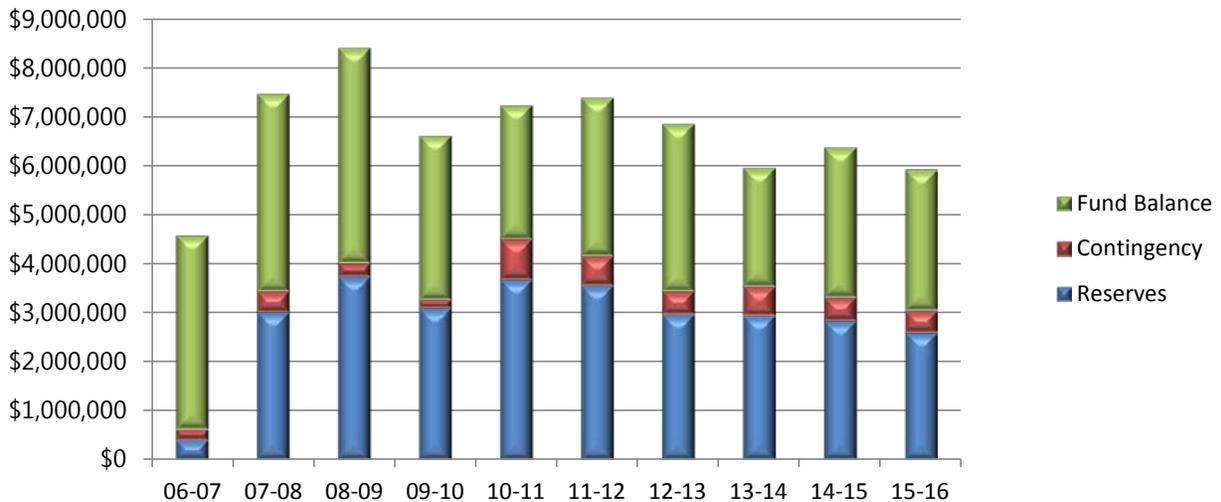
Financial Trends - Budgets

Capital Budget



The above graph depicts the total capital expenditures by category for the past ten fiscal years, adjusted for inflation. Capital Outlay in FY06-07 through FY08-09 included construction of a new Civic Center and road, water and stormwater improvements. Capital construction in FY09-10 through FY15-16 is for road, water and stormwater improvements.

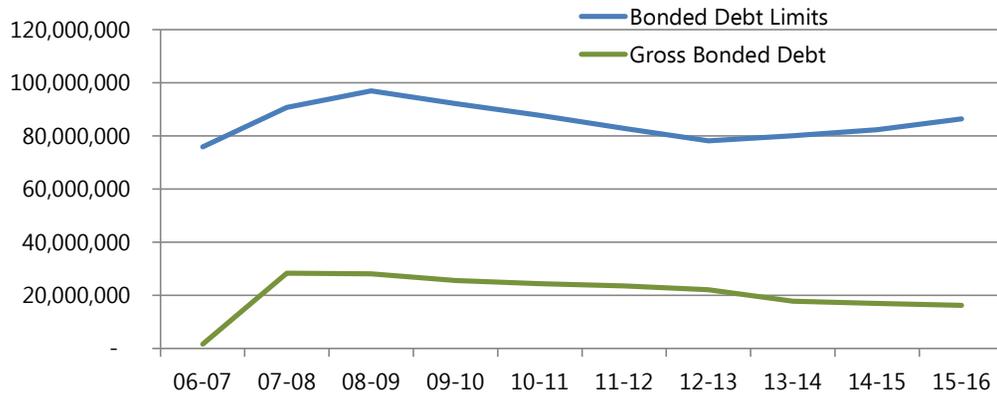
Reserves, Contingencies and Ending Fund Balances



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 beginning in FY07-08 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.

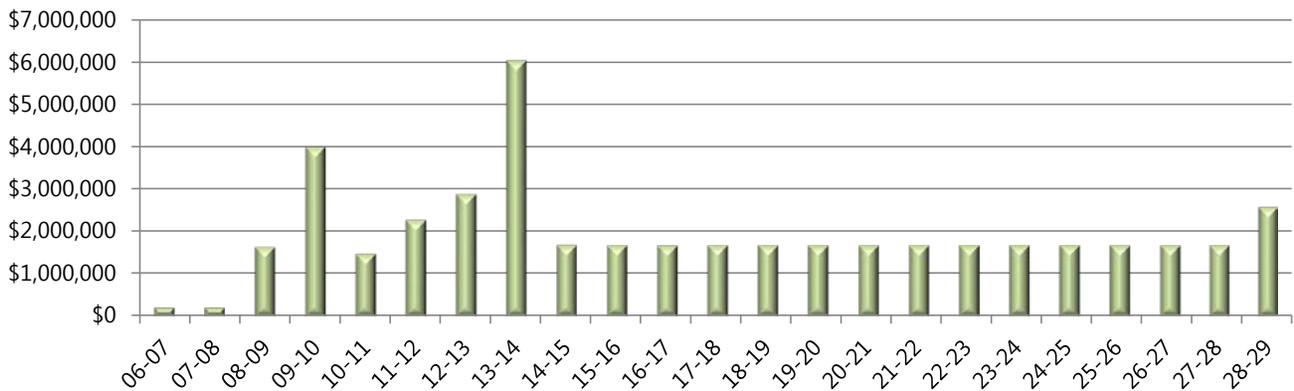
Financial Trends - Debt

Gross Bonded Debt



The above graph shows the City's total gross bonded debt. ORS 287.004 sets a legal limit on General Obligation (G.O.) debt at 3% of the total real market value in the city. Real market value is \$2,878,298,084, giving a debt limit of \$86,348,942 compared to \$16,985,000 G.O. debt outstanding. The City's gross bonded indebtedness has stayed less than 1%, well below this limit. The graph reflects existing general obligation bond issues only and does not project for any future debt issuance.

Annual Debt Service on Gross Bonded Debt



The above graph depicts the City's debt service (principal and interest payments) on its bonded indebtedness. Since the Keizer Station Local Improvement District (LID) bonds are 21-year bonds, the graph is extended out to fiscal year 2028-29. Debt service payments increased dramatically in fiscal year 2008-09 when the City made its first debt service payment on the LID bonds. During fiscal years 2009-10 through 2013-14 a few property owners defaulted on their assessment payments, the City foreclosed on these properties and used the proceeds to repay its debt. Fiscal years 2015-16 through 2028-29 assume all assessment payments will be made on time and the final debt service payment will include use of the debt reserve. Principal payment on this debt is not due until maturity on June 1, 2031, however, the City plans on making annual debt service payments equal to the amount of assessment payments received from property owners.

The City currently has no plans for issuing any debt at this time.

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
12/1/2015	16,985,000	-	441,610	441,610
6/1/2016	16,985,000	-	441,610	441,610
12/1/2016	16,985,000	-	441,610	441,610
6/1/2017	16,985,000	-	441,610	441,610
12/1/2017	16,985,000	-	441,610	441,610
6/1/2018	16,985,000	-	441,610	441,610
12/1/2018	16,985,000	-	441,610	441,610
6/1/2019	16,985,000	-	441,610	441,610
12/1/2019 through 12/1/2030	16,985,000	-	10,157,030	10,157,030
6/1/2031	16,985,000	\$16,985,000	441,610	17,426,610
		\$16,985,000	\$14,131,520	\$31,116,520

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	\$ 1,225,000	\$ 235,000	2.64%

* 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 Payable	Interest Payable	Total
June 30, 2016	185,000	46,433	231,433
June 30, 2017	190,000	38,745	228,745
June 30, 2018	200,000	30,750	230,750
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>\$ 1,225,000</u>	<u>\$ 156,518</u>	<u>\$ 1,381,518</u>

	Debt Outstanding	Debt Per Capita	Debt as % of RMV	Statutory Maximum
Revenue Bond, debt ratios	\$ 1,225,000	\$ 33.12	0.04%	NA

REIMBURSEMENT AGREEMENTS

The City has 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], except the Salem/Keizer School District, the amounts owed for tax increment collected in fiscal years 2012-13 and 2013-14, plus interest at 4% per annum. The City intends to repay these districts the balance due for amounts collected in fiscal year 2014-15 by the end of fiscal year 2015-16. The amounts due at June 30, 2015, plus interest is estimated at \$580,000. The City closed the District at the end of fiscal year 2014-15 and the District will no longer collect tax increment revenue.

The amount owed to Salem/Keizer School District as of June 30, 2015 is estimated at \$1.3 million and is interest exempt. Installment payments are due on December 1 each year in the amount of \$33,515 and the balance is due on or before December 1, 2022. Approximately \$175,000 will need to be placed in a Reserve each year to ensure the City meets its debt obligation to the School District when due.

[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.

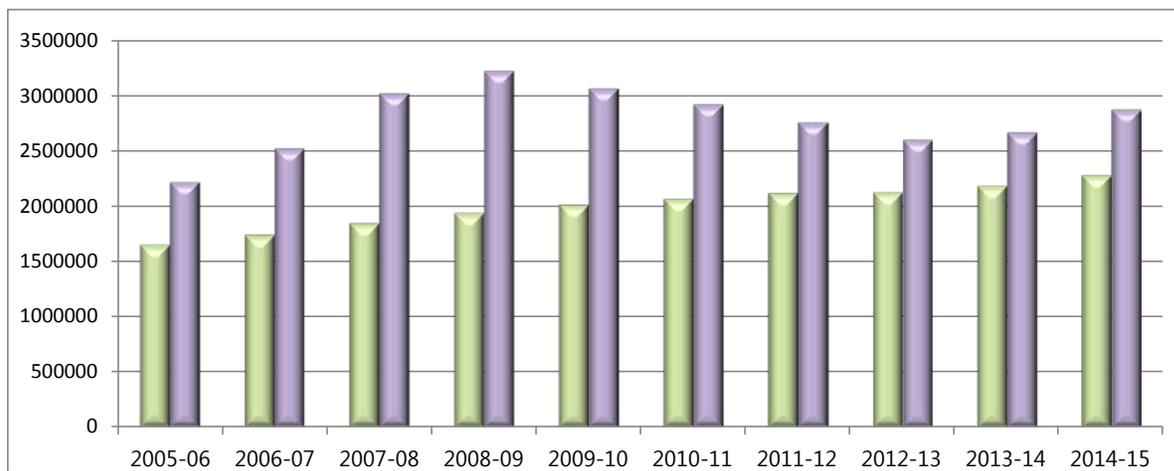
Financial Trends - Property Taxes

City Property Tax Revenues		2014-15	2015-16
		Actual Tax Revenue	Estimated Tax Revenues 104.0%
1	District Assessed Value	\$2,278,420,147	\$2,369,556,953
2	Urban Renewal Increment Value*	(92,808,000)	
3	District Net Value w/o Urban Renewal	\$2,185,612,147	\$2,369,556,953
4	Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
5	Gross Property Tax Revenues	\$4,554,379	\$4,937,683
6	Penalties/Compression/Adjustments	1,653	
7	Property Tax Revenues	\$4,556,032	\$4,937,683
8	Uncollectables and Discounts (5.5%)	(\$251,032)	(271,573)
9	Net Anticipated Tax Collected	\$4,305,000	\$4,666,110

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

* The City closed its only urban renewal district in fiscal year 2014-15, therefore, the increment value will not be deducted from assessed value beginning in fiscal year 2015-16.

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 79% of the real market value compared to last year which was 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

<i>Jurisdiction</i>	<i>Pop</i>	<i>City Tax Rate/\$1,000</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	22,510	8.48	3.16		157.45	6.99	11.64
Beaverton	93,395	4.81	1.91	1.61	586.00	6.27	8.87
Klamath Falls	21,500	5.60	2.88		224.50	10.44	8.48
Woodburn	24,330	6.43	1.77		167.46	6.88	8.20
Albany	51,270	7.50			391.88	7.64	7.50
Pendleton	16,700	6.86			155.78	9.33	6.86
La Grande	13,150	7.44			123.92	9.42	7.44
Forest Grove	22,715	5.94	1.28		165.09	7.27	7.76
Milwaukie	20,501	4.27	2.46		199.54	9.73	7.27
Eugene	159,580	7.31			1446.00	9.06	7.31
Oregon City	33,760	4.52	2.56		284.04	8.41	7.62
Redmond	26,770	6.16	1.75	0.37	202.00	7.55	8.28
Sherwood	18,955	3.90	1.91		116.00	6.12	6.35
Salem	159,265	6.82			1139.55	7.16	6.82
McMinnville	32,705	5.70			202.27	6.18	5.70
Newberg	22,580	4.64		0.91	158.45	7.02	5.55
Lake Oswego	37,105	5.19			350.10	9.44	5.73
Hillsboro	93,344	7.45			732.40	7.85	7.99
Medford	76,650	5.18			448.00	5.84	5.18
The Dalles	14,940	3.02	2.10		136.00	9.10	5.12
Corvallis	56,535	5.37			436.09	7.71	5.37
Springfield	60,001	6.69			407.94	6.80	6.69
Tigard	49,140	3.35	1.91	0.09	285.95	5.82	5.89
Wilsonville	21,552	2.67	1.91		177.43	8.23	5.12
Tualatin	26,925	2.53	1.91	0.09	162.10	6.02	5.07
West Linn	25,540	2.56	1.91		160.33	6.28	5.01
Ashland	20,340	4.42			256.25	12.60	4.42
Bend	78,280	3.21		1.60	458.97	5.86	4.81
Grants Pass	34,060	6.32			217.85	6.40	6.32
Keizer	36,985	2.08	2.05		121.00	3.27	4.13
Average FTE for All Listed Cities						7.56	
Average Tax Rate for All Listed Cities							6.62

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 0.77 Metro Tri-Met tax as applicable to cities in the PDX Metro area. Details available on request.

Source Documents include:

- March 2015 League of Oregon Cities Web Page/City Directory/City Populations
- 2014-2015 Tax Roll from County Assessor for Benton, Clackamas, Deschutes, Douglas, Jackson, Klamath, Lane, Linn, Marion, Multnomah, Union, Washington, and Yamhill Counties
- 2014-15 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.



Budget Summary

Budget Overview & Highlights	56-61
All Funds Combined	62
Resources & Requirements by Fund Type.....	63
Fund Descriptions & Summary by Fund	64-67
Consolidated Fund Summary	68-71
Capital Expenditures	72
Fund Balances	73-75
Staffing History.....	76-78
Staffing Allocations	79
Employee Benefits	80
Department Summaries	81-108

Budget Overview

The following provides an overview of the fiscal year 2015-16 Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total budget for fiscal year 2015-16 is \$36,579,800 a 1% decrease from the current year projections primarily due to a decrease in taxes and assessments from the discontinuance of urban renewal tax increment. The City's total operating budget, excluding transfers, is \$23,600,700.

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 2015-16 total \$24,289,600 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 42.

EXPENDITURES

Expenditures for fiscal year 2015-16 total \$28,835,800 (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 9% primarily due to the addition of 3 FTE (full-time equivalents) hired in the later part of fiscal year 2015-16. In addition, the budget includes a salary and wage increase for represented staff at 2.5% and unrepresented staff at 1.5% and a 5%-6% increase in medical insurance premiums. Employees from the City's two labor groups, Keizer Police Association and Local 320, contribute 5% to their health and dental insurance premiums while on-represented staff contributes 10%. The City's share of the cost for employee health and dental insurance is estimated at \$1.85 million.

Budget Overview

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 2015-16 is \$6,019,700 of which \$1,455,500 is for routine expenditures and \$4,564,200 is for non-routine expenditures. A summary of total capital expenditures is on page 72.

Debt Service

Citywide debt service is budgeted at \$1,922,800 and includes the following payments:

- Keizer Station Local Improvement District - \$1.7 million
- Water Fund - \$232 thousand

Transfers

The fiscal year 2015-16 Budget includes two routine annual transfers totaling \$472,500. A \$372,500 transfer from the Street Fund to the Stormwater Fund covers the cost of maintaining public street impervious surfaces. A \$100,000 transfer from the Water Fund to the Water Facility Fund will go toward capital improvements.

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 \$6,637,100. Projections by fund are on page 74-75.

Budget Highlights

The fiscal year 2015-16 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 \$36,579,800 and includes \$6,019,700 in capital spending and \$1,922,800 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.

In response to the challenging economic environment that began in fiscal year 2008-09 the City reduced its discretionary operating expenses in line with the reduction in projected revenues. These reductions allowed the City, in the short term, to continue to provide the existing services with minimal disruptions.

During fiscal year 2014-15, in response to a stabilizing economic environment, the City continued to add back some of the expenses that had been previously eliminated or reduced, including the hire of a new Code Compliance Officer. The Police Department reinstated its traffic team by hiring a traffic officer (a position that had been frozen since 2009) and reassigning duties amongst its staff. The City also created and hired a new Network Support position to assist with the increasing workload in the Information Systems Division and provide critical back up to primary computer functions.

The predominant short term factors that influence the decisions made in the development of the fiscal year 2015-16 budget include:

1. a 3%-increase in FTE in fiscal year 2014-15 primarily supported by general fund revenues
2. a 20%-increase in retirement benefit costs
3. recognition that the City's Community Center is a not self-sustaining operation given the current revenue structure
4. marginal increases in general fund revenues

In response to these factors, the City decided to forgo spending for the Police vehicle fleet for one year, held off on various information system upgrades, approved lower than usual wage and salary increases for non-represented staff, and kept the Reserve for Civic Center Improvements at the fiscal year 2014-15 amount. Over the long run, the City intends to boost marketing of the Community Center and use future general fund revenue increases to re-establish funding for those items cut back on in fiscal year 2015-16. 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 186-197.)

The following is a summary of the financial highlights of the 2015-16 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.

Budget Highlights

As shown on page 40, the City averages 0.9% 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 2014 was up 2.3% over 2013. These marginal economic increases were factored into the City's budget projections.

REVENUES

The City is expecting overall operating revenues to decrease 1% over the prior year. The primary revenue decrease is for taxes and assessments netted by an increase charges for services.

Property 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 8% in fiscal year 2015-16 as compared to fiscal year 2014-15. The increase is primarily from the closure of the Keizer urban renewal district in fiscal year 2014-15. Beginning in fiscal year 2015-16 the District will no longer collect tax increment revenues. These funds will be distributed to the overlapping jurisdictions and Keizer's share is estimated at \$250,000. The increase is also attributed to a 3% increase in assessed value and a 1% increase for new construction.

Assessments

Assessments are expected to increase 5% in fiscal year 2015-16 as compared to fiscal year 2014-15 mostly related to the portion of Keizer Station Local Improvement District assessment payments applied to principal.

Intergovernmental Revenues

Intergovernmental Revenues are expected to increase 11% in fiscal year 2015-16 as compared to fiscal year 2014-15 primarily from two grants the City expects to receive; a Transportation Growth Management Grant for \$165,000 and an Oregon Parks and Recreation Department Grant for \$75,000.

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 \$0.40 per ESU Storm Water rate increase
- an expected 3% 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 2016. 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 12%.

Budget Highlights

Personnel Services

Personnel Services include employee salaries and wages, retirement benefits and health and welfare benefits. The City anticipates a \$900 thousand increase in personnel services expense in fiscal year 2015-16 as compared to fiscal year 2014-15. The City added three positions in fiscal year 2014-15, an Information Systems Technician, a Code Compliance Officer, and a Traffic Officer. Hire dates occurred mid to late fiscal year 2014-15 and are expected to be fully funded in fiscal year 2015-16. Adding these positions meets the Long Range Planning initiatives as shown on page 191. No new positions are proposed for fiscal year 2015-16. A summary of employee benefit costs City-wide is provided on page 80.

Salaries and Wages

Employee salary and wages comprise the largest category of personnel services. Salaries and wages are expected to increase \$300 thousand in fiscal year 2015-16 as compared to fiscal year 2014-15 projections.

The City is subject to collective bargaining agreements with the Keizer Police Association ("KPA") and the Laborers International Union of North America, Local 320 ("Local 320"). Contracts with both unions expire on June 30, 2015 and negotiations for new contracts are currently underway. Since these contracts are not yet ratified the fiscal year 2015-16 budget projects a 2.5% wage increase for represented employees based on the current collective bargaining agreements.

For employees not subject to the provisions of a collective bargaining agreement salaries and wages are projected to increase 1.5%. 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.

The budgeted full-time equivalents for fiscal year 2015-16 will be 95 employees, consistent with fiscal year 2014-15 actual full-time equivalent positions.

Retirement Benefits

Retirement benefits provided to City employees are remaining the same but the cost of those benefits will increase approximately \$360 thousand in fiscal year 2015-16 as compared to fiscal year 2014-15. The primary reason is the increase in the Public Employees Retirement System (PERS) rates which increased retirement costs 20% over the previous year.

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 9% in fiscal year 2015-16 as compared to fiscal year 2014-15. The increase in the cost of health and welfare benefits is due to adding three positions in the latter half of fiscal year 2014-15 and premium increases implemented by the City's third party service providers. Health insurance premiums will increase 7% and dental insurance premiums will increase 5.5%. Consistent with fiscal year 2014-15 represented and non-represented employees will be required to pay 5% and 10%, respectively, of the cost of the medical and dental insurance premiums. Due to contract negotiations with the represented staffs' unions, the portion paid by union employees is subject to change.

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

Budget Highlights

result in the loss of the pooled rate structure and an increase in administrative costs that would offset any potential premium expense savings.

Materials and Services

Materials and services are expected to increase \$1.3 million from \$8.94 million in fiscal year 2014-15 to \$10.26 million in fiscal year 2015-16. The primary reasons for the increase in materials and services is from the General Fund which includes increases in Administrative Service Fund cost allocations, Community Development federal grant expenditures and repayment to taxing jurisdictions for tax increment revenues forgone. Additional increases are due to the sewer rate increase by the City of Salem and rising costs such as liability insurance, gasoline, electricity, postage and contractual services.

NON-OPERATING EXPENDITURES

Non-operating expenditures which include capital outlay and debt service are expected to increase \$1.7 million in fiscal year 2015-16 as compared to fiscal year 2014-15.

Capital Outlay

Capital outlay costs are expected to increase \$3.2 million from \$2.8 million in fiscal year 2014-15 to \$6.0 million in fiscal year 2015-16. The City has appropriated over \$2.2 million for development of the I-5 Chemawa southbound on-ramp should the Oregon Department of Transportation proceed with this project. Capital improvements in the Streets, Water and Stormwater programs will also increase over fiscal year 2014-15.

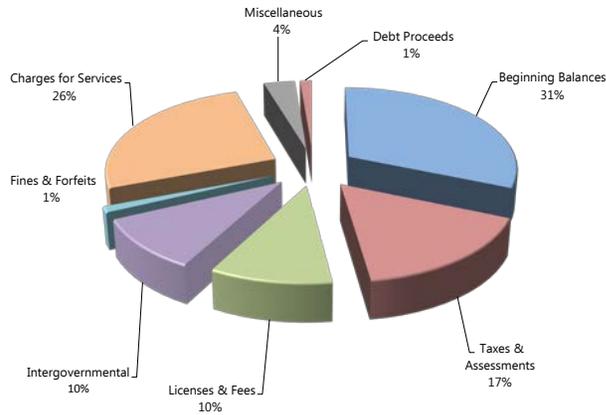
Debt Service

Payments of principal and interest on the City's debt obligations is expected to increase \$1.5 million from \$3.4 million in fiscal year 2014-15 to \$1.9 million in fiscal year 2015-16. The decrease is primarily due to Urban Renewal District debt. In fiscal year 2014-15 the District paid off a line-of-credit for \$1.3 million. The District no longer has any debt outstanding and, as required by law, the City closed the District at the end of fiscal year 2014-15.

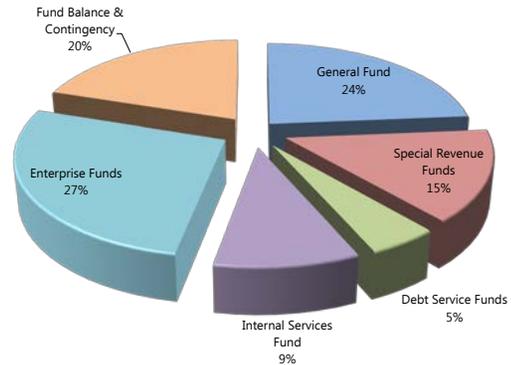
As with recent past fiscal years, fiscal year 2015-16 will present the City with a challenging economic environment in which to operate. However, new development in the area is promising, bolstering property values and the economy in general. The Adopted Budget will ensure the City continues to operate in a financially stable manner.

All Funds Combined

Revenues (net eliminations)*



Expenditures (net eliminations)*



	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 17,952,779	\$ 17,187,311	\$ 11,688,100	\$ 11,608,800	\$ 11,324,600	\$ 11,324,600	\$ 11,272,900	-3%
3 Revenues:								
4 Taxes & Assessments	7,430,263	10,397,781	7,086,300	6,928,500	5,968,800	5,968,800	5,968,800	-14%
5 Licenses & Fees	2,767,080	3,034,840	2,949,800	3,364,900	3,567,200	3,612,700	3,612,700	7%
6 Intergovernmental	3,930,906	3,263,887	3,602,200	3,293,700	3,657,400	3,657,400	3,657,400	11%
7 Fines & Forfeits	566,938	448,092	407,000	394,900	419,000	419,000	419,000	6%
8 Charges for Services	8,243,855	8,931,548	9,133,500	9,027,800	9,415,200	9,415,200	9,415,200	4%
9 Miscellaneous	1,681,483	1,655,291	1,162,200	1,458,300	1,216,500	1,216,500	1,216,500	-17%
10 Total Revenues:	24,620,525	27,731,439	24,341,000	24,468,100	24,244,100	24,289,600	24,289,600	-1%
11 Other Resources:								
12 Debt Proceeds	691,270	3,817,323	448,600	89,100	460,000	460,000	460,000	416%
13 Transfers In	849,480	230,080	443,800	704,500	556,300	557,300	557,300	-21%
14 Total Other Resources	1,540,750	4,047,403	892,400	793,600	1,016,300	1,017,300	1,017,300	28%
15 TOTAL RESOURCES	44,114,054	48,966,153	36,921,500	36,870,500	36,585,000	36,631,500	36,579,800	-1%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services	8,636,190	9,079,885	10,091,800	9,743,100	10,610,500	10,610,500	10,631,100	9%
19 Materials & Services	8,728,875	9,128,349	9,623,700	8,941,400	10,316,300	10,319,800	10,262,200	15%
20 Capital Outlay	4,839,203	5,644,874	5,309,200	2,834,200	5,968,300	6,013,800	6,019,700	112%
21 Debt Service	3,872,991	13,274,088	4,061,300	3,374,400	1,922,800	1,922,800	1,922,800	-43%
22 Total Expenditures:	26,077,259	37,127,196	29,086,000	24,893,100	28,817,900	28,866,900	28,835,800	16%
23 Other Requirements:								
24 Transfers Out	849,481	230,080	443,800	704,500	556,300	557,300	557,300	-21%
25 Contingency	-	-	574,500	-	553,100	549,600	549,600	
26 Total Other Requirements	849,481	230,080	1,018,300	704,500	1,109,400	1,106,900	1,106,900	57%
27 Fund Balance:								
28 Restricted	14,201,658	8,576,256	5,201,800	8,603,800	4,859,700	4,859,700	4,850,800	-44%
29 Committed	361,519	358,520	145,100	376,600	214,500	214,500	204,800	-46%
30 Assigned	471,699	435,148	165,100	422,600	249,200	249,200	247,200	-42%
31 Unassigned	2,152,438	2,238,952	1,305,200	1,869,900	1,334,300	1,334,300	1,334,300	-29%
32 Total Fund Balance	17,187,314	11,608,877	6,817,200	11,272,900	6,657,700	6,657,700	6,637,100	-41%
33 TOTAL REQUIREMENTS	\$ 44,114,054	\$ 48,966,153	\$ 36,921,500	\$ 36,870,500	\$ 36,585,000	\$ 36,631,500	\$ 36,579,800	-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:	\$ 2,139,900	\$ 1,126,600	\$ 3,146,100	\$ 1,537,200	\$ 508,800	\$ 130,600	\$ 2,683,700	\$ -	\$ 11,272,900
3 Revenues:									
4 Taxes & Assessments	4,835,900	-	-	-	365,000	-	767,900	-	5,968,800
5 Licenses & Fees	2,720,200	12,100	628,500	69,500	-	-	-	-	3,430,300
6 Intergovernmental	1,326,200	2,100,000	231,200	-	-	-	-	-	3,657,400
7 Fines & Forfeits	419,000	-	-	-	-	-	-	-	419,000
8 Charges for Services	17,500	-	-	9,371,400	208,700	3,507,300	-	(3,507,300)	9,597,600
9 Miscellaneous	213,500	1,500	50,700	12,900	17,200	-	920,700	-	1,216,500
10 Total Revenues:	9,532,300	2,113,600	910,400	9,453,800	590,900	3,507,300	1,688,600	(3,507,300)	24,289,600
11 Other Resources:									
12 Debt Proceeds	-	-	-	460,000	-	-	-	-	460,000
13 Transfers In	-	-	-	489,900	67,400	-	-	-	557,300
14 Total Other Resources	-	-	-	949,900	67,400	-	-	-	1,017,300
15 TOTAL RESOURCES	11,672,200	3,240,200	4,056,500	11,940,900	1,167,100	3,637,900	4,372,300	(3,507,300)	36,579,800
16 REQUIREMENTS:									
17 Expenditures:									
18 Personnel Services	6,423,600	128,000	-	1,559,300	57,200	2,463,000	-	-	10,631,100
19 Materials & Services	3,753,200	772,600	174,300	7,635,200	578,400	855,800	-	(3,507,300)	10,262,200
20 Capital Outlay	76,900	1,310,200	3,250,400	981,700	273,500	127,000	-	-	6,019,700
21 Debt Service	-	-	-	231,500	-	-	1,691,300	-	1,922,800
22 Total Expenditures:	10,253,700	2,210,800	3,424,700	10,407,700	909,100	3,445,800	1,691,300	(3,507,300)	28,835,800
23 Other Requirements:									
24 Transfers Out	29,200	372,500	-	155,600	-	-	-	-	557,300
25 Contingency	50,000	45,300	50,000	187,800	24,500	192,000	-	-	549,600
26 Total Other Requirements	79,200	417,800	50,000	343,400	24,500	192,000	-	-	1,106,900
27 Fund Balance:									
28 Restricted	5,000	611,600	581,800	737,900	233,500	100	2,681,000	-	4,850,900
29 Committed	-	-	-	204,700	-	-	-	-	204,700
30 Assigned	-	-	-	247,200	-	-	-	-	247,200
31 Unassigned	1,334,300	-	-	-	-	-	-	-	1,334,300
32 Total Fund Balance	1,339,300	611,600	581,800	1,189,800	233,500	100	2,681,000	-	6,637,100
33 TOTAL REQUIREMENTS	\$ 11,672,200	\$ 3,240,200	\$ 4,056,500	\$ 11,940,900	\$ 1,167,100	\$ 3,637,900	\$ 4,372,300	\$ (3,507,300)	\$ 36,579,800

Governmental Funds

- General Fund
- Special Revenue Funds
 - Major Funds
 - Street Fund
- Nonmajor Governmental Funds
 - 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

Fund Descriptions

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.

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 2007-2008 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.

Law Enforcement Grant

Revenues in the Law Enforcement Grant Fund are from federal grants. Uses are restricted to each specific grant received and have traditionally been for one-time purchases of operating materials and Police equipment.

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.

Fund Descriptions

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.

Fund Descriptions

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 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.

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 General Fund support, including an Interfund transfer and 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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16
General	\$ 10,442,061	\$ 10,714,090	\$ 11,031,900	\$ 11,056,400	\$ 11,672,200	\$ 11,672,200	\$ 11,672,200
Special Revenue Funds:							
Street	4,815,947	3,570,901	3,371,300	3,296,000	3,240,200	3,240,200	3,240,200
Urban Renewal Project	788,019	3,842,517	88,600	89,100	-	-	-
Urban Renewal Program	649,727	617,550	51,800	51,800	51,700	51,700	-
Public Government Education	281,729	328,766	354,500	367,500	358,800	358,800	358,800
9-1-1 Communications	358,575	-	-	-	-	-	-
Law Enforcement Grant	2,589	3,000	30,000	8,400	30,000	30,000	30,000
Housing Rehabilitation	288,844	44,001	33,600	29,500	58,700	58,700	58,700
Energy Efficiency	127,749	20,439	20,400	3,800	17,300	17,300	17,300
Park Improvement	1,171,006	444,798	480,600	829,200	901,900	901,900	901,900
Transportation Improvement	2,006,844	2,175,283	2,200,100	2,369,900	2,591,300	2,591,300	2,591,300
Off-Site Transportation	52,754	52,903	53,000	53,000	53,000	98,500	98,500
Enterprise Funds							
Water	3,075,657	3,167,621	3,226,900	3,336,900	3,356,000	3,356,000	3,356,000
Water Facility	1,065,992	854,911	1,013,600	944,500	906,200	906,200	906,200
Sewer	5,213,578	5,429,784	5,618,900	5,603,400	5,809,200	5,809,200	5,809,200
Stormwater	1,414,051	1,674,139	1,700,700	1,764,500	1,869,500	1,869,500	1,869,500
Community Center	166,894	119,441	180,100	160,800	180,900	181,900	181,900
Street Lighting District	708,219	748,259	706,600	785,700	714,100	714,100	714,100
Sewer Reserve	78,382	98,832	103,600	162,200	271,100	271,100	271,100
Internal Services Fund							
Administrative Services	2,063,669	2,313,089	3,603,700	3,311,500	3,617,300	3,617,300	3,637,900
Debt Service Funds							
Keizer Station LID	5,364,195	8,126,496	4,389,900	4,372,200	4,372,300	4,372,300	4,372,300
Urban Renewal Tax Increment	5,971,445	6,817,131	2,118,400	1,451,900	-	-	-
Total	\$ 46,107,926	\$ 51,163,951	\$ 40,378,200	\$ 40,048,200	\$ 40,071,700	\$ 40,118,200	\$ 40,087,100

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			Urban Renewal Project Fund			Urban Renewal Program Income Fund					
	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16
RESOURCES:															
Beginning Balance:	\$ 2,152,434	\$ 2,185,800	\$ 2,139,900	\$ 1,442,300	\$ 1,200,100	\$ 1,126,600	\$ -	\$ -	\$ -	\$ 616,090	\$ 51,800	\$ -	\$ 2,672,251	\$ 2,705,100	\$ 3,146,100
Revenues:															
Taxes & Assessments	4,349,656	4,449,900	4,835,900	2,007	2,200	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	2,573,015	2,682,400	2,720,200	21,178	7,800	12,100	-	-	-	-	-	-	207,499	111,900	628,500
Intergovernmental	1,038,203	1,141,200	1,326,200	2,101,372	2,158,800	2,100,000	-	-	-	-	-	-	124,312	302,200	231,200
Fines & Forfeits	448,092	407,000	419,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	4,275	13,000	17,500	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	148,415	147,600	213,500	4,044	2,400	1,500	25,194	-	-	1,460	-	-	38,422	53,000	50,700
Total Revenues:	8,561,656	8,841,100	9,532,300	2,128,601	2,171,200	2,113,600	25,194	-	-	1,460	-	-	370,233	467,100	910,400
Other Resources:															
Debt Proceeds	-	-	-	-	-	-	3,817,323	88,600	-	-	-	-	-	-	-
Transfers In	-	5,000	-	-	-	-	-	-	-	-	-	-	26,706	-	-
Total Other Resources	-	5,000	-	-	-	-	3,817,323	88,600	-	-	-	-	26,706	-	-
TOTAL RESOURCES	10,714,090	11,031,900	11,672,200	3,570,901	3,371,300	3,240,200	3,842,517	88,600	-	617,550	51,800	-	3,069,190	3,172,200	4,056,500
REQUIREMENTS:															
Expenditures:															
Personnel Services	5,549,112	6,054,400	6,423,600	243,922	119,300	128,000	-	-	-	-	-	-	-	-	-
Materials & Services	2,442,784	3,030,400	3,753,200	732,657	753,500	772,600	117,324	85,400	-	200,213	6,000	-	133,417	175,000	174,300
Capital Outlay	483,242	304,500	76,900	803,102	1,605,500	1,310,200	3,725,193	1,000	-	-	45,800	-	67,674	2,044,900	3,250,400
Debt Service	-	-	-	600,080	-	-	-	-	-	365,500	-	-	-	-	-
Total Expenditures:	8,475,138	9,389,300	10,253,700	2,379,761	2,478,300	2,210,800	3,842,517	86,400	-	565,713	51,800	-	201,091	2,219,900	3,424,700
Other Requirements:															
Transfers Out	-	7,400	29,200	-	341,300	372,500	-	-	-	-	-	-	6,574	5,000	-
Contingency	-	60,000	50,000	-	43,000	45,300	-	2,100	-	-	-	-	-	21,800	50,000
Total Other Requirements	-	67,400	79,200	-	384,300	417,800	-	2,100	-	-	-	-	6,574	26,800	50,000
Fund Balance:															
Restricted	-	270,000	5,000	1,191,140	508,700	611,600	-	100	-	51,837	-	-	2,861,524	925,500	581,800
Committed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	2,238,952	1,305,200	1,334,300	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	2,238,952	1,575,200	1,339,300	1,191,140	508,700	611,600	-	100	-	51,837	-	-	2,861,524	925,500	581,800
TOTAL REQUIREMENTS	\$ 10,714,090	\$ 11,031,900	\$ 11,672,200	\$ 3,570,901	\$ 3,371,300	\$ 3,240,200	\$ 3,842,517	\$ 88,600	\$ -	\$ 617,550	\$ 51,800	\$ -	\$ 3,069,190	\$ 3,172,200	\$ 4,056,500

Continued 

Consolidated Fund Summary

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16
RESOURCES:												
Beginning Balance:	\$ 633,892	\$ 585,600	\$ 598,200	\$ 636,995	\$ 520,300	\$ 270,500	\$ 248,216	\$ 202,700	\$ 246,000	\$ 460,629	\$ 371,600	\$ 422,500
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	350	1,100	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	82,414	67,000	69,500	51,963	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	2,437,562	2,553,400	2,662,400	-	40,700	73,700	5,181,284	5,415,800	5,562,800	1,210,071	981,300	1,072,500
Miscellaneous	6,829	12,400	8,500	2,053	2,500	2,000	284	400	400	3,439	6,500	2,000
Total Revenues:	2,527,155	2,633,900	2,740,400	54,016	43,200	75,700	5,181,568	5,416,200	5,563,200	1,213,510	987,800	1,074,500
Other Resources:												
Debt Proceeds	-	-	-	-	360,000	460,000	-	-	-	-	-	-
Transfers In	6,574	7,400	17,400	163,900	90,100	100,000	-	-	-	-	341,300	372,500
Total Other Resources	6,574	7,400	17,400	163,900	450,100	560,000	-	-	-	-	341,300	372,500
TOTAL RESOURCES	3,167,621	3,226,900	3,356,000	854,911	1,013,600	906,200	5,429,784	5,618,900	5,809,200	1,674,139	1,700,700	1,869,500
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	1,021,473	856,500	908,700	-	-	-	129,580	3,400	3,500	661,812	603,100	647,100
Materials & Services	1,023,402	1,450,600	1,437,100	-	-	-	5,042,633	5,454,200	5,529,200	445,887	632,800	668,900
Capital Outlay	56,275	86,200	99,500	298,819	779,100	622,500	-	-	-	131,292	218,800	259,700
Debt Service	231,090	234,000	231,500	-	-	-	-	-	-	-	-	-
Total Expenditures:	2,332,240	2,627,300	2,676,800	298,819	779,100	622,500	5,172,213	5,457,600	5,532,700	1,238,991	1,454,700	1,575,700
Other Requirements:												
Transfers Out	163,900	90,100	100,000	-	-	-	32,900	-	55,600	-	-	-
Contingency	-	115,400	125,000	-	-	-	-	16,200	16,200	-	84,800	46,600
Total Other Requirements	163,900	205,500	225,000	-	-	-	32,900	16,200	71,800	-	84,800	46,600
Fund Balance:												
Restricted	671,481	394,100	454,200	556,092	234,500	283,700	-	-	-	-	-	-
Committed	-	-	-	-	-	-	224,671	145,100	204,700	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	435,148	161,200	247,200
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	671,481	394,100	454,200	556,092	234,500	283,700	224,671	145,100	204,700	435,148	161,200	247,200
TOTAL REQUIREMENTS	\$ 3,167,621	\$ 3,226,900	\$ 3,356,000	\$ 854,911	\$ 1,013,600	\$ 906,200	\$ 5,429,784	\$ 5,618,900	\$ 5,809,200	\$ 1,674,139	\$ 1,700,700	\$ 1,869,500

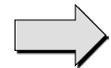
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Consolidated Fund Summary

	Non Major Enterprise Funds			Internal Service Fund			Debt Service Funds					
				Administrative Services			Keizer Station Local Improvement Districts			Urban Renewal Tax Increment		
	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16
RESOURCES:												
Beginning Balance:	\$ 305,722	\$ 320,800	\$ 508,800	\$ 113,303	\$ 147,000	\$ 130,600	\$ 2,687,875	\$ 2,693,400	\$ 2,683,700	\$ 5,217,604	\$ 703,900	\$ -
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	413,282	448,300	365,000	-	-	-	4,407,155	771,300	767,900	1,225,332	1,413,500	-
Licenses & Fees	98,771	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	98,356	210,000	208,700	2,197,798	3,456,700	3,507,300	-	-	-	-	-	-
Miscellaneous	17,501	11,200	17,200	1,988	-	-	1,031,466	925,200	920,700	374,195	1,000	-
Total Revenues:	627,910	669,500	590,900	2,199,786	3,456,700	3,507,300	5,438,621	1,696,500	1,688,600	1,599,527	1,414,500	-
Other Resources:												
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In	32,900	-	67,400	-	-	-	-	-	-	-	-	-
Total Other Resources	32,900	-	67,400	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	966,532	990,300	1,167,100	2,313,089	3,603,700	3,637,900	8,126,496	4,389,900	4,372,300	6,817,131	2,118,400	-
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	49,550	60,300	57,200	1,424,436	2,394,800	2,463,000	-	-	-	-	-	-
Materials & Services	511,688	604,000	578,400	676,142	888,500	855,800	-	-	-	-	-	-
Capital Outlay	615	104,500	273,500	78,662	118,900	127,000	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	5,440,750	1,708,900	1,691,300	6,636,668	2,118,400	-
Total Expenditures:	561,853	768,800	909,100	2,179,240	3,402,200	3,445,800	5,440,750	1,708,900	1,691,300	6,636,668	2,118,400	-
Other Requirements:												
Transfers Out	26,706	-	-	-	-	-	-	-	-	-	-	-
Contingency	-	29,700	24,500	-	201,500	192,000	-	-	-	-	-	-
Total Other Requirements	26,706	29,700	24,500	-	201,500	192,000	-	-	-	-	-	-
Fund Balance:												
Restricted	377,973	187,900	233,500	-	-	-	2,685,746	2,681,000	2,681,000	180,463	-	-
Committed	-	-	-	133,849	-	100	-	-	-	-	-	-
Assigned	-	3,900	-	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	377,973	191,800	233,500	133,849	-	100	2,685,746	2,681,000	2,681,000	180,463	-	-
TOTAL REQUIREMENTS	\$ 966,532	\$ 990,300	\$ 1,167,100	\$ 2,313,089	\$ 3,603,700	\$ 3,637,900	\$ 8,126,496	\$ 4,389,900	\$ 4,372,300	\$ 6,817,131	\$ 2,118,400	\$ -

Continued



Consolidated Fund Summary

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16	ACTUAL 2013-14	BUDGET 2014-15	BUDGET 2015-16
RESOURCES:															
Beginning Balance:	\$ 6,883,075	\$ 6,142,800	\$ 6,412,600	\$ 2,398,757	\$ 2,148,000	\$ 2,176,600	\$ 7,905,479	\$ 3,397,300	\$ 2,683,700	\$ -	\$ -	\$ -	\$ 17,187,311	\$ 11,688,100	\$ 11,272,900
Revenues:															
Taxes & Assessments	4,351,663	4,452,100	4,835,900	413,632	449,400	365,000	5,632,487	2,184,800	767,900				10,397,782	7,086,300	5,968,800
Licenses & Fees	2,801,692	2,802,100	3,360,800	233,148	67,000	69,500	-	-	-				3,034,840	2,869,100	3,430,300
Intergovernmental	3,263,887	3,602,200	3,657,400	-	-	-	-	-	-				3,263,887	3,602,200	3,657,400
Fines & Forfeits	448,092	407,000	419,000	-	-	-	-	-	-				448,092	407,000	419,000
Charges for Services	4,275	13,000	17,500	11,125,071	12,657,900	13,087,400	-	-	-	(2,197,798)	(3,456,700)	(3,507,300)	8,931,548	9,214,200	9,597,600
Miscellaneous	217,535	203,000	265,700	32,094	33,000	30,100	1,405,661	926,200	920,700				1,655,290	1,162,200	1,216,500
Total Revenues:	11,087,144	11,479,400	12,556,300	11,803,945	13,207,300	13,552,000	7,038,148	3,111,000	1,688,600	(2,197,798)	(3,456,700)	(3,507,300)	27,731,439	24,341,000	24,289,600
Other Resources:															
Debt Proceeds	3,817,323	88,600	-	-	360,000	460,000	-	-	-				3,817,323	448,600	460,000
Transfers In	26,706	5,000	-	203,374	438,800	557,300	-	-	-				230,080	443,800	557,300
Total Other Resources	3,844,029	93,600	-	203,374	798,800	1,017,300	-	-	-	-	-	-	4,047,403	892,400	1,017,300
TOTAL RESOURCES	21,814,248	17,715,800	18,968,900	14,406,076	16,154,100	16,745,900	14,943,627	6,508,300	4,372,300	(2,197,798)	(3,456,700)	(3,507,300)	48,966,153	36,921,500	36,579,800
REQUIREMENTS:															
Expenditures:															
Personnel Services	5,793,034	6,173,700	6,551,600	3,286,851	3,918,100	4,079,500	-	-	-				9,079,885	10,091,800	10,631,100
Materials & Services	3,626,395	4,050,300	4,700,100	7,699,752	9,030,100	9,069,400	-	-	-	(2,197,798)	(3,456,700)	(3,507,300)	9,128,349	9,623,700	10,262,200
Capital Outlay	5,079,211	4,001,700	4,637,500	565,663	1,307,500	1,382,200	-	-	-				5,644,874	5,309,200	6,019,700
Debt Service	965,580	-	-	231,090	234,000	231,500	12,077,418	3,827,300	1,691,300				13,274,088	4,061,300	1,922,800
Total Expenditures:	15,464,220	14,225,700	15,889,200	11,783,356	14,489,700	14,762,600	12,077,418	3,827,300	1,691,300	(2,197,798)	(3,456,700)	(3,507,300)	37,127,196	29,086,000	28,835,800
Other Requirements:															
Transfers Out	6,574	353,700	401,700	223,506	90,100	155,600	-	-	-				230,080	443,800	557,300
Contingency	-	126,900	145,300	-	447,600	404,300	-	-	-				-	574,500	549,600
Total Other Requirements	6,574	480,600	547,000	223,506	537,700	559,900	-	-	-	-	-	-	230,080	1,018,300	1,106,900
Fund Balance:															
Restricted	4,104,501	1,704,300	1,198,400	1,605,546	816,500	971,400	2,866,209	2,681,000	2,681,000				8,576,256	5,201,800	4,850,800
Committed	-	-	-	358,520	145,100	204,800	-	-	-				358,520	145,100	204,800
Assigned	-	-	-	435,148	165,100	247,200	-	-	-				435,148	165,100	247,200
Unassigned	2,238,952	1,305,200	1,334,300	-	-	-	-	-	-				2,238,952	1,305,200	1,334,300
Total Fund Balance	6,343,454	3,009,500	2,532,700	2,399,214	1,126,700	1,423,400	2,866,209	2,681,000	2,681,000	-	-	-	11,608,877	6,817,200	6,637,100
TOTAL REQUIREMENTS	\$ 21,814,248	\$ 17,715,800	\$ 18,968,900	\$ 14,406,076	\$ 16,154,100	\$ 16,745,900	\$ 14,943,627	\$ 6,508,300	\$ 4,372,300	\$ (2,197,798)	\$ (3,456,700)	\$ (3,507,300)	\$ 48,966,153	\$ 36,921,500	\$ 36,579,800

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	\$ 11,200
2		Park equipment and minor park improvements	14,000
3	Street Fund	Equipment, vehicles and minor improvements	91,100
4		Street resurfacing	800,000
5		Street improvements to be identified during FY15-16	119,100
6	Park Improvement Fund	Park improvements to be identified during FY15-16	626,900
7	Public Education Government	Television equipment	20,000
8	Law Enforcement Grants	Police equipment	30,000
9	Water Fund	Vehicles and equipment	49,500
10		Water Meters	50,000
11	Stormwater Fund	Equipment, vehicles and minor improvements	9,700
12		Storm sewer pipe extension or repair	250,000
13	Community Center Fund	Furnishings	3,000
14	Administrative Services	Office furniture & equipment	2,700
15		Computer equipment	88,800
16		Public Works Shop Improvements	35,500
17	Water Facility Fund	Transmission & distribution mains	400,000
18		Water facility improvements to be identified during FY15-16	47,500
19	Total Routine Capital Outlay		2,649,000
20	Non-Routine Capital Outlay		
21	General Fund	Area B Development Costs	51,700
22	Street Fund	Street improvements for a round-a-bout	300,000
23	Park Improvement Fund	'Big Toy' play structure surfacing at Keizer Rapids Park	275,000
24	Transportation Improvement Fund	Engineering design for the improvements to the I-5/Chemawa Southbound on-ramp	450,000
		Construction of I-5/Chemawa southbound on-ramp	1,750,000
25	Off-Site Transportation Fund	Keizer Station Area B and Area C development costs for project commitments to property owners	98,500
26	Water Facility Fund	Supply & treatment costs for the installation of a filter plant at Lacey Court	175,000
27	Sewer Reserve Fund	Sewer trunk line improvement to be identified during FY15-16	270,500
28	Total Non-Routine Capital Outlay		3,370,700
29	Total Capital Outlay Expenditures		\$ 6,019,700

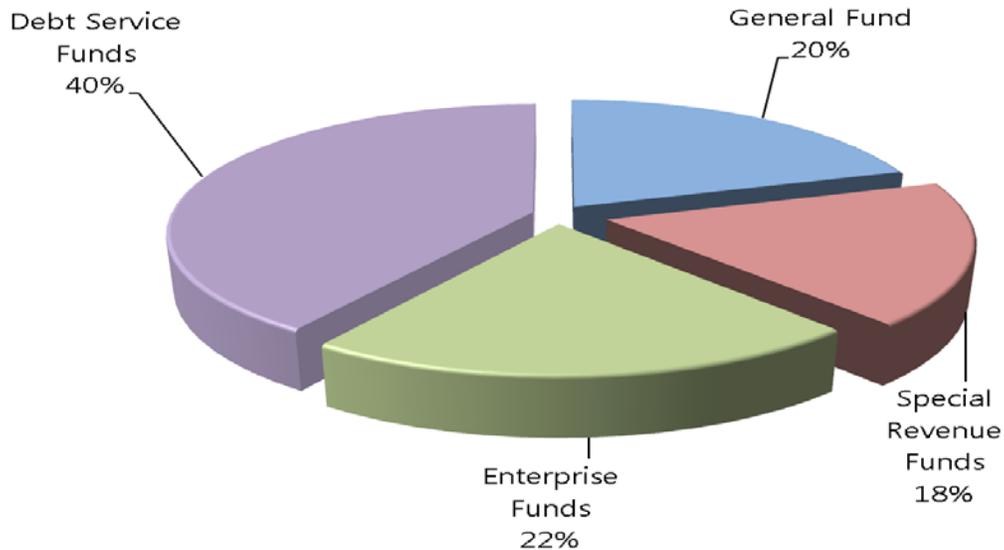
Maintenance costs for the routine Capital Outlay expenditures listed above are included in the on-going maintenance budgets for the funds identified. There are no additional impacts on the operating budget for these items.

Impact of Non-Routine Capital Outlay on Operating Costs

- 21 The property owners will be responsible for maintaining the improvements to Area B.
- 22 Operating costs for the round-a-bout includes landscaping maintenance, which will be minimal, and will be paid from the Street Fund.
- 23 'Big Toy' play structure surfacing will replace the bark chips and will actually reduce annual maintenance costs since the chips will not need replacing each year.
- 24 The Oregon Department of Transportation will be responsible for maintaining the I-5 Chemawa Southbound on-ramp once it is completed.
- 25 The property owners will be responsible for maintaining the improvements to Area B and Area C.
- 26 Annual maintenance for the filter plant at Lacey Court is expected to be between \$5,000 and \$7,500 and will be paid from the Water Operating Fund supported by user charges.
- 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 2015-16



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 2015-16 is \$6,637,100. 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, 2015	Revenues & Transfers In	Expenditure & Transfers	June 30, 2016	Change in Fund Balance	% Change
Governmental Funds:						
General	\$ 2,139,900	\$ 9,532,300	\$10,332,900	\$1,339,300	\$ (800,600)	-37%
Special Revenue Funds:						
Street	1,126,600	2,113,600	2,628,600	611,600	(515,000)	-46%
Public Education Government	232,000	126,800	168,300	190,500	(41,500)	-18%
Law Enforcement Grant	-	30,000	30,000	-	-	
Housing Rehabilitation	28,700	30,000	58,700	-	(28,700)	-100%
Energy Efficiency	2,300	15,000	17,300	-	(2,300)	-100%
Park Improvement	460,200	441,700	901,900	-	(460,200)	-100%
Transportation Improvement	2,369,900	221,400	2,200,000	391,300	(1,978,600)	-83%
Off-Site Transportation	53,000	45,500	98,500	-	(53,000)	-100%
Total Special Revenue Funds	4,272,700	3,024,000	6,103,300	1,193,400	(3,079,300)	-72%
Total Governmental Funds	\$ 6,412,600	\$ 12,556,300	\$16,436,200	\$2,532,700	\$ (3,879,900)	-61%

General Fund - The 2015-16 ending fund balance is \$800,600 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 2015-16 ending fund balance is \$515,000 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

Public Education Government Fund - The 2015-16 ending fund balance is \$41,500 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2015-16 ending fund balance is \$28,700 less the beginning fund balance. Available fund balance is being used for housing rehabilitation loans to qualifying low-income homeowners.

Energy Efficiency Fund - The 2015-16 ending fund balance is \$2,300 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 2015-16 ending fund balance is \$460,200 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 2015-16 ending fund balance is \$1,978,600 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 2015-16 ending fund balance is \$53,000 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, 2015	Revenues & Transfers In	Expenditures & Transfers	June 30, 2016	Change in Fund Balance	% Change
Proprietary Funds:						
Enterprise Funds						
Water	598,200	2,740,400	2,901,800	454,200	(144,000)	-24%
Water Facility	270,500	635,700	622,500	283,700	13,200	5%
Sewer	246,000	5,563,200	5,604,500	204,700	(41,300)	-17%
Stormwater	422,500	1,447,000	1,622,300	247,200	(175,300)	-41%
Community Center	100	170,000	181,900	-	(100)	-100%
Street Lighting District	346,500	312,000	481,200	232,900	(113,600)	-33%
Sewer Reserve	162,200	108,900	270,500	600	(161,600)	-100%
Total Enterprise Funds	2,046,000	10,977,200	11,684,700	1,423,300	(622,700)	-30%
Internal Services Fund						
Administrative Services	130,600	3,507,300	3,637,800	100	(130,500)	-100%
Total Proprietary Funds	2,176,600	14,484,500	15,322,500	1,423,400	(753,200)	-35%
Debt Service Funds						
Keizer Station LID	2,683,700	1,688,600	1,691,300	2,681,000	(2,700)	0%
Total Debt Service Funds	2,683,700	1,688,600	1,691,300	2,681,000	(2,700)	0%
Total All Funds	\$11,272,900	\$ 28,729,400	\$33,450,000	\$6,637,100	\$ (4,635,800)	-41%

Water Fund - The 2015-16 ending fund balance is \$144,000 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 2015-16 ending fund balance is \$13,200 more than the beginning fund balance. This fund is used to build and replace the City's water infrastructure.

Sewer Fund - The 2015-16 ending fund balance is \$41,300 less than the beginning fund balance. Available fund balance is being used for a one-time transfer to the Street Lighting District Fund to repay it for energy rebates.

Stormwater Fund - The 2015-16 ending fund balance is \$175,300 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2015-16 ending fund balance is \$100 less than the beginning fund balance. This fund has been subsidized by the General Fund which reimburses it for actual operating expenses.

Street Lighting District Fund - The 2015-16 ending fund balance is \$113,600 less than the beginning fund balance. Available fund balance is being used for increased electricity costs. 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 reduced fund balance by the end of 2015-16 is expected to be adequate operating capital for the following year.

Sewer Reserve Fund - The 2015-16 ending fund balance is \$161,600 less than the beginning fund balance. Available fund balance is being used for sewer line extensions.

Administrative Services Fund - The 2015-16 ending fund balance is \$130,500 less than the beginning fund balance. Available fund balance is being used for contingency.

Keizer Station Local Improvement District Fund - The 2015-16 ending fund balance is \$2,700 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 FY11-12	Budget FY12-13	Budget FY13-14	Budget FY14-15	Budget FY15-16	Monthly Salary Range (1.0 FTE)**
CITY MANAGER						
City Manager	1.0	1.0	1.0	1.0	1.0	\$ 9,393 - \$ 12,256
Total	1.0	1.0	1.0	1.0	1.0	
CITY ATTORNEY						
Attorney	1.0	1.0	1.0	1.0	1.0	\$ 8,649 - \$ 11,289
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,597 - \$ 4,692
Total	2.0	2.0	2.0	2.0	2.0	
CITY RECORDER						
City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 5,060 - \$ 6,606
* Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 3,779 - \$ 4,928
Event Center Coordinator	0.0	0.0	1.0	1.0	1.0	\$2,640
Total	2.0	2.0	3.0	3.0	3.0	
HUMAN RESOURCES						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$ 7,845 - \$ 10,235
* Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$ 4,588 - \$ 5,987
Total	2.0	2.0	2.0	2.0	2.0	
FINANCE						
Finance Director	1.0	1.0	1.0	1.0	1.0	\$ 7,845 - \$ 10,235
* Assistant Controller	1.0	1.0	1.0	1.0	1.0	\$ 6,457 - \$ 8,426
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$ 5,060 - \$ 6,606
Network Support	0.0	0.0	0.0	1.0	1.0	\$ 4,370 - \$ 5,703
* Accounting Technician	1.0	1.0	1.0	1.0	1.0	\$ 3,264 - \$ 4,257
* Utility Billing Technician	1.0	1.0	1.0	1.0	1.0	\$ 3,427 - \$ 4,472
* Utility Billing Clerks	3.0	2.5	2.5	2.75	3.0	\$ 2,962 - \$ 3,864
Court Clerk II	1.0	1.0	1.0	1.0	1.0	\$ 3,108 - \$ 4,054
Court Clerk I	0.5	0.5	0.5	0.25	0.0	\$ 2,962 - \$ 3,864
* Administrative Specialist	1.0	1.0	1.0	1.0	1.0	\$ 2,962 - \$ 3,864
Total	10.5	10.0	10.0	11.0	11.0	

*Classified as Administrative Support in line-item budgets

Staffing History and Pay Ranges

	Budget FY11-12	Budget FY12-13	Budget FY13-14	Budget FY14-15	Budget FY15-16	Monthly Salary Range (1.0 FTE)**
COMMUNITY DEVELOPMENT						
Community Development Director	1.0	1.0	1.0	1.0	1.0	\$ 7,845 - \$ 10,235
Senior Planner	1.0	1.0	1.0	1.0	1.0	\$ 5,060 - \$ 6,606
Associate Planner	1.0	1.0	1.0	1.0	1.0	\$ 4,370 - \$ 5,703
Code Compliance Officer	0.0	0.0	0.0	1.0	1.0	\$ 3,597 - \$ 4,692
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,427 - \$ 4,472
Total	4.0	4.0	4.0	5.0	5.0	
PUBLIC WORKS						
Public Works Director	1.0	1.0	1.0	1.0	1.0	\$ 7,845 - \$ 10,235
Public Works Superintendent	1.0	0.0	0.0	0.0	0.0	-
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$ 3,427 - \$ 4,472
Municipal Utility Worker I - Parks	1.0	1.0	1.0	1.0	1.0	\$ 3,345 - \$ 4,363
Parks & Facilities Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 4,588 - \$ 5,987
Municipal Utility Worker I - General	8.0	8.0	8.0	8.0	8.0	\$ 3,345 - \$ 4,363
Municipal Utility Worker II - General	3.0	3.0	3.0	3.0	3.0	\$ 3,689 - \$ 4,815
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$ 3,512 - \$ 4,583
Municipal Utility Worker II - Stormwater	0.0	0.0	1.0	1.0	1.0	\$ 3,689 - \$ 4,815
Water Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,060 - \$ 6,606
Street & Stormwater Operations Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,060 - \$ 6,606
Project Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,060 - \$ 6,606
Environmental & Technical Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,060 - \$ 6,606
Stormwater Technician	1.0	2.0	2.0	2.0	2.0	\$ 4,163 - \$ 5,432
Senior Stormwater Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,588 - \$ 5,987
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,427 - \$ 4,472
Total	24.0	24.0	25.0	25.0	25.0	

*Classified as Administrative Support in line-item budgets

Staffing History and Pay Ranges

	Budget FY11-12	Budget FY12-13	Budget FY13-14	Budget FY14-15	Budget FY15-16	Monthly Salary Range (1.0 FTE)**
POLICE						
Chief	1.0	1.0	1.0	1.0	1.0	\$ 8,649 - \$ 11,289
Deputy Chief	1.0	1.0	1.0	1.0	1.0	\$ 7,474 - \$ 9,750
Lieutenants	2.0	2.0	3.0	3.0	3.0	\$ 6,776 - \$ 8,840
Sergeants	7.0	7.0	6.0	6.0	6.0	\$ 5,576 - \$ 7,275
Police Officers	26.0	26.0	26.0	27.0	27.0	\$ 4,406 - \$ 5,762
<i>Total Sworn Positions</i>	37.0	37.0	37.0	38.0	38.0	
* Administrative Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,597 - \$ 4,692
Crime Analyst	0.0	0.0	1.0	1.0	1.0	\$ 4,106 - \$ 5,356
* Investigative Services Specialist	1.0	1.0	0.0	0.0	0.0	\$ 3,546 - \$ 4,625
Community Services Officer	1.0	1.0	1.0	1.0	1.0	\$ 3,546 - \$ 4,625
* Property & Evidence Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,380 - \$ 4,411
* Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$ 4,588 - \$ 5,987
* Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$ 3,217 - \$ 4,202
<i>Total Non-sworn Positions</i>	8.0	8.0	8.0	8.0	8.0	
<i>Total</i>	45.0	45.0	45.0	46.0	46.0	
<i>Grand Total</i>	90.5	90.0	92.0	95.0	95.0	

** Labor agreements with the Keizer Police Association and the Local 320 (Public Works Staff) expired on June 30, 2015. The City is currently in negotiations with both unions therefore actual wage ranges for fiscal year 2015-16 are not known. Wages presented are for budgeting purposes only.

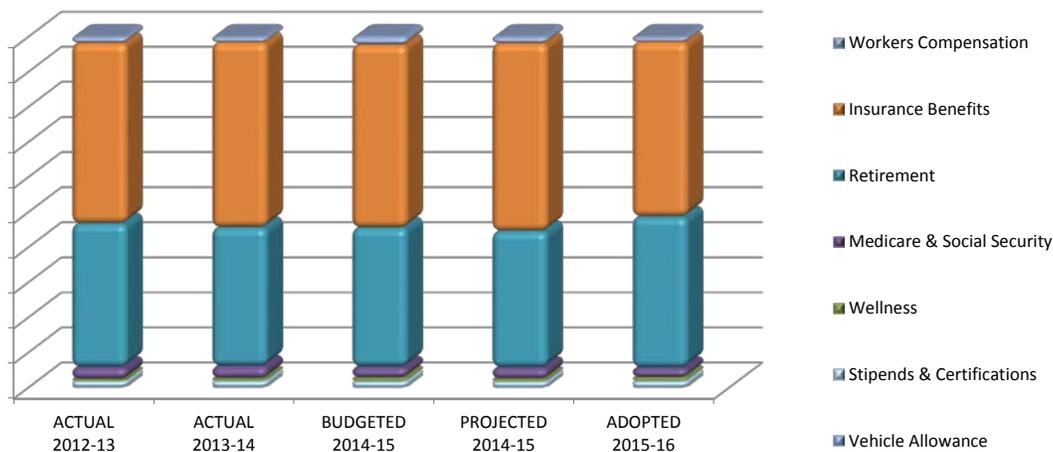
The fiscal year 2015-16 budget does not provide for any changes in staffing levels from fiscal year 2014-15.

*Classified as Administrative Support in line-item budgets

Staffing Allocations

	Community									
	General Fund	Street Fund	PEG Fund	Center Fund	Sewer Fund	Water Fund	SLD Fund	Stormwater Fund	Total	
CITY MANAGER'S OFFICE										
City Manager	76.5%	5.4%	0.1%	1.1%	2.2%	8.9%	0.3%	5.4%	100%	
CITY ATTORNEY										
Attorney Staff	85.7%	7.4%	0.1%	1.1%	1.6%	2.6%	0.2%	1.3%	100%	
HUMAN RESOURCES										
Human Resource Staff	67.4%	3.5%	0.0%	1.2%	2.8%	15.2%	0.3%	9.6%	100%	
FINANCE										
Finance and Accounting Staff	53.3%	7.5%	0.4%	0.5%	16.0%	16.0%	1.8%	4.4%	100%	
Administrative Specialist	16.0%	2.2%	0.0%	70.0%	4.8%	4.8%	0.5%	1.3%	100%	
Utility Billing Staff	0.0%	0.0%	0.0%	0.0%	47.0%	43.0%	0.0%	10.0%	100%	
Court Clerk	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	
Network Support Staff	67.4%	3.5%	0.0%	1.2%	2.8%	15.2%	0.3%	9.6%	100%	
PUBLIC WORKS										
Director	7.0%	40.0%	0.0%	0.0%	5.0%	25.0%	5.0%	18.0%	100%	
Public Works Permit Specialist	0.0%	43.0%	0.0%	0.0%	12.0%	30.0%	10.0%	5.0%	100%	
Stormwater Program Staff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100%	
Municipal Utility Worker I - Parks	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	
Municipal Utility Worker I - Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100%	
Municipal Utility Worker I - Water, Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	25.0%	100%	
Municipal Utility Worker I - Street, Water	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	100%	
Municipal Utility Worker II - Street, Stormwater	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	100%	
Municipal Utility Worker I & II - Water	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100%	
Project Manager	0.0%	25.0%	0.0%	0.0%	0.0%	65.0%	0.0%	10.0%	100%	
Water Division Manager	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100%	
Street & Stormwater Operations Division Manager	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	100%	
Parks & Facilities Division Manager	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	
Facility Maintenance Staff	67.4%	3.5%	0.0%	1.2%	2.8%	15.2%	0.3%	9.6%	100%	
CITY RECORDER										
City Recorder Staff	71.6%	5.4%	0.1%	6.1%	2.2%	8.9%	0.3%	5.4%	100%	
Community Center Coordinator	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100%	
COMMUNITY DEVELOPMENT										
Community Development Director	87.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100%	
Senior Planner	97.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100%	
Associate Planner	87.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100%	
Code Enforcement	85.0%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	
Permit Specialist	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	
POLICE										
All staff	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	

Summary of Employee Benefits



LINE ITEM	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	ADOPTED 2015-16	% CHANGE FROM BUDGETED 2014-15	% CHANGE FROM PROJ 2014-15
1 Vehicle Allowance	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	0%	0%
2 Stipends & Certifications	43,970	47,043	50,700	46,800	59,300	17%	27%
3 Wellness	10,500	18,470	32,200	21,900	38,800	20%	77%
4 Medicare & Social Security	93,630	99,899	102,200	102,700	102,100	0%	-1%
5 Retirement	1,109,994	1,141,266	1,320,000	1,233,800	1,601,100	21%	30%
6 Insurance Benefits	1,396,776	1,522,284	1,735,900	1,702,200	1,856,400	7%	9%
7 Workers Compensation	53,816	52,791	82,800	65,500	63,500	-23%	-3%
	<u>\$ 2,712,886</u>	<u>\$ 2,885,953</u>	<u>\$ 3,328,000</u>	<u>\$ 3,177,100</u>	<u>\$ 3,725,400</u>	12%	17%

Notes:

- 1 Vehicle Allowance is for the City Manager as established in an employment contract.
- 2 The increase in the FY15-16 Budget from FY14-15 Amended is primarily for an increase in cell phone stipends to reflect market costs
- 3 Beginning FY12-13 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. Beginning with FY13-14 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 success of the wellness program is reflected in the lower-than-average increase in the City's health insurance premiums for FY15-16.
- 4 Medicare costs are 1.45% of eligible wages and deferred compensation contributions. Social security is paid to newly hired and temporary employees who are not otherwise eligible for retirement benefits.
- 5 PERS retirement rates are expected to increase 20% beginning July 1, 2015. Benefits are paid as a percentage of wages and salaries, therefore costs also 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 FY14-15, the City's health insurance will increase 7% and dental insurance premiums will increase 5.5%. 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 FY15-16 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 not expected to increase over FY14-15 rates for the City.

City Manager’s Office

OVERVIEW

The City Manager is the Chief Executive Officer for the City of Keizer and Urban Renewal Agency. 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 (see pages 32-38 for listing of City Council Goals.)

COMMUNITY INVOLVEMENT

- Chamber of Commerce
- Rotary

ADVISORY COMMITTEES

- Keizer Channel 23
- Long-Range Planning Committee
- Budget Committee
- Fire District Meetings
- Little League Task Force

WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
City Council and URA Board meetings	39 meetings	42 meetings	34 meetings	25 meetings
Total Expenditures	\$32 million	\$26 million	\$37 million	\$25 million
City-wide FTE	90.5	90.0	92.0	95.0

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.

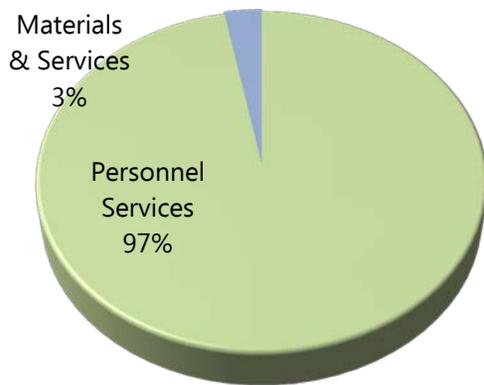
GOALS AND INITIATIVES

- 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 \$220,000

1.0 FTE

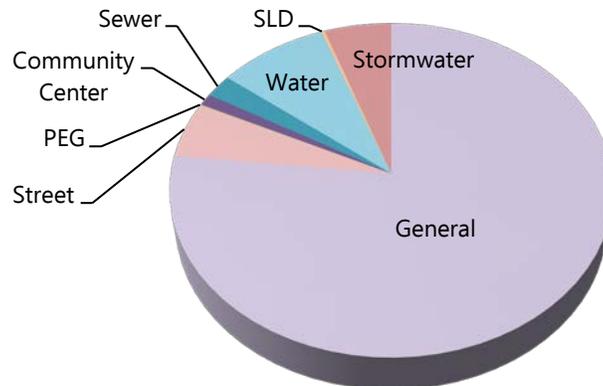
Personnel Services \$213,700
Materials & Services \$6,300



ALLOCATION OF CITY MANAGER'S COSTS

Costs are allocated based on a blend of full-time equivalents and time spent on projects. A time tracking mechanism, managed by the Legal Department staff, is used and the results are categorized by operating fund. A three-year rolling is used as the basis for allocating costs which helps smooth out spikes in workload in any given year.

General	\$	168,800
Street		11,900
PEG		100
Community Center		2,500
Sewer		4,900
Water		19,400
SLD		600
Stormwater		11,800
	\$	<u>220,000</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 all 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 Urban Renewal Agency, 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, Urban Renewal Agency 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

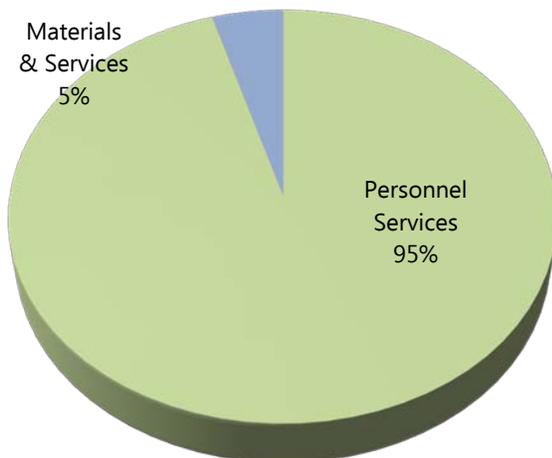
- Take appropriate steps to liquidate any Keizer Station Area-A property foreclosed upon and refund the River Road Renaissance program after completing a review of the programs goals and proposed projects. (City Attorney to assist staff on property liquidation.)
- Explore and determine policy direction regarding Urban Growth Boundary expansion. (City Attorney to assist staff on legal issues.)
- Revisit and potentially update infill and development standards. (City Attorney to assist Community Development on drafting language and hearing process questions.)
- Sidewalk Local Improvement District (LID) program. (City Attorney to draft program outline/ possible new ordinance.)

TOTAL EXPENDITURES \$283,800

2.0 FTE

Personnel Services \$270,700

Materials & Services \$13,100



WORKLOAD INDICATORS

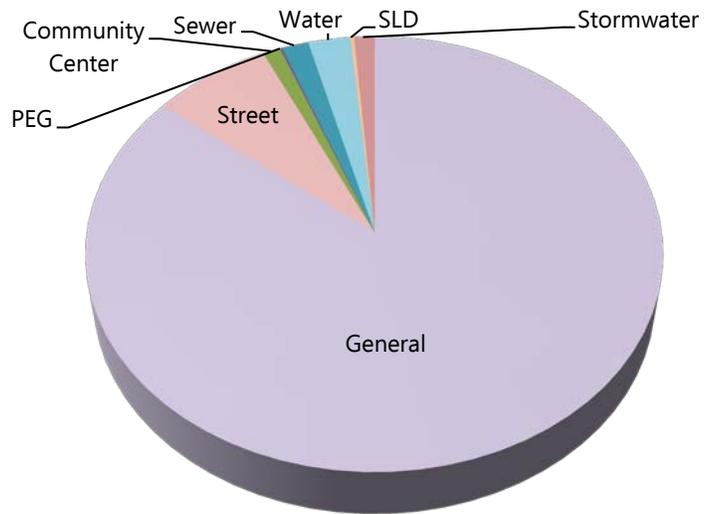
Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
City Council and URA Board meetings	39	42	34	25
City Ordinances/ Orders reviewed and adopted	21	20	15	30
City Resolutions reviewed and adopted	104	121	90	73
Planning Commission Meetings	11	9	11	9

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	\$	243,200
Street		20,900
PEG		400
Community Center		3,000
Sewer		4,700
Water		7,400
SLD		600
Stormwater		3,600
	\$	<u>283,800</u>



HIGHLIGHTS

- Pursued foreclosure of Keizer Station Area A property defaults
- Assisted in land use matters relating to UGB expansion/annexation/zone change and comprehensive plan change for a portion of Keizer Rapids Park property
- Assisted in development of the Public Art Program
- Assisted in development of medical marijuana facilities regulations

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 Department is responsible for a variety of highly confidential and sensitive information.

PRIMARY FUNCTIONS

- Clerk of Keizer City Council
- Community Center management
- Risk management (except Personnel)
- Volunteer program management
- Elections officer
- Records management
- Special Event Permit/Liquor Licensing
- Public Information Access
 - Website
 - Social Media

ADVISORY COMMITTEES

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

- Audit Committee
- Budget Committees
- Keizer Urban Renewal Agency
- Keizer Economic Development Commission
- Keizer Points of Interest Committee
- Keizer Public Arts Commission
- Keizer Festivals and Events Services Team Committee
- 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

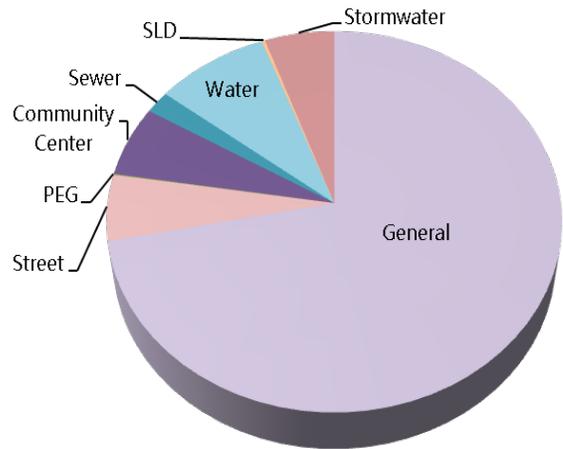
COUNCIL GOALS ASSIGNED

- Assist in creating a task force to foster community engagement
- Assist in creating a Youth Council program
- Develop sustainable community center strategy
- Assist with city website overhaul
- Explore hiring a Volunteer Coordinator and investigate implementing a volunteer based code enforcement and park patrol program to augment the City's capabilities. (City Recorder to assist in hiring a Volunteer Coordinator)

City Recorder's Department

ALLOCATION OF CITY RECORDER COSTS

Costs are allocated through a time tracking mechanism managed by the Legal Department staff and the results are categorized 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.



WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
Number of City Council and URA Board meetings	39	42	32	36
City and URA Ordinances reviewed and adopted	21	20	30	25
City and URA Resolutions reviewed and adopted	104	121	113	115
Planning Commission Meetings	11	9	11	11

Human Resources

OVERVIEW

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 philosophy is to provide service with integrity in all aspects of service delivery. To be truly successful in providing the necessary services, it is critical that employees trust Human Resource staff to treat them with dignity and respect and to balance their best interests with the needs of the City as a whole. Human Resources operates with as much transparency as possible while striving to balance creativity and resourcefulness with professional standards and best practices to meet customers' needs and ensure the highest fiscal responsibility to the citizens of Keizer.

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

- Personnel Policy Committee

HIGHLIGHTS

- Completed Milliman Public Sector Salary Survey and reviewed results to confirm accuracy of previously implemented salary survey changes for non-represented positions.
- Completed Salary Survey for Keizer Police Association and Laborer's International Union of North America Local 320 classifications.
- Continued development, research, support and advocacy of Health & Wellness program.
- Developed staff communication related to impact of new marijuana legislation on existing policy resulting in requests from other organizations.
- Conducted research on language testing and translation resources and tools to support City testing protocol and processes.
- Conducted annual hearing tests for key positions as required by OSHA.
- In partnership with associated Department Directors, developed new classifications and associated recruitment and onboarding strategies.
- Implemented refinements in recently implemented Bloodborne Pathogen Program and developed additional communication tools for employees.
- Negotiated insurance rates, developed orientation materials and conducted open enrollment.
- Facilitated completion of annual performance appraisals and position description updates.
- Provided support to and facilitated collective bargaining activities to result in successful implementation of new contracts.

Human Resources

(HIGHLIGHTS)

- Provided multiple retirement planning training opportunities and worked with a number of individual employees to support actual and planned retirements.
- Participated as both a Founding and Advisory Member of the PSU Center for Public Service Total Employee Cost of Compensation Program (TECC).

GOALS AND INITIATIVES

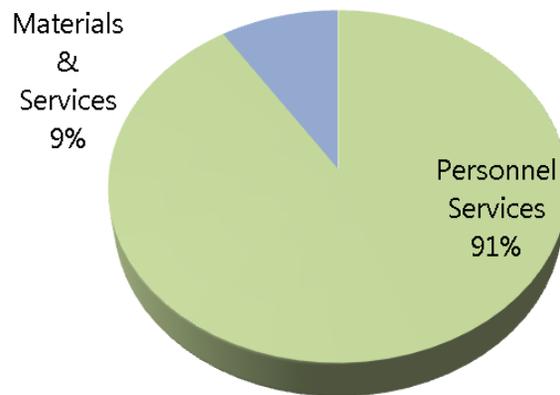
- Transition to automated online recruitment tool to better leverage limited resources and improve communication capacity with applicants.
- Certification of HR staff to provide CPR/First Aid/AED training.
- In partnership with Safety Committee, CIS and Leadership, develop & distribute City of Keizer Safety Manual.
- Establish employee advisory committees to review the City's health benefits and performance management programs.
- Continue and enhance development of Benefit Education and Training programs and materials to ensure employees have access to information needed to make the best decisions possible.

TOTAL EXPENDITURES \$292,300

2.0 FTE

Personnel Services \$265,500

Materials & Services \$26,800



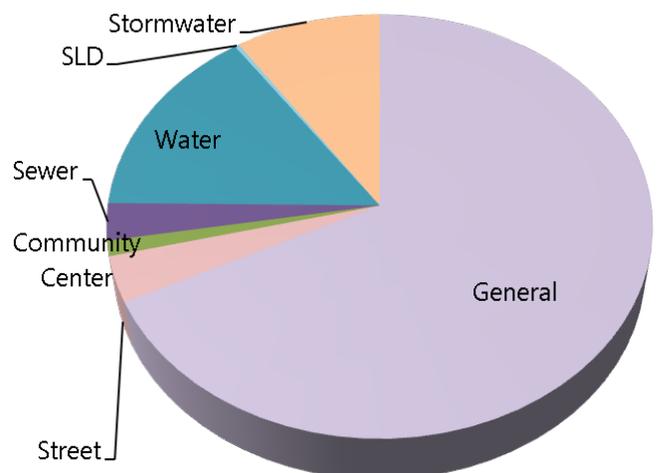
OTHER BUDGETARY RESPONSIBILITIES

Wages & Salaries	\$6,893,000
Insurance premiums	\$1,851,800
Retirement	\$1,597,400
Workers' Compensation	\$63,300
Labor Attorney	\$50,000
Wellness programs	\$38,700

ALLOCATION OF HUMAN RESOURCE COSTS

Costs are allocated based on City-wide FTE allocations.

General	\$	198,000
Street		10,100
Community Center		3,400
Sewer		8,200
Water		44,000
SLD		800
Stormwater		27,700
	\$	<u>292,200</u>



Human Resources

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
Budgeted Positions Served	90.5	90	92	95
Recruitments Posted	5	9	11	9
Employment Applications Processed	N/A	N/A	409	218
Personnel Action Forms Completed	N/A	173	200	157
FMLA/OFLA Claims Managed	20	15	23	20
Workers' Compensation Claims Managed	5	7	4	5
Identified Unsafe Conditions Eliminated	N/A	N/A	37	30
Number of Classification Reviews Completed	2	8	2	2

It is important to note that increases in FMLA/OFLA and Worker's Comp claims managed do not directly correlate with increased claims. A portion of the increases are related to improved communication and documentation of eligible events.

Performance Measures	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
% of Regular Status Position Employees Who Pass Probation	N/A	86%	100%	100%
Average Number of Weeks from Recruitment Close to Contingent Offer	N/A	N/A	6.5	10.2
Percentage of Current Job Descriptions	N/A	N/A	99%	100%
Percentage of Employees with Current Performance Evaluations	99%	100%	100%	100%
Percentage of Employees Participating in Wellness Programs	N/A	25%	62%	60%

Performance Measures Comments:

- 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.
- The average number of weeks from recruitment close to contingent offer demonstrates the ability to effectively manage the hiring process, resulting in less down-time and higher productivity. However, there are several factors that can affect this data, primarily revolving around the availability of supervisors, panel members, candidates and the number of processes to be completed.

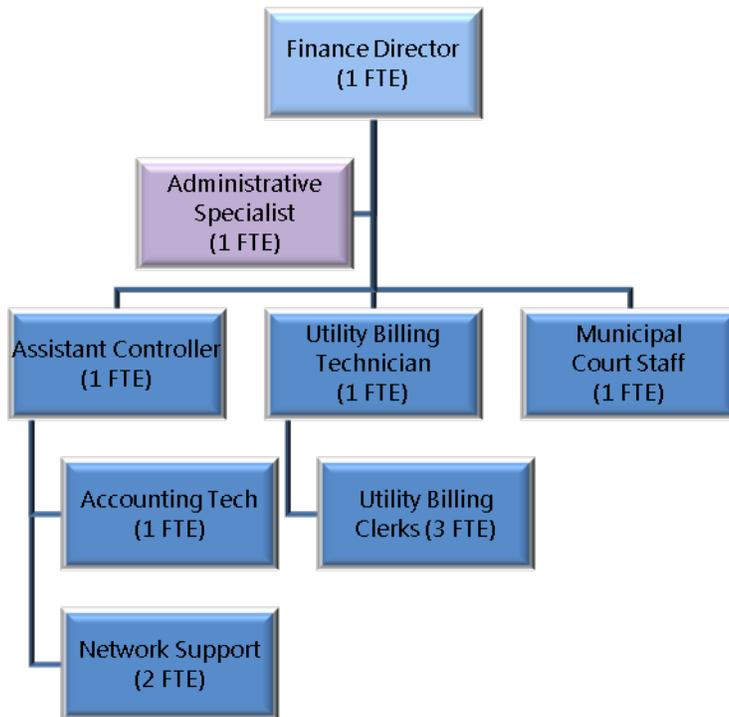
N/A=Not Available. The City has just recently begun tracking workload indicators; therefore some information is not available for previous years.

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.

DEPARTMENT-WIDE FTE 11



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 annual Comprehensive Annual Financial Report
- facilitates the annual audit
- administers utility billing
- administers municipal court
- administers information technology
- supports Community Event Center
- provides general office administration

ADVISORY COMMITTEES

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

Finance Department

COUNCIL GOALS ASSIGNED

- Develop *[financially]* sustainable community center management strategy
- Support city website overhaul
- End North River Road Urban Renewal District tax increment collections, for no more than the authorized maximum indebtedness as provided for in the District's Ninth amendment.
- Explore Public Safety funding mechanisms to fill frozen police positions and support an agreed upon level of service for the Police Department
- Identify 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
- Assist with Stable Funding Mechanism for Parks
- 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).

NON-DEPARTMENTAL

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

HIGHLIGHTS

- Continued facilitating the development and implementation of a sustainable General Fund revenues and services plan. Identified sustainable revenue sources to support addition of one vacant Traffic Officer Position.
- Repaid interest bearing taxing jurisdictions remaining debt owed from Urban Renewal Ninth Amendment.
- Assisted with the deactivation of the Keizer Urban Renewal Agency and the closure of the North River Road Urban Renewal District. The District repaid all of its outstanding debt and will no longer collect tax increment revenue.
- Implemented on-line bill pay for utility customers.
- Initiated cross training of Finance Director's responsibilities.
- Recruited and hired two new utility billing clerks to fill vacancies occurring during the year.
- Completed the city website overhaul
- Recruited and hired a new information systems technician to fill the new position created in FY14-15.
- 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

- Provided support for City Council Goals to generate Economic Development initiatives.
- Continue cross training of Finance Director's responsibilities.
- Assist in development of self-sustaining Community Center Fund.
- Conduct RFP process and contract with winning bidder on audit services

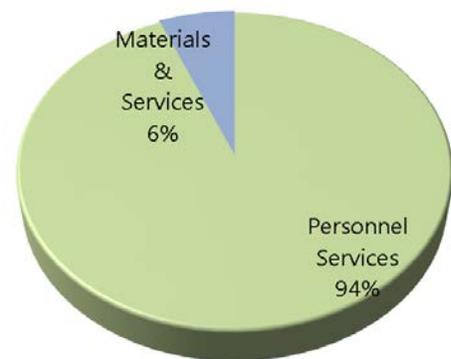
Finance Department

WORKLOAD INDICATORS

Workload Indicators	Actual FY 12-13	Actual FY 13-14	Projected FY 14-15	Budgeted FY15-16
Property Taxes Levied	\$4.0 million	\$4.1 million	\$4.3 million	\$4.7 million
Tax Increment Levied	\$1.4 million	\$1.1 million	\$1.2 million	none
City Funds/ Cost Centers	24/35	21/35	21/35	18/32
Total Budget	\$44 million	\$49 million	\$37 million	\$37 million
Debt Outstanding	\$27 million	\$20 million	\$18 million	\$17 million
Total Revenues	\$25 million	\$28 million	\$25 million	\$24 million
Total Expenditures	\$26 million	\$37 million	\$25 million	\$29 million

TOTAL EXPENDITURES \$479,300 Administrative Services Fund 4.0 FTE

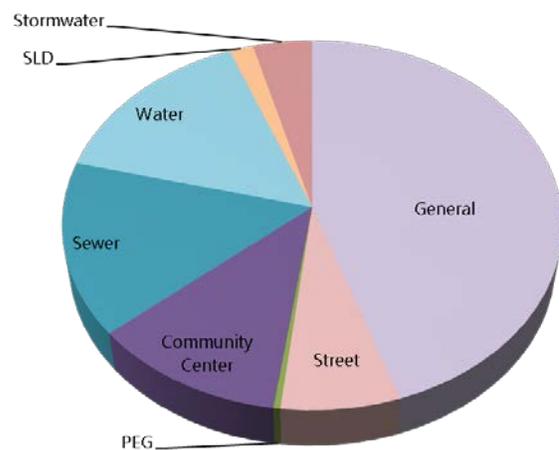
Personnel Services \$449,800
Materials & Services \$29,500



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	\$	228,600
Street		32,000
PEG		1,800
Community Center		52,500
Sewer		68,700
Water		68,700
SLD		7,700
Stormwater		19,100
	\$	<u>479,100</u>



Finance Department

INFORMATION SYSTEMS

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

HIGHLIGHTS

- Coordinated the new website to increase functionality and user friendliness
- Assisted with the implementation of an advanced user authentication process in the Police Department as required by the Department of Justice CJIS requirements

GOALS AND INITIATIVES

- Continue to ensure compliance with the Department of Justice CJIS requirements
- Review possibility of providing support for the Police Department's forensic technology needs

WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
Computer Workstations supported	120	123	123	130
Telephones supported	110	110	110	110
City facilities networked	2	2	2	2
Computers installed	120	123	123	130
Operating systems installed	120	123	123	130

TOTAL EXPENDITURES \$445,700 Administrative Services Fund

2.0 FTE

Personnel Services \$201,400

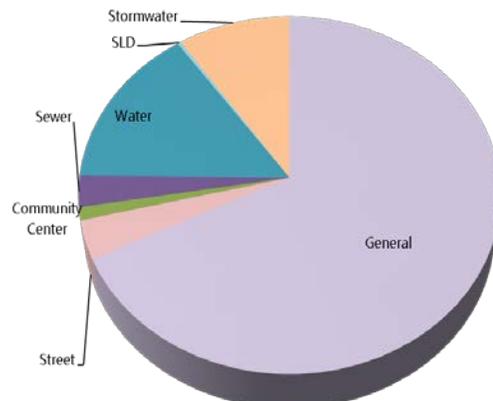
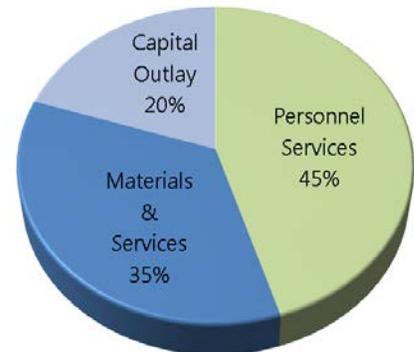
Materials & Services \$155,500

Capital Outlay \$88,800

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	\$	300,500
Street		20,700
Community Center		7,800
Sewer		10,600
Water		68,900
SLD		1,000
Stormwater		36,100
	\$	<u>445,600</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
- Implemented on-line bill pay so that customers have the option of paying their bills online at keizer.org or using our automated phone system
- Implemented paperless bills so that customers may choose to receive their billing statement electronically, eliminating their paper statements

GOALS AND INITIATIVES

- Cross train two new billing clerks on various aspects of the billing system and customer service delivery
- Continue to maintain staff customer service skills through customer service training classes

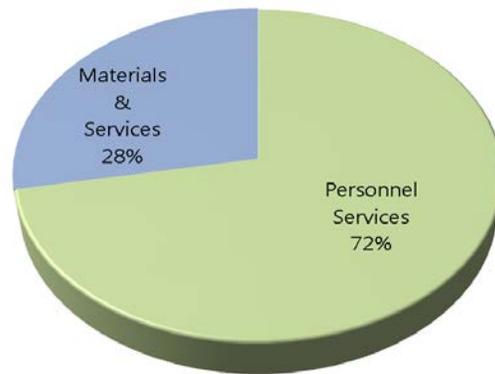
TOTAL EXPENDITURES

\$379,600 Administrative Services Fund

4.0 FTE

Personnel Services \$294,200

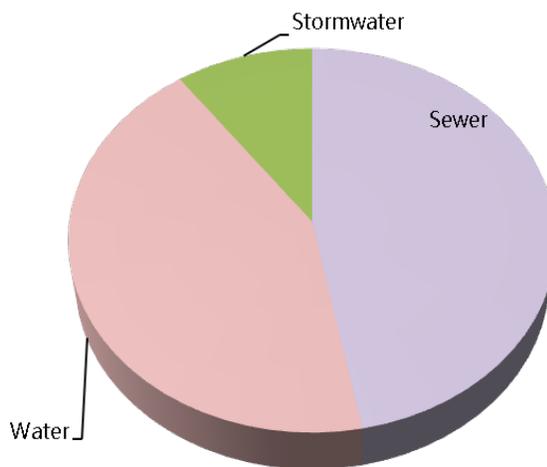
Materials & Services \$106,000



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	\$	178,400
Water		163,200
Stormwater		38,000
	\$	<u>379,600</u>



Finance Department

WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
Utility Bills processed	80,058	81,533	82,483	82,733
Utility accounts maintained	10,393	10,410	10,479	10,546
Water leak notifications	144	130	125	104
Shut-offs processed	1,236	1,155	1,166	1,136
Service Requests	2,640	2,698	2,664	2,678

MUNICIPAL COURT

The Municipal Court administers the judicial system for the City of Keizer. The Court handles traffic infractions, City code violations and has recently incorporated 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.

HIGHLIGHTS

- Renewed Spanish Interpreter Services contract
- Completed RFP process and contracted with collection agency to process overdue fines
- Collaborated with Salem Keizer School District and Keizer Police Department in developing procedure to most effectively incorporate and process Attendance violation citations
- Added new arraignment sessions to accommodate Juvenile and Attendance violation Citations
- Secured Bailiff arrangement for Court proceedings
- Successfully completed LEDS/NCIC Triennial System Use Audit. All areas found to be in compliance with LEDS/NCIC policies and procedures

GOALS AND INITIATIVES

- Continue to monitor and assess effectiveness of Court process regarding Attendance violations
- Remain current in upcoming legislative changes
- Implement Court data software upgrade/conversion and receive training on new system
- Update Court Web page

WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15 est.
Citations Processed	4,050	2,495	1,714	1,250
Accounts sent to Collections	681	583	641	400
Amounts sent to Collections	\$457,121	\$425,964	\$498,082	\$320,000

Finance Department

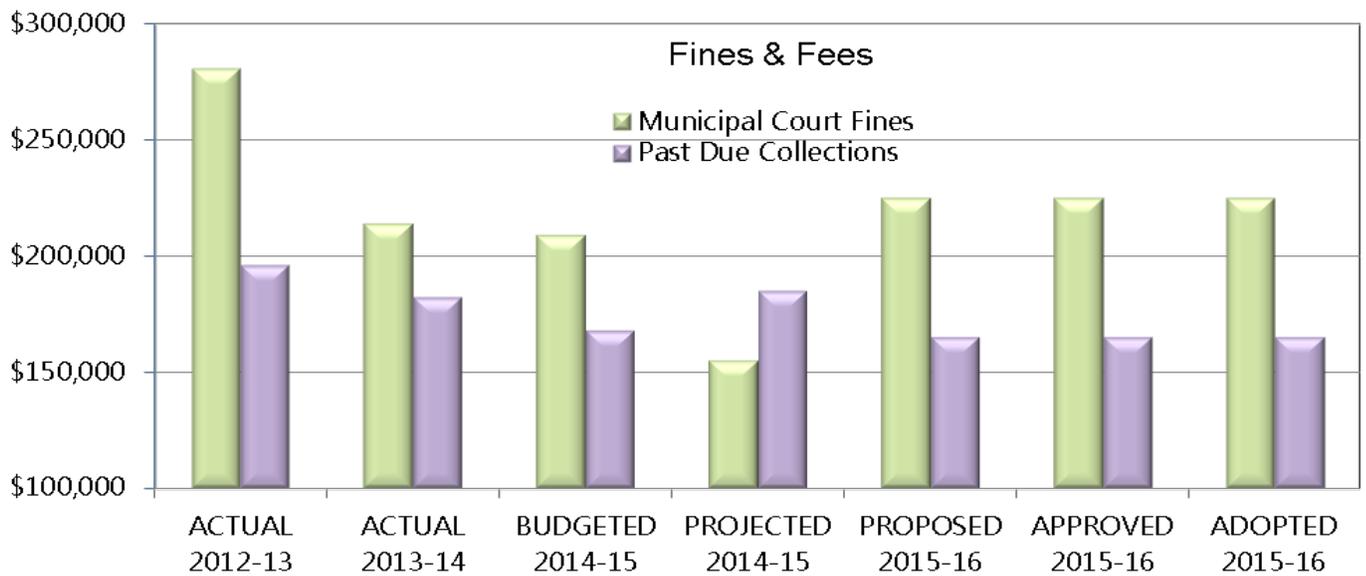
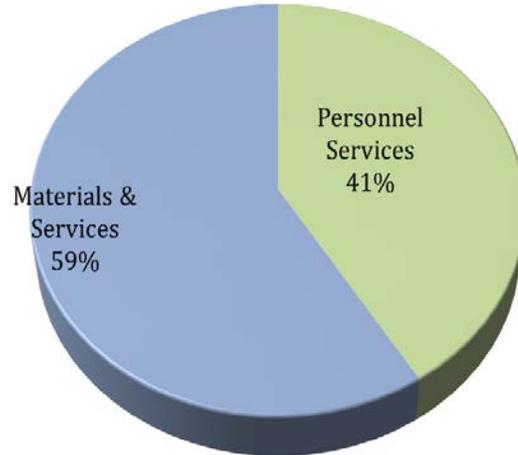
The City experienced a significant decline in municipal court fines in fiscal year 2012-13 due to a decreased number of citations processed that year.

TOTAL EXPENDITURES \$191,900

FTE 1.0

Personnel Services \$79,100

Materials & Services \$112,800



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 development activities, Urban Renewal 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, developing code revisions and ordinance development are developed to achieve council goals. Current planning activities include services to the public for development relative to zoning, land divisions, and floodplain management. Code Enforcement regulates zoning violations, solid waste, noxious weeds, parking violations, ROW vegetation, 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.

COUNCIL GOALS ASSIGNED

- Explore and determine Policy direction regarding Urban Growth Boundary expansion
- Revisit and update infill standards
- Review and assess the River Road Renaissance program

ADVISORY COMMITTEES

- Planning Commission
- Business Advisory Club
- Economic Development Governmental Affairs (EDGA)
- Keizer Public Arts Commission

PRIMARY FUNCTIONS

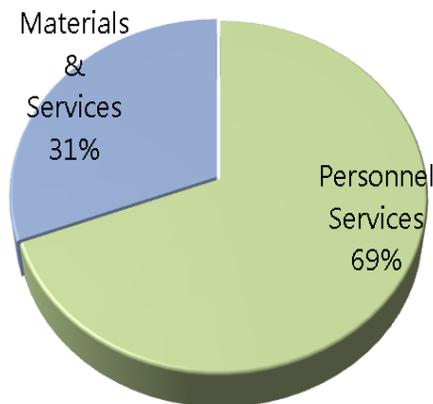
- Building permits
- State and Federal Grants
- Long-range and Current land use planning
- Sign permits
- Transportation planning
- Code enforcement
- Economic Development

TOTAL EXPENDITURES \$772,500 General Fund

5.0 FTE

Personnel Services \$534,900

Materials & Services \$237,600



WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15*
Land Use Applications	17	15	23	20
Building Permits Reviewed	152	202	183	288
Single Family Permits Issued	24	33	45	57
Multi-family Permits Issued	1	6	0	7**
Valuation of Permits Issued (in thousands)	\$13,036	\$17,198	\$26,236	\$41,137

*permits issued through May 2015

** 7 buildings – 69 units

Community Development

HIGHLIGHTS

The Department continued updating sections of the Keizer Development Code with several Text Amendment projects outlined with the Planning Commission. Amendments take into consideration such things as Infill Standards and codes and parking standards. The Department continues to be actively involved in coordinating the development of the Keizer Station Area and support to City development plans and activities.

Community Development also worked on 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. With the completion of Keizer EOA/HNA the City will be receiving direction from the State to address issues identified in those studies.

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

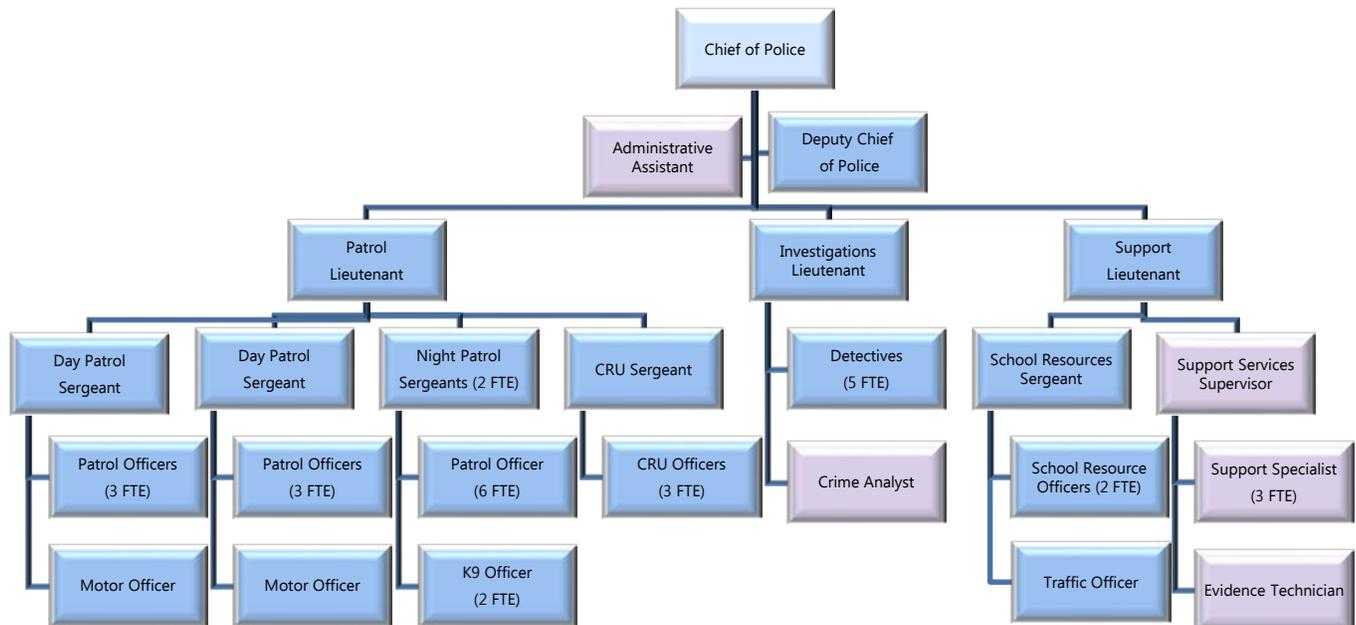
Work with MWVCOG on designing a long-term program for recycling and expending the remaining Housing Rehabilitation and Energy Assistance grant funds.

Work with Department of Land Conservation and Development and Oregon Department of Transportation to secure Transportation Growth Management funds to study and plan for meeting future land needs of the City.

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.



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

DEPARTMENT-WIDE 46 FTE

TOTAL EXPENDITURES:

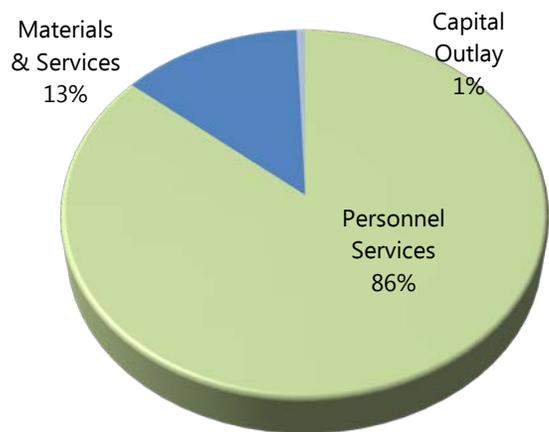
\$6,523,200 General Fund – Police Operations

Personnel Services \$5,654,000

Materials & Services \$869,200

\$11,200 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)

Police Department

Though not as discrete as outputs, we can measure outcomes. The police department is especially interested in the responses to semi-annual 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.

Question	2014	2016	2018
I have confidence in police officers in general, not just Keizer police officers.	86.4%		
I have confidence in Keizer police officers, specifically.	89.4%		
I feel safe living in Keizer and in neighborhood.	93.2%		
I feel safe letting my child walk to school	73.5%		
I feel safe walking down my street during the day.	93.8%		
I feel safe walking down my street during the night.	78.2%		
Traffic congestion is a significant problem in Keizer.	72.6%		
Violations of traffic laws are a significant problem in Keizer.	63.6%		

We also asked, How much time should Keizer police officers spend enforcing traffic laws? 22.8% responded "More"; 14.2% responded "Less"; and 63% 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 agencies; nevertheless, they may tell a story, so some of them are included in the following table.

	2012	2013	2014	2015
Crimes Reported (Parts 1, 2, and 3)	4424	4242	3527	
Adult arrests	1,404	1,593	1502	
Juvenile referrals (for crimes and status offenses)	481	312	181	
Violent crimes clearance rate (UCR)*: US cities pop. 25-50k	50.3%	50.2%	+	
Violent crimes clearance rate (NIBRS): Keizer	70.8%	67.9%	60.9%	
Property crimes clearance rate (UCR)**: US cities pop. 25-50k	23.3%	24.0%	+	
Property crimes clearance rate (NIBRS): Keizer	20.5%	21.9%	23.5%	
Traffic injury crashes (incl. crashes with no apparent injury)	66	66	56	
Traffic citations (does not incl. multiple citations to same driver)	2,360	1,977	1017	
Traffic written warnings	2,969	2,622	1340	
Officers/1,000 residents: Oregon cities pop. 33-37,000	1.3	1.3	1.3	
Officers/1,000 residents: Keizer	1.0	1.0	1.0	

* UCR: Murder, Nonnegligent Manslaughter, Forcible 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

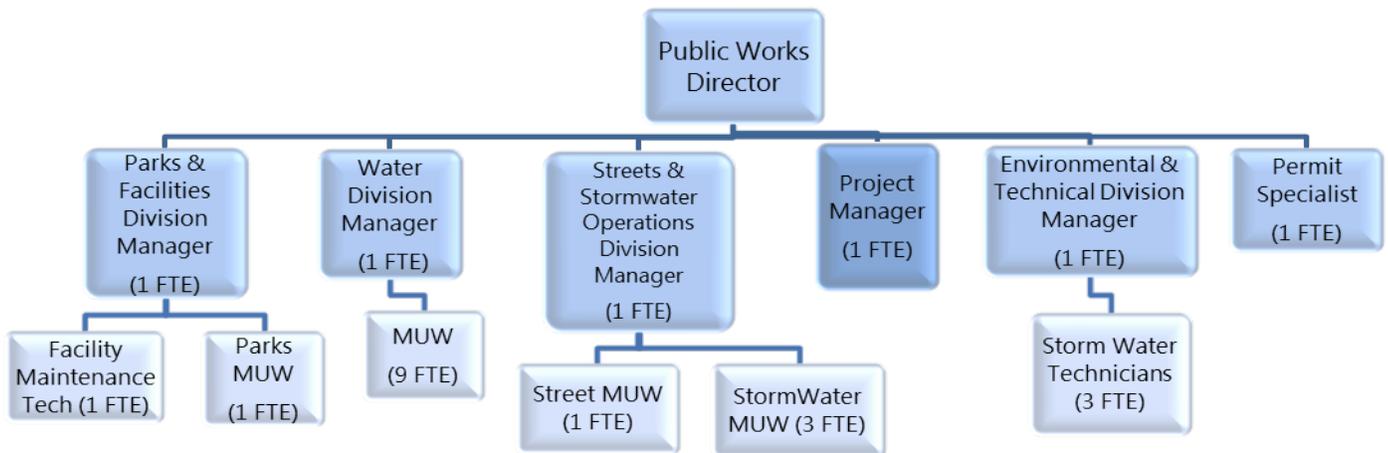
Public Works Department

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.

Public Works Department

HIGHLIGHTS

- Completed the Big Toy project at Keizer Rapids Park
- Purchased new Ford F-150 ½ ton truck
- Added 200 yards of certified wood fiber to playgrounds for fall protection
- Replaced drinking fountain at Carlson Skate Park
- Replaced roof of covered shelter at Claggett Creek Park
- Replaced 10 picnic tables

TOTAL EXPENDITURES – \$348,900 General Fund*

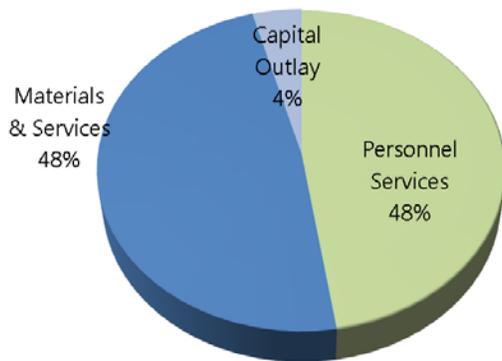
*Parks Operating Fund

Personnel Services \$155,600

Materials & Services \$179,300**

Capital Outlay \$14,000

****includes Parks Dedicated Funds**



PARK IMPROVEMENT FUND

\$441,700 – Revenues

\$275,000 Capital Outlay – planned projects

INFRASTRUCTURE OPERATED AND MAINTAINED

- 19 Individual Parks Totaling 239 Acres
- 9 Play Structures
- Splash Fountain
- Boating Facility
- 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

- Completed construction of the Chemawa Road North Improvement Project using awarded Federal Grant funds and local matching funds.
- Continued Planning and Design of the Verda/Chemawa Roundabout Project for summer 2016 construction using Federal Grant funds and local matching funds.
- Resurfaced various streets as indicated from the Pavement Condition Index (PCI).
- Rebuilt Shoreline Dr. including new curbs, sidewalks and ADA wheel chair ramps.

TOTAL REVENUES – \$2,113,600

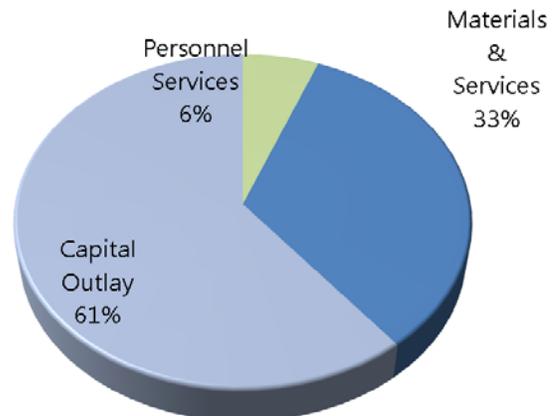
primary source State Fuel tax

TOTAL EXPENDITURES – \$2,210,800 Street Fund

Personnel Services \$128,000

Materials & Services \$772,600

Capital Outlay \$1,310,200



Public Works Department

INFRASTRUCTURE OPERATED AND MAINTAINED

- 100.2 Miles of Streets
- 213.5 Lane Miles of Streets
- 21 Traffic Signals
- 7 Bridges
- 1,800 Street Signs

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
- Completed construction of the Wiessner/Salem water line Intertie connection
- Cleaned all 3 reservoirs
- Completed water main line replacement Phase 1
- Completed Telemetry Update
- Completed water line relocation for Chemawa Road Roundabout

TOTAL REVENUES (Water & Water Facility Funds)
\$3,293,500 - primarily user charges

TOTAL EXPENDITURES – \$2,676,800 Water Fund
Personnel Services \$908,700
Materials & Services \$1,437,100
Capital Outlay \$99,500
Debt Service \$231,500

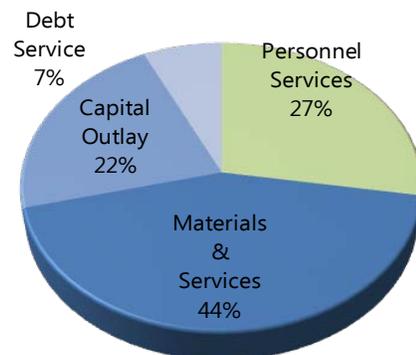
\$622,500 Water Facility Fund (Capital Outlay)

INFRASTRUCTURE OPERATED AND MAINTAINED

- 15 Individual Pump Station Facilities
- 3 Reservoirs
- 125.3 Miles of Pipe
- 890 Fire Hydrants
- 1,786 Valves
- 10,432 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.



Public Works Department

HIGHLIGHTS

- Continued TV inspection of storm lines. Completed approximately 9% of the system – just under the 10% measurable goal.
- Continued implementation of the 3 regulatory management plans
- Completed 24" storm line repair identified by the TV contractor.
- Revised the Erosion Control Ordinance
- Revised the Stormwater Utility Ordinance
- Continued repair work as identified by the TV inspection program
- Initiated design work for realignment of storm lines in the Terrace Green neighborhood
- Conducted stormwater sampling in accordance with the state approved monitoring plan

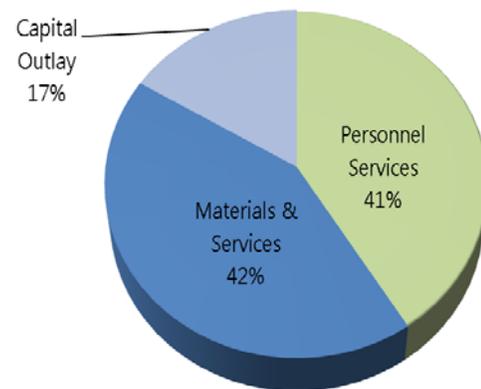
TOTAL REVENUES – \$1,447,000 - primarily user charges

TOTAL EXPENDITURES – \$1,575,700 Stormwater Fund

Personnel Services \$647,100

Materials & Services \$668,900

Capital Outlay \$259,700



INFRASTRUCTURE OPERATED AND MAINTAINED

- 79.6 Miles of Pipe
- 89 Underground Injection Control Systems (UIC's)
- 1,141 Manholes
- 2,824 Catch Basins
- 132 Outfalls
- 2.5 miles of Vegetated Stormwater Facilities

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

- Replaced condenser coil on Heating/cooling unit #2
- Replaced heat exchanger on HVAC unit #'s 6&7
- Replaced fire alarm system control panel
- Resealed slate tiles in lobby
- Removed dying fir trees along Chemawa Rd.
- Removed and replaced overgrown plants in parking lot swales
- Planted new shrubs around City Hall patio
- Cleaned interior windows

GOALS AND INITIATIVES

- HVAC coil cleaning
- Restripe parking lots

Public Works Department

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

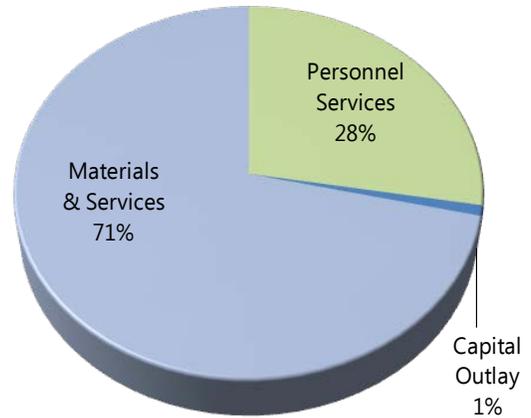
TOTAL EXPENDITURES – \$299,800 Facility Maintenance

Administrative Services Fund FTE 1.0

Personnel Services \$83,000

Materials & Services \$214,100

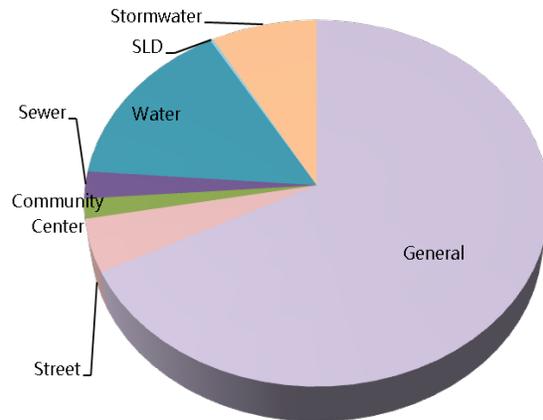
Capital Outlay \$2,700



ALLOCATION OF FACILITY MAINTENANCE COSTS

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

General	\$	204,100
Street		10,400
Community Center		3,500
Sewer		8,500
Water		45,400
SLD		900
Stormwater		28,600
	\$	<u>301,400</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.

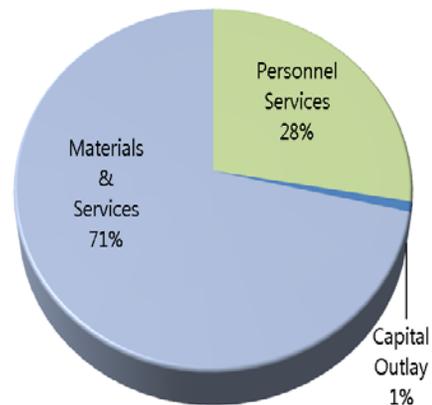
TOTAL EXPENDITURES – \$553,500 Public Works

Administrative Services Fund 4.0 FTE

Personnel Services \$470,500

Materials & Services \$47,500

Capital Outlay \$35,500

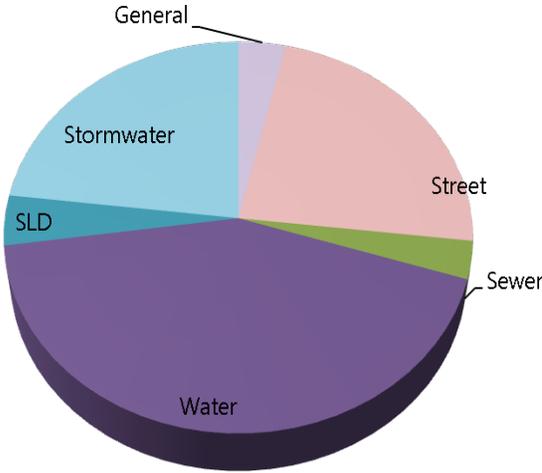


Public Works Department

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	\$	19,700
Street		182,900
Sewer		17,200
Water		182,900
Street Light Districts		22,800
Stormwater		127,800
	\$	<u>553,300</u>





Funds & Departments

Administrative Services.....	110-111
Public Works	
Streets.....	133-136
Street Lighting Districts.....	137-138
Transportation Improvements.....	139
Off-Site Transportation.....	140
Stormwater.....	141-143
Sewer.....	144-146
Water.....	147-151
Park Improvements	152
General Fund.....	153-170
Urban Renewal.....	171-175
Other Funds	176-184

Administrative Services Fund Summary

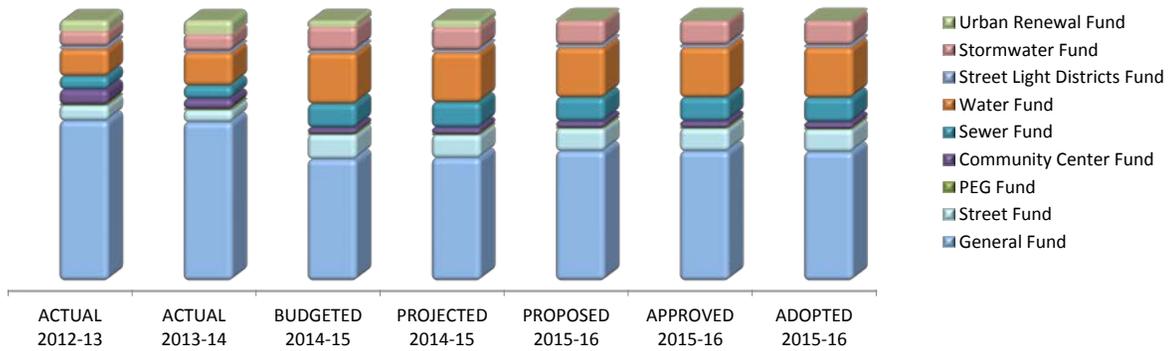
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 63,737	113,303	\$ 147,000	\$ 133,800	\$ 130,600	\$ 130,600	\$ 130,600	-2%
3 Revenues:								
4 Charges for Services:								
5 Charges for Services	1,993,872	2,197,798	3,456,700	3,177,700	3,486,700	3,486,700	3,507,300	10%
6 Miscellaneous:								
7 Miscellaneous Revenue	6,060	1,988	-	-	-	-	-	
8 Total Revenues	1,999,932	2,199,786	3,456,700	3,177,700	3,486,700	3,486,700	3,507,300	10%
9 TOTAL RESOURCES	2,063,669	2,313,089	3,603,700	3,311,500	3,617,300	3,617,300	3,637,900	10%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 City Manager	182,712	195,610	207,200	206,700	213,700	213,700	213,700	3%
14 City Attorney's Office	229,061	239,867	255,200	254,600	270,700	270,700	270,700	6%
15 City Recorder's Office	179,198	191,526	201,600	200,300	214,200	214,200	214,200	7%
16 Human Resources	198,386	232,444	247,200	245,700	265,500	265,500	265,500	8%
17 Finance - Non-Departmental	379,320	399,792	424,400	420,800	449,800	449,800	449,800	7%
18 Finance - Information Systems	89,511	96,894	167,200	144,900	201,400	201,400	201,400	39%
19 Finance - Utility Billing	-	-	252,700	260,500	273,600	273,600	294,200	13%
20 Civic Center Facilities	60,147	68,303	76,900	76,300	83,000	83,000	83,000	9%
21 Public Works	-	-	562,400	460,400	470,500	470,500	470,500	2%
22 Total Personnel Services	1,318,335	1,424,436	2,394,800	2,270,200	2,442,400	2,442,400	2,463,000	8%
23 Materials & Services:								
24 General Administration	193,380	263,288	247,700	238,700	250,800	250,800	250,800	5%
25 City Manager	3,951	6,530	6,300	6,300	6,300	6,300	6,300	0%
26 City Attorney's Office	6,134	6,758	13,100	6,900	13,100	13,100	13,100	90%
27 City Recorder's Office	5,039	5,768	6,200	5,200	6,200	6,200	6,200	19%
28 Human Resources	13,486	22,436	27,600	25,500	26,800	26,800	26,800	5%
29 Finance - Non-Departmental	27,367	29,990	32,500	31,400	29,500	29,500	29,500	-6%
30 Finance - Information Systems	154,615	146,636	174,900	126,400	155,500	155,500	155,500	23%
31 Finance - Utility Billing	-	-	102,900	97,000	106,000	106,000	106,000	9%
32 Civic Center Facilities	180,057	194,736	232,100	233,500	214,100	214,100	214,100	-8%
33 Public Works	-	-	45,200	41,100	47,500	47,500	47,500	16%
34 Total Materials & Services	584,029	676,142	888,500	812,000	855,800	855,800	855,800	5%
35 Capital Outlay:								
36 General Administration	-	-	1,000	-	-	-	-	
37 Finance - Information Systems	45,048	57,840	94,400	85,000	88,800	88,800	88,800	4%
38 Public Works Administration	-	-	5,000	3,700	35,500	35,500	35,500	859%
39 Civic Center Facilities	2,954	20,822	18,500	10,000	2,700	2,700	2,700	-73%
40 Total Capital Outlay	48,002	78,662	118,900	98,700	127,000	127,000	127,000	29%
41 Total Expenditures	1,950,366	2,179,240	3,402,200	3,180,900	3,425,200	3,425,200	3,445,800	8%
42 Other Requirements:								
43 Contingencies	-	-	201,500	-	192,000	192,000	192,000	
44 Fund Balance:								
45 Committed	113,303	133,849	-	130,600	100	100	100	-100%
46 TOTAL REQUIREMENTS	\$ 2,063,669	2,313,089	\$ 3,603,700	\$ 3,311,500	\$ 3,617,300	\$ 3,617,300	\$ 3,637,900	10%

Administrative Services Fund Summary



The increase in the Stormwater, Water, Sewer and Street Funds in fiscal year 2014-15 is due to the new Utility Billing and Public Works cost centers in the Administrative Services Fund. In prior years, Utility Billing and Public Works administrative costs were allocated directly to these funds.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
CHARGES FOR SERVICES BY FUND								
* General Fund	\$ 1,222,651	\$ 1,335,481	\$ 1,611,100	\$ 1,497,100	\$ 1,731,600	\$ 1,731,600	\$ 1,731,600	16%
Street Fund	122,717	107,186	332,700	287,000	311,600	311,600	311,600	9%
PEG Fund	-	3,239	1,800	1,800	2,300	2,300	2,300	28%
* Community Center Fund	117,500	88,315	85,000	85,100	89,700	89,700	89,700	5%
Sewer Fund	101,534	110,310	313,600	303,500	314,900	314,900	324,600	7%
Water Fund	206,518	277,925	674,300	609,800	666,200	666,200	675,100	11%
Street Light Districts Fund	20,834	13,764	33,200	28,900	35,900	35,900	35,900	24%
Stormwater Fund	122,943	146,825	325,000	286,500	334,000	334,000	336,000	17%
Urban Renewal Fund	79,170	114,753	79,900	80,000	-	-	-	-100%
Adjustments	5	-	100	(2,000)	500	500	500	-125%
Total Allocation by Fund	\$ 1,993,872	\$ 2,197,798	\$ 3,456,700	\$ 3,177,700	\$ 3,486,700	\$ 3,486,700	\$ 3,507,300	10%

* In FY13-14 the Community Center Fund did not have sufficient cash to pay the full cost of Administrative Service Charges so approximately \$29,700 was paid by the General Fund.

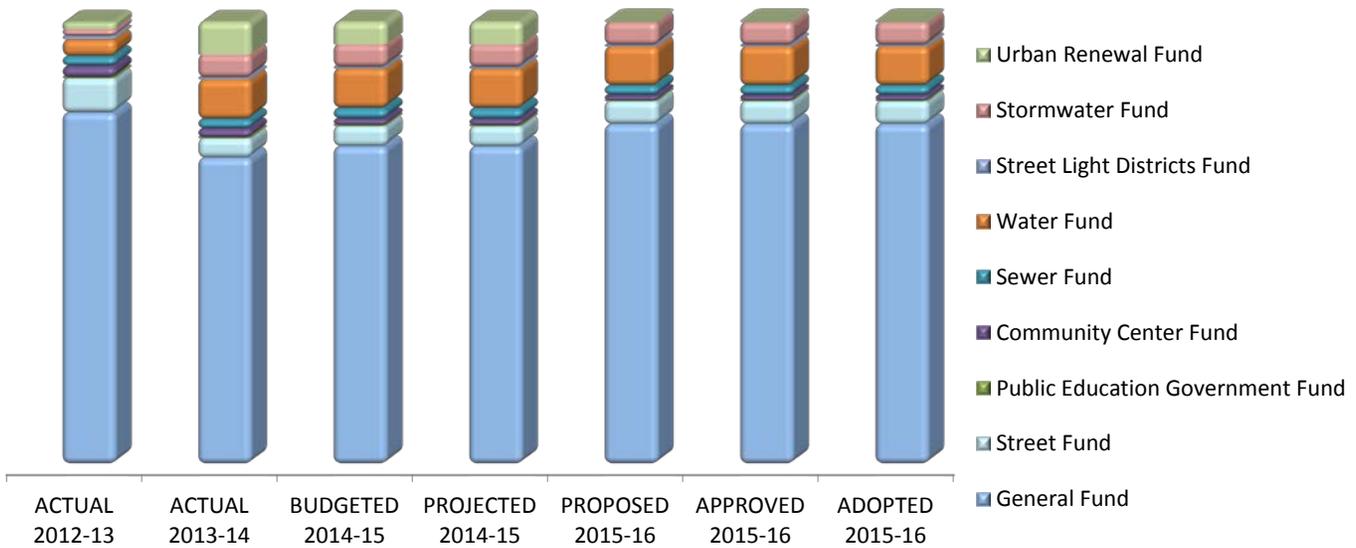
City Manager's Office

The City Manager is the Chief Executive Officer for the City of Keizer and Urban Renewal Agency. 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 as authorized in Council Resolution. A time tracking mechanism, managed by the Legal Department staff, is used and the results are categorized 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.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 5,148	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	181,519	202,140	213,500	213,000	220,000	220,000	220,000	3%
6 TOTAL RESOURCES	186,667	202,144	213,500	213,000	220,000	220,000	220,000	3%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Manager	130,062	139,835	147,500	147,500	147,500	147,500	147,500	0%
11 Vehicle Allowance	4,200	4,200	4,200	4,200	4,200	4,200	4,200	0%
12 Cell Phone Stipend	-	-	-	-	-	-	-	-
13 Wellness	-	207	400	400	400	400	400	0%
14 Medicare	2,064	2,218	2,400	2,400	2,400	2,400	2,400	0%
15 Retirement	30,355	32,694	34,600	34,000	39,600	39,600	39,600	16%
16 Insurance Benefits	15,922	16,340	18,000	18,000	19,400	19,400	19,400	8%
17 Workers Compensation	109	116	100	200	200	200	200	0%
18 Total Personnel Services	182,712	195,610	207,200	206,700	213,700	213,700	213,700	3%
19 Materials & Services:								
20 Meetings, Travel & Training	3,651	6,230	6,000	6,000	6,000	6,000	6,000	0%
21 Liability Insurance	300	300	300	300	300	300	300	0%
22 Total Materials & Services	3,951	6,530	6,300	6,300	6,300	6,300	6,300	0%
23 Total Expenditures:	186,663	202,140	213,500	213,000	220,000	220,000	220,000	3%
24 Fund Balance:								
25 Committed for Operations	4	4	-	-	-	-	-	-
26 TOTAL REQUIREMENTS	\$ 186,667	\$ 202,144	\$ 213,500	\$ 213,000	\$ 220,000	\$ 220,000	\$ 220,000	3%

City Manager's Office



SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	FTE/ Project Time
General Fund	\$ 144,077	\$ 139,751	\$ 153,200	\$ 152,800	\$ 168,800	\$ 168,800	\$ 168,800	77%
Street Fund	14,438	9,283	10,300	10,300	11,900	11,900	11,900	5%
Public Education Government Fund	-	-	-	-	100	100	100	0.1%
Community Center Fund	4,691	4,192	3,100	3,100	2,500	2,500	2,500	1%
Sewer Fund	4,057	4,292	5,100	5,100	4,900	4,900	4,900	2%
Water Fund	6,935	18,168	19,400	19,400	19,400	19,400	19,400	9%
Street Light Districts Fund	1,316	799	400	400	600	600	600	0%
Stormwater Fund	3,218	10,881	11,400	11,400	11,800	11,800	11,800	5%
Urban Renewal Fund	2,785	14,774	10,700	10,700	-	-	-	
Adjustments	2	-	(100)	(200)	-	-	-	
TOTAL CHARGES BY FUND	\$ 181,519	\$ 202,140	\$ 213,500	\$ 213,000	\$ 220,000	\$ 220,000	\$ 220,000	100%

Budget Notes:

Expenditures:

9 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

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

City Attorney's Office

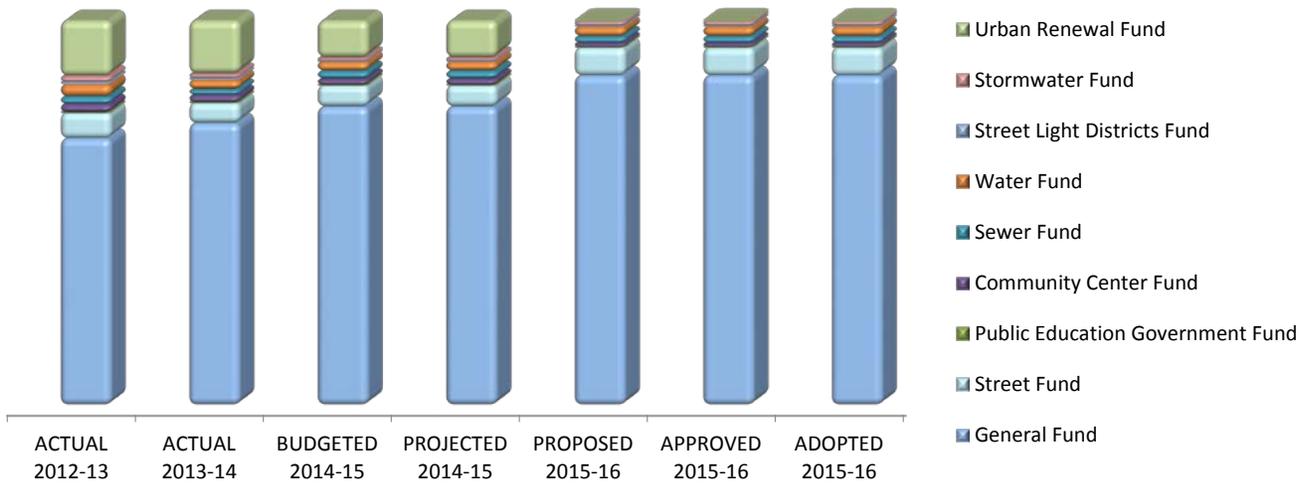
The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for most matters requiring special expertise.

The City Attorney's Office provides legal advice and representation to the City Council, the Urban Renewal Agency, 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, Urban Renewal Agency 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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 6,378	\$ 56	\$ 200	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	228,873	246,569	268,100	261,500	283,800	283,800	283,800	9%
6 TOTAL RESOURCES	235,251	246,625	268,300	261,500	283,800	283,800	283,800	9%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Attorney	120,245	126,846	133,800	133,800	135,500	135,500	135,500	1%
11 Administrative Support	48,526	51,198	54,000	54,000	56,400	56,400	56,400	4%
12 Cell Phone Stipend	660	660	700	700	900	900	900	29%
13 Wellness	-	114	800	400	600	600	600	50%
14 Medicare	2,619	2,767	2,900	3,000	3,000	3,000	3,000	0%
15 Retirement	25,135	25,375	26,900	26,900	35,300	35,300	35,300	31%
16 Insurance Benefits	31,745	32,681	35,900	35,500	38,800	38,800	38,800	9%
17 Workers Compensation	131	226	200	300	200	200	200	-33%
18 Total Personnel Services	229,061	239,867	255,200	254,600	270,700	270,700	270,700	6%
19 Materials & Services:								
20 Meetings, Travel & Training	5,054	5,320	8,500	4,700	8,500	8,500	8,500	81%
21 Legal Services Contracts	1,080	348	4,000	2,000	3,500	3,500	3,500	75%
22 Law Library Maintenance	-	1,090	600	200	1,100	1,100	1,100	450%
23 Total Materials & Services	6,134	6,758	13,100	6,900	13,100	13,100	13,100	90%
24 Total Expenditures:	235,195	246,625	268,300	261,500	283,800	283,800	283,800	9%
25 Fund Balance:								
26 Committed for Operations	56	-	-	-	-	-	-	-
27 TOTAL REQUIREMENTS	\$ 235,251	\$ 246,625	\$ 268,300	\$ 261,500	\$ 283,800	\$ 283,800	\$ 283,800	9%

City Attorney's Office



SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	Project Time
General Fund	\$ 158,838	\$ 180,822	\$ 208,100	\$ 203,000	\$ 243,200	\$ 243,200	\$ 243,200	86%
Street Fund	15,490	13,360	15,200	14,800	20,900	20,900	20,900	7%
Public Education Government Fund	-	-	-	-	400	400	400	0%
Community Center Fund	5,045	4,943	4,400	4,300	3,000	3,000	3,000	1%
Sewer Fund	4,360	3,572	5,400	5,300	4,700	4,700	4,700	2%
Water Fund	7,438	5,996	6,800	6,600	7,400	7,400	7,400	3%
Street Light Districts Fund	1,412	1,279	200	200	600	600	600	0%
Stormwater Fund	3,453	2,664	2,300	2,200	3,600	3,600	3,600	1%
Urban Renewal Fund	32,836	33,933	25,700	25,100	-	-	-	0%
Adjustments	1	-	-	-	-	-	-	0%
TOTAL CHARGES BY FUND	\$ 228,873	\$ 246,569	\$ 268,100	\$ 261,500	\$ 283,800	\$ 283,800	\$ 283,800	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and 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 costs).

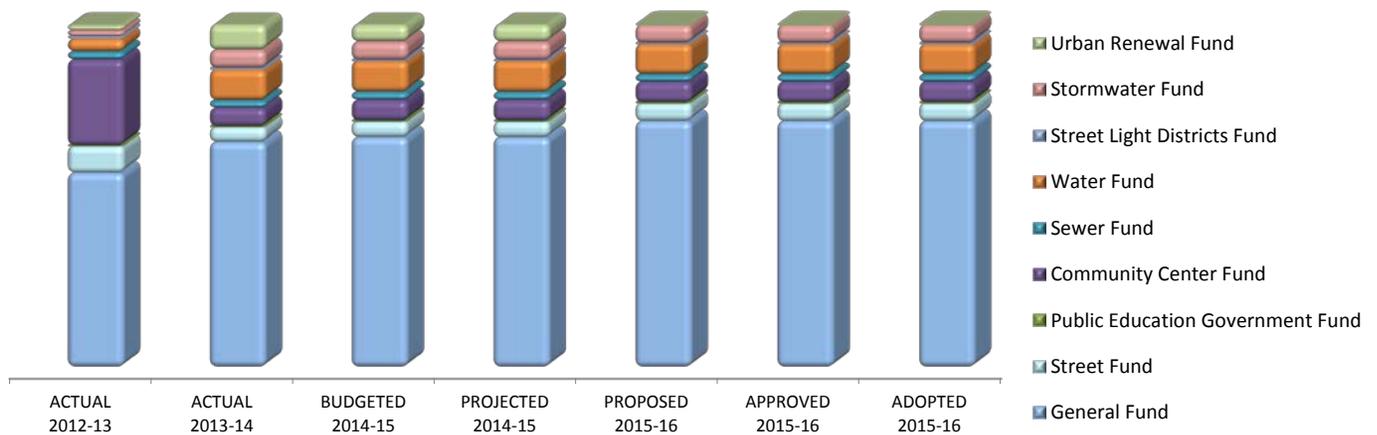
City Records Department

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 primarily allocated through a time tracking mechanism managed by the Legal Department staff and the results are categorized 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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 4,839	\$ 57	\$ (100)	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	179,455	197,237	207,900	205,500	220,400	220,400	220,400	7%
6 TOTAL RESOURCES	184,294	197,294	207,800	205,500	220,400	220,400	220,400	7%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Recorder	74,610	80,220	82,200	82,200	83,300	83,300	83,300	1%
11 Administrative Support	48,090	52,158	55,100	55,100	57,500	57,500	57,500	4%
12 Overtime	-	-	-	-	-	-	-	
13 Cell Phone Stipend	660	605	700	700	900	900	900	29%
14 Wellness	-	289	800	500	800	800	800	60%
15 Medicare	1,898	2,050	2,200	2,200	2,200	2,200	2,200	0%
16 Retirement	22,045	23,360	24,500	24,300	30,500	30,500	30,500	26%
17 Insurance Benefits	31,745	32,681	35,900	35,000	38,800	38,800	38,800	11%
18 Workers Compensation	150	163	200	300	200	200	200	-33%
19 Total Personnel Services	179,198	191,526	201,600	200,300	214,200	214,200	214,200	7%
20 Materials & Services:								
21 Meetings, Travel & Training	5,039	5,768	6,200	5,200	6,200	6,200	6,200	19%
22 Total Expenditures:	184,237	197,294	207,800	205,500	220,400	220,400	220,400	7%
23 Fund Balance:								
24 Committed for Operations	57	-	-	-	-	-	-	
25 TOTAL REQUIREMENTS	\$ 184,294	\$ 197,294	\$ 207,800	\$ 205,500	\$ 220,400	\$ 220,400	\$ 220,400	7%

City Records Department



SUMMARY OF CITY RECORDS DEPARTMENT CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	Time Spent
General Fund	\$ 101,746	129,546	\$ 139,500	\$ 137,900	\$ 158,200	\$ 158,200	\$ 158,200	68%
Street Fund	14,277	9,037	10,000	9,900	11,900	11,900	11,900	6%
Public Education Government Fund	-	-	-	-	-	-	-	0%
Community Center Fund	45,276	10,848	12,600	12,500	13,400	13,400	13,400	6%
Sewer Fund	4,009	4,192	5,000	4,900	4,900	4,900	4,900	2%
Water Fund	6,859	17,724	18,900	18,700	19,500	19,500	19,500	9%
Street Light Districts Fund	1,301	826	400	400	600	600	600	0%
Stormwater Fund	3,182	10,607	11,100	11,000	11,800	11,800	11,800	5%
Urban Renewal Fund	2,804	14,457	10,400	10,300	-	-	-	4%
Adjustments	1	-	-	(100)	100	100	100	0%
TOTAL CHARGES BY FUND	\$ 179,455	\$ 197,237	\$ 207,900	\$ 205,500	\$ 220,400	\$ 220,400	\$ 220,400	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

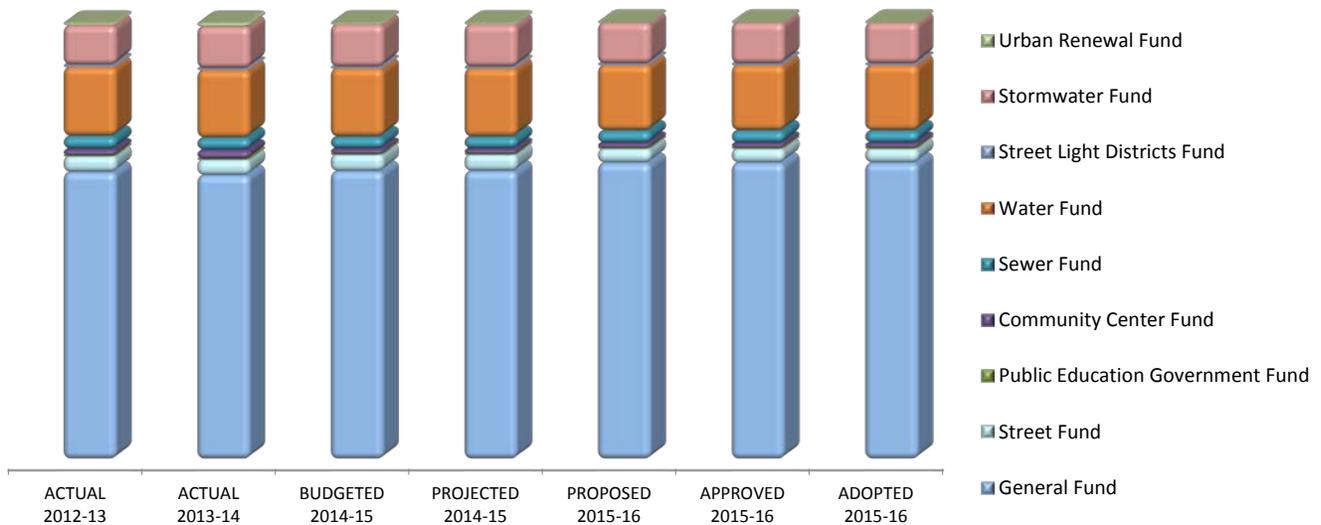
Human Resources Department

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 5,890	\$ 3,074	\$ -	\$ 3,100	\$ -	\$ -	\$ -	-100%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	209,056	251,806	274,800	268,100	292,300	292,300	292,300	9%
6 TOTAL RESOURCES	214,946	254,880	274,800	271,200	292,300	292,300	292,300	8%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	36,183	57,851	61,300	61,300	63,900	63,900	63,900	4%
11 Human Resources Director	97,053	105,277	111,100	111,100	115,800	115,800	115,800	4%
12 Cell Phone Stipend	900	1,000	900	900	900	900	900	0%
13 Wellness Program	-	275	800	500	800	800	800	60%
14 Medicare/Social Security	2,772	2,541	2,700	2,700	2,800	2,800	2,800	4%
15 Retirement	25,378	32,645	34,300	33,000	42,300	42,300	42,300	28%
16 Insurance Benefits	22,325	32,681	35,900	35,900	38,800	38,800	38,800	8%
17 Unemployment	13,624	-	-	-	-	-	-	-
18 Workers Compensation	151	174	200	300	200	200	200	-33%
19 Total Personnel Services	198,386	232,444	247,200	245,700	265,500	265,500	265,500	8%
20 Materials & Services:								
21 Safety & Wellness	1,672	6,837	9,500	6,000	8,700	8,700	8,700	45%
22 Meetings, Travel & Training	4,532	5,636	8,600	6,500	7,500	7,500	7,500	15%
23 Labor Attorney -- City-wide	2,963	3,164	5,000	9,000	5,000	5,000	5,000	-44%
24 Medical Testing	1,125	5,839	2,000	1,500	1,700	1,700	1,700	13%
25 Recruitment	-	-	-	-	500	500	500	
26 Contractual Services	3,194	960	2,500	2,500	3,400	3,400	3,400	36%
27 Total Materials & Services	13,486	22,436	27,600	25,500	26,800	26,800	26,800	5%
28 Total Expenditures:	211,872	254,880	274,800	271,200	292,300	292,300	292,300	8%
29 Fund Balance:								
30 Committed for Training	3,000	-	-	-	-	-	-	
31 Committed for Operations	74	-	-	-	-	-	-	
32 Total Fund Balance	3,074	-	-	-	-	-	-	
33 TOTAL REQUIREMENTS	\$ 214,946	\$ 254,880	\$ 274,800	\$ 271,200	\$ 292,300	\$ 292,300	\$ 292,300	8%

Human Resources Department



SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	FTE
General Fund	\$ 137,250	\$ 163,488	\$ 180,200	\$ 176,600	\$ 198,000	\$ 198,000	\$ 198,000	67%
Street Fund	7,985	9,430	10,900	10,600	10,100	10,100	10,100	4%
Public Education Government Fund	-	-	-	-	-	-	-	0%
Community Center Fund	3,151	5,274	3,300	3,200	3,400	3,400	3,400	1%
Sewer Fund	6,207	7,055	7,500	7,400	8,200	8,200	8,200	2%
Water Fund	33,101	39,133	42,900	42,000	44,000	44,000	44,000	15%
Street Light Districts Fund	925	804	800	800	800	800	800	0%
Stormwater Fund	19,088	24,362	26,800	26,200	27,700	27,700	27,700	10%
Urban Renewal Fund	1,349	2,260	1,200	1,200	-	-	-	1%
Adjustments	-	-	1,200	100	100	100	100	
TOTAL CHARGES BY FUND	\$ 209,056	\$ 251,806	\$ 274,800	\$ 268,100	\$ 292,300	\$ 292,300	\$ 292,300	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

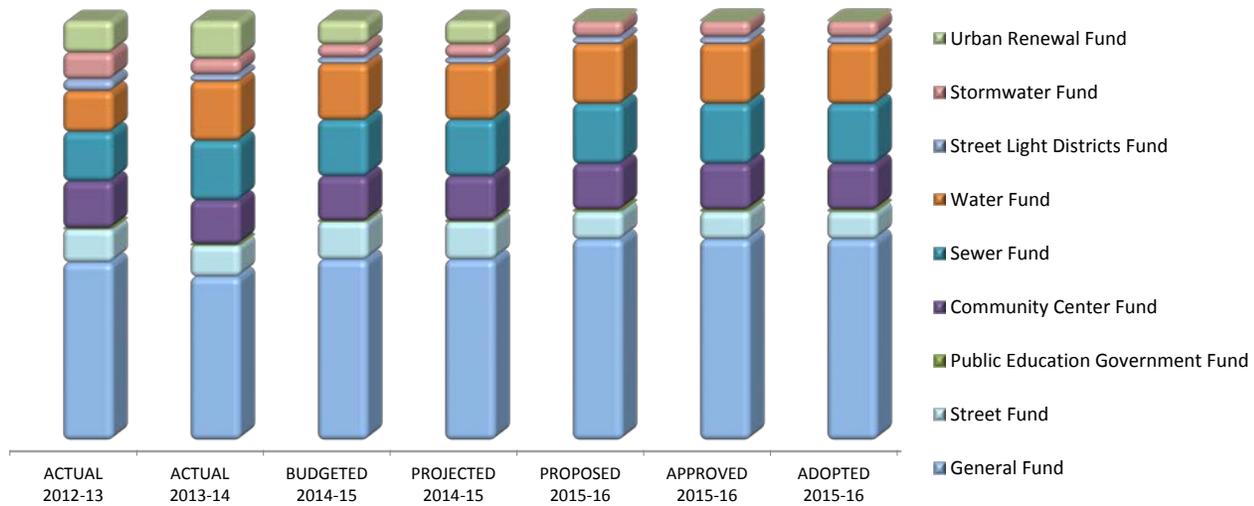
Finance - Non-Departmental

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 10,410	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	398,577	427,482	456,900	452,200	479,300	479,300	479,300	6%
6 TOTAL RESOURCES	408,987	429,782	456,900	452,200	479,300	479,300	479,300	6%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	163,321	173,074	181,100	181,100	186,300	186,300	186,300	3%
11 Finance Director	104,977	111,687	117,800	117,800	122,900	122,900	122,900	4%
12 Overtime	59	452	-	-	-	-	-	
13 Wellness	-	4,383	1,600	4,600	4,900	4,900	4,900	7%
14 Medicare	4,126	580	4,600	700	1,400	1,400	1,400	100%
15 Retirement	43,132	44,023	47,200	47,000	56,600	56,600	56,600	20%
16 Insurance Benefits	63,390	65,265	71,700	69,000	77,300	77,300	77,300	12%
17 Workers Compensation	315	328	400	600	400	400	400	-33%
18 Total Personnel Services	379,320	399,792	424,400	420,800	449,800	449,800	449,800	7%
19 Materials & Services:								
20 Office Materials and Supplies	58	59	800	600	-	-	-	-100%
21 Meetings, Travel & Training	1,524	4,146	5,000	5,000	3,000	3,000	3,000	-40%
22 Audit Fees	25,785	25,785	26,700	25,800	26,500	26,500	26,500	3%
23 Total Materials & Services	27,367	29,990	32,500	31,400	29,500	29,500	29,500	-6%
24 Total Expenditures:	406,687	429,782	456,900	452,200	479,300	479,300	479,300	6%
25 Fund Balance:								
26 Committed for Training	2,300	-	-	-	-	-	-	
27 Total Fund Balance	2,300	-	-	-	-	-	-	
28 TOTAL REQUIREMENTS	\$ 408,987	\$ 429,782	\$ 456,900	\$ 452,200	\$ 479,300	\$ 479,300	\$ 479,300	6%

Finance - Non-Departmental



SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	Average Revenue/ Expense
General Fund	\$ 168,111	\$ 165,818	\$ 196,300	\$ 193,800	\$ 228,600	\$ 228,600	\$ 228,600	42%
Street Fund	32,488	32,763	42,400	41,800	32,000	32,000	32,000	7%
Public Education Government Fund	-	-	-	-	1,800	1,800	1,800	0%
Community Center Fund	44,851	45,232	48,800	48,300	52,500	52,500	52,500	11%
Sewer Fund	47,001	60,707	61,700	60,900	68,700	68,700	68,700	14%
Water Fund	38,790	60,707	61,700	60,900	68,700	68,700	68,700	14%
Street Light Districts Fund	11,522	7,007	6,700	6,600	7,700	7,700	7,700	2%
Stormwater Fund	25,129	16,056	14,200	14,100	19,100	19,100	19,100	4%
Urban Renewal Fund	30,684	39,192	26,300	25,900	-	-	-	5%
Adjustments	1	-	(1,200)	(100)	200	200	200	0%
TOTAL CHARGES BY FUND	\$ 398,577	\$ 427,482	\$ 456,900	\$ 452,200	\$ 479,300	\$ 479,300	\$ 479,300	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

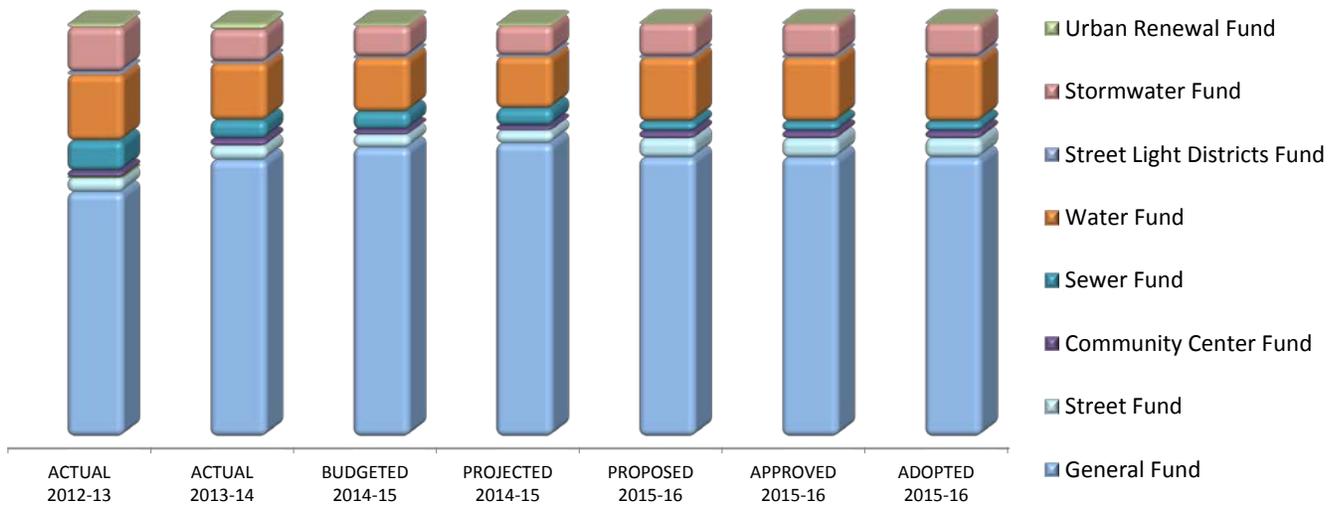
Finance - Information Systems

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 5,382	\$ 2,455	\$ 16,200	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	286,247	298,915	420,400	356,300	445,700	445,700	445,700	25%
6 TOTAL RESOURCES	291,629	301,370	436,600	356,300	445,700	445,700	445,700	25%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Network Support	62,483	68,955	109,400	99,000	133,400	133,400	133,400	35%
11 Temporary Help	-	-	2,400	300	-	-	-	-100%
12 Cell Phone Stipend	660	660	1,400	700	1,800	1,800	1,800	157%
13 Wellness	-	-	800	-	400	400	400	
14 Medicare	971	1,257	1,800	1,600	2,100	2,100	2,100	31%
15 Retirement	9,366	9,563	19,700	12,500	24,800	24,800	24,800	98%
16 Insurance Benefits	15,922	16,341	31,500	30,500	38,700	38,700	38,700	27%
17 Workers Compensation	109	118	200	300	200	200	200	-33%
18 Total Personnel Services	89,511	96,894	167,200	144,900	201,400	201,400	201,400	39%
19 Materials & Services:								
20 Travel & Training	-	458	600	300	1,000	1,000	1,000	233%
21 Contractual Services	-	82	300	100	-	-	-	-100%
22 Telephone	14,331	14,364	16,300	15,000	16,000	16,000	16,000	7%
23 Computer Software & Maintenance	119,105	111,395	138,800	90,000	116,500	116,500	116,500	29%
24 Office Equipment Maintenance	21,179	20,337	18,900	21,000	22,000	22,000	22,000	5%
25 Total Materials & Services	154,615	146,636	174,900	126,400	155,500	155,500	155,500	23%
26 Capital Outlay:								
27 Computer Hardware	45,048	57,840	94,400	85,000	88,800	88,800	88,800	4%
28 Total Expenditures:	289,174	301,370	436,500	356,300	445,700	445,700	445,700	25%
29 Fund Balance:								
30 Committed for Software	2,400	-	-	-	-	-	-	
31 Committed for Operations	55	-	-	-	-	-	-	
32 Total Fund Balance	2,455	-	-	-	-	-	-	
33 TOTAL REQUIREMENTS	\$ 291,629	\$ 301,370	\$ 436,500	\$ 356,300	\$ 445,700	\$ 445,700	\$ 445,700	25%

Finance - Information Systems



SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	Allocation
General Fund	\$ 168,947	\$ 199,711	\$ 293,300	\$ 252,500	\$ 300,500	\$ 300,500	\$ 300,500	67%
Street Fund	10,369	10,457	13,700	11,200	20,700	20,700	20,700	5%
Community Center Fund	4,590	5,042	5,100	4,200	7,800	7,800	7,800	2%
Sewer Fund	20,857	13,392	18,100	14,800	10,600	10,600	10,600	2%
Water Fund	45,841	41,348	55,000	44,900	68,900	68,900	68,900	15%
Street Light Districts Fund	1,924	1,099	1,100	900	1,000	1,000	1,000	0%
Stormwater Fund	30,862	23,207	31,300	25,600	36,100	36,100	36,100	8%
Urban Renewal Fund	2,857	4,659	2,800	2,300	0	0	0	0%
Adjustments	-	-	-	(100)	100	100	100	0%
TOTAL CHARGES BY FUND	\$ 286,247	\$ 298,915	\$ 420,400	\$ 356,300	\$ 445,700	\$ 445,700	\$ 445,700	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 10 The FY15-16 budget provides for a new Network Support position to assist with increased workload and provided needed coverage in areas when the Network Administrator is assigned elsewhere or otherwise unavailable.
- 23 The increase in Computer Software & Maintenance is primarily for additional server licensing and CJIS compliant record management system software.
- 27 The increase in Computer Hardware is primarily for the first stage of a two stage project to upgrade the City's phone system, in addition the increase is related to replacing aged computers and two servers.

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.

*Note: The Finance - Utility Billing unit was a new cost center beginning FY14-15. These costs were previously accounted for directly in the Public Works funds referenced above.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	-	-	355,600	357,500	379,600	379,600	\$ 400,200	12%
6 TOTAL RESOURCES	-	-	355,600	357,500	379,600	379,600	400,200	12%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	-	-	162,400	170,700	167,400	167,400	179,200	5%
11 Wellness	-	-	1,400	300	1,500	1,500	1,600	433%
12 Medicare	-	-	2,500	2,600	2,600	2,600	2,800	8%
13 Retirement	-	-	23,300	22,400	29,200	29,200	32,900	47%
14 Insurance Benefits	-	-	62,700	63,500	72,700	72,700	77,300	22%
15 Workers Compensation	-	-	400	1,000	200	200	400	-60%
16 Total Personnel Services	-	-	252,700	260,500	273,600	273,600	294,200	13%
17 Materials & Services:								
18 Postage & Printing	-	-	54,100	52,000	52,000	52,000	52,000	0%
19 Contractual Services	-	-	46,800	45,000	52,000	52,000	52,000	16%
20 Meetings, Travel & Training	-	-	2,000	-	2,000	2,000	2,000	
21 Total Materials & Services	-	-	102,900	97,000	106,000	106,000	106,000	9%
22 Total Expenditures	-	-	355,600	357,500	379,600	379,600	400,200	12%
23 Fund Balance:								
24 Committed for Operations	-	-	-	-	-	-	-	
25 Total Fund Balance	-	-	-	-	-	-	-	
26 TOTAL REQUIREMENTS	\$ -	\$ -	\$ 355,600	\$ 357,500	\$ 379,600	\$ 379,600	\$ 400,200	12%

Finance - Utility Billing

SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	Utility Account Allocation
Sewer Fund	-	-	167,100	168,000	178,400	178,400	178,400	47%
Water Fund	-	-	152,900	153,700	163,200	163,200	163,200	43%
Stormwater Fund	-	-	35,600	35,800	38,000	38,000	38,000	10%
Adjustments	-	-	-	-	-	-	-	
TOTAL CHARGES BY FUND	\$ -	\$ -	\$ 355,600	\$ 357,500	\$ 379,600	\$ 379,600	\$ 379,600	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 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 19 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.

*Note: The Public Works - Non-Departmental unit was a new cost center beginning FY14-15. These costs were previously accounted for directly in the Public Works operating funds including General Fund Parks, Street, Water, Sewer, Street Light Districts, and Stormwater.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	-	-	612,700	505,200	553,500	553,500	553,500	10%
6 TOTAL RESOURCES	-	-	612,700	505,200	553,500	553,500	553,500	10%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Public Works Director	-	-	107,900	107,900	112,500	112,500	112,500	4%
11 Public Works Superintendent	-	-	91,300	-	-	-	-	-
12 Municipal Utility Workers	-	-	140,800	152,600	154,700	154,700	154,700	1%
13 Administrative Support	-	-	51,400	51,400	53,700	53,700	53,700	4%
14 Overtime	-	-	-	-	-	-	-	-
15 Cell Phone Stipend	-	-	1,300	1,300	1,300	1,300	1,300	0%
16 Clothing Stipend	-	-	900	900	900	900	900	0%
17 Wellness	-	-	2,000	800	1,400	1,400	1,400	75%
18 Medicare	-	-	6,100	5,000	5,900	5,900	5,900	18%
19 Retirement	-	-	66,100	46,900	58,100	58,100	58,100	24%
20 Insurance Benefits	-	-	89,600	89,600	77,300	77,300	77,300	-14%
21 Workers Compensation	-	-	5,000	4,000	4,700	4,700	4,700	18%
22 Total Personnel Services	-	-	562,400	460,400	470,500	470,500	470,500	2%
23 Materials & Services:								
24 Shop Operations and Supplies	-	-	10,300	10,300	10,500	10,500	10,500	2%
25 Meetings, Travel & Training	-	-	400	-	500	500	500	-
26 Labor Attorney	-	-	7,900	3,000	5,000	5,000	5,000	67%
27 Janitorial Services	-	-	2,500	4,700	5,000	5,000	5,000	6%
28 Shop Utilities	-	-	8,400	8,400	9,000	9,000	9,000	7%
29 Telephone, Telemetry & Fire Alarm	-	-	1,600	1,600	1,600	1,600	1,600	0%
30 Insurance - Auto	-	-	14,100	13,100	14,100	14,100	14,100	8%
31 Medical Testing	-	-	-	-	1,800	1,800	1,800	-
32 Total Materials & Services	-	-	45,200	41,100	47,500	47,500	47,500	16%
33 Capital Outlay:								
34 Shop Improvements	-	-	5,000	3,700	35,500	35,500	35,500	859%
35 Total Expenditures	-	-	612,600	505,200	553,500	553,500	553,500	10%
36 Fund Balance:								
37 Committed for Operations	-	-	100	-	-	-	-	-
38 Total Fund Balance	-	-	100	-	-	-	-	-
39 TOTAL REQUIREMENTS	\$ -	\$ -	\$ 612,700	\$ 505,200	\$ 553,500	\$ 553,500	\$ 553,500	10%

Public Works - Non-Departmental

SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	Allocation
General Fund Parks	\$ -	\$ -	\$ 15,700	\$ 13,000	\$ 19,700	\$ 19,700	\$ 19,700	4%
Street Fund	-	-	204,500	168,100	182,900	182,900	182,900	33%
Sewer Fund	-	-	25,900	21,400	17,200	17,200	17,200	3%
Water Fund	-	-	215,500	178,000	182,900	182,900	182,900	33%
Street Light Districts Fund	-	-	21,700	17,900	22,800	22,800	22,800	4%
Stormwater Fund	-	-	129,200	106,700	127,800	127,800	127,800	23%
Adjustments	-	-	200	100	200	200	200	
TOTAL CHARGES BY FUND	\$ -	\$ -	\$ 612,700	\$ 505,200	\$ 553,500	\$ 553,500	\$ 553,500	100%

Budget Notes:

Expenditures:

Personnel Services:

- 9 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 34 Shop Improvements include new roof (\$30,000), new heater for downstairs area (\$2,000), and new locks for all doors (\$3,500).

Public Works - Civic Center Facilities

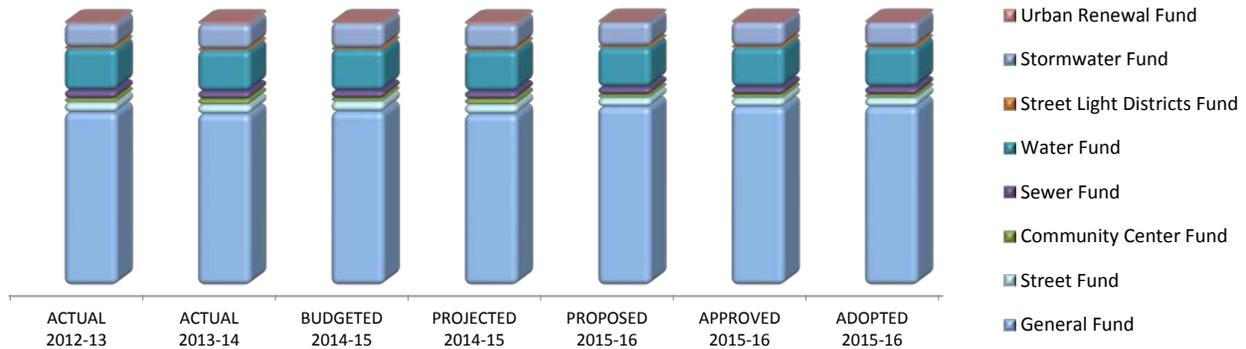
The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units 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 except software and hardware costs are based on dollars expended by fund as authorized by Council Resolution.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Restricted for Civic Center Improvements	\$ 23,761	\$ 98,807	\$ 130,500	\$ 130,500	\$ 130,500	\$ 130,500	\$ 130,500	0%
4 Unrestricted	1,739	-	100	100	-	-	-	
5 Total Beginning Balances	25,500	98,807	130,600	130,600	130,500	130,500	130,500	0%
6 Revenues:								
7 Charges for Services:								
8 Administrative Service Charges	316,465	315,654	343,500	319,700	301,300	301,300	301,300	-6%
9 TOTAL RESOURCES	341,965	414,461	474,100	450,300	431,800	431,800	431,800	-4%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Municipal Utility Worker	-	3,682	5,600	5,600	5,900	5,900	5,900	5%
14 Facility Maintenance Technician	35,731	39,651	41,900	41,900	43,700	43,700	43,700	4%
15 Overtime	-	-	400	-	400	400	400	
16 Clothing Allowance	400	400	500	500	500	500	500	0%
17 Wellness	-	159	500	300	500	500	500	67%
18 Medicare	544	675	800	800	800	800	800	0%
19 Retirement	4,275	6,228	7,000	7,000	9,300	9,300	9,300	33%
20 Insurance Benefits	16,365	17,211	19,700	19,700	21,300	21,300	21,300	8%
21 Workers Compensation	2,535	-	500	500	600	600	600	20%
22 Unemployment Insurance	297	297	-	-	-	-	-	
23 Total Personnel Services	60,147	68,303	76,900	76,300	83,000	83,000	83,000	9%
24 Materials & Services:								
25 Materials & Supplies	9	48	-	-	-	-	-	
26 Contractual Services	3,980	9,202	9,600	8,000	9,600	9,600	9,600	20%
27 Janitorial Services	59,198	59,637	60,000	59,000	62,000	62,000	62,000	5%
28 Utilities	98,795	103,391	105,000	101,000	105,000	105,000	105,000	4%
29 Equipment Maintenance & Replacement	1,742	10,565	44,000	54,800	25,000	25,000	25,000	-54%
30 Maintenance Supplies	11,192	5,656	8,000	7,000	8,000	8,000	8,000	14%
31 Janitorial Supplies	5,141	6,237	5,500	3,700	4,500	4,500	4,500	22%
32 Total Materials & Services	180,057	194,736	232,100	233,500	214,100	214,100	214,100	-8%
33 Capital Outlay:								
34 Civic Center Improvements	2,954	20,822	18,500	10,000	2,700	2,700	2,700	-73%
35 Total Expenditures	243,158	283,861	327,500	319,800	299,800	299,800	299,800	-6%
36 Other Requirements:								
37 Contingency:								
38 Operating Contingency	-	-	1,500	-	1,500	1,500	1,500	
39 Civic Center Improvements	-	-	145,100	-	130,500	130,500	130,500	
40 Total Contingency	-	-	146,600	-	132,000	132,000	132,000	

Public Works - Civic Center Facilities

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
41 Fund Balance:								
42 Committed for Civic Center Improvements	98,807	130,600	-	130,500	-	-	-	-100%
43 Committed for Operations	-	-	-	100	-	-	-	-100%
44 Total Fund Balance	98,807	130,600	-	130,600	-	-	-	-100%
45 TOTAL REQUIREMENTS	\$ 341,965	\$ 414,461	\$ 474,100	\$ 450,400	\$ 431,800	\$ 431,800	\$ 431,800	-4%



PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	FTE
General Fund	\$ 207,469	\$ 204,941	\$ 226,200	\$ 207,400	\$ 204,100	\$ 204,100	\$ 204,100	68%
Street Fund	12,174	11,821	13,700	12,000	10,400	10,400	10,400	3%
Community Center Fund	4,778	6,612	4,100	6,700	3,500	3,500	3,500	1%
Sewer Fund	9,460	8,844	9,500	9,000	8,500	8,500	8,500	3%
Water Fund	50,421	49,055	53,900	49,700	45,400	45,400	45,400	15%
Street Light Districts Fund	997	1,009	1,000	1,000	900	900	900	0%
Stormwater Fund	28,996	30,539	33,600	30,900	28,600	28,600	28,600	9%
Urban Renewal Fund	2,170	2,833	1,500	2,900	-	-	-	
Adjustments	-	-	-	100	(100)	(100)	(100)	
TOTAL CHARGES BY FUND	\$ 316,465	\$ 315,654	\$ 343,500	\$ 319,700	\$ 301,300	\$ 301,300	\$ 301,300	100%

Budget Notes:

Expenditures:

Personnel Services:

- 12 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 26 Contractual services includes replacement gauges, pipe inspection, check valve inspection for fire sprinkler system \$1,400, re-stripe parking lot \$1,000, and routine costs \$7,200.
- 27 The Janitorial Services contract is up for renewal and costs are expected to increase.
- 29 Equipment Maintenance & Replacement costs include lighting ballast replacements.

Capital Outlay:

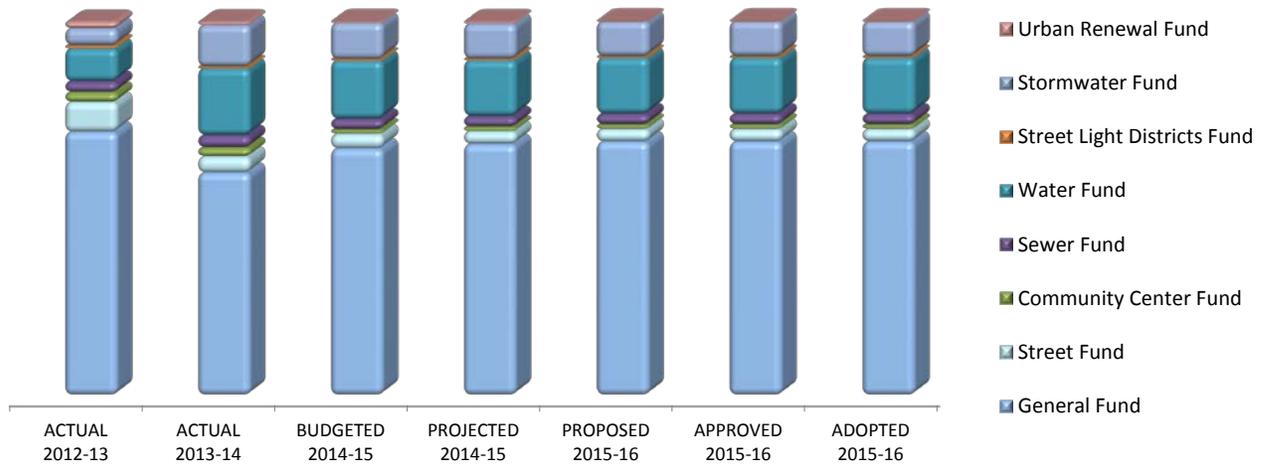
- 34 Civic Center Improvements include \$1,000 for Code Compliance furniture and \$1,700 for replacing chairs from Human Resources office.

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 190	\$ 6,550	\$ 100	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	193,680	254,756	301,500	238,700	310,800	310,800	310,800	30%
6 Miscellaneous:								
7 Interest	6,060	1,988	-	-	-	-	-	
8 TOTAL RESOURCES	199,930	263,294	301,600	238,700	310,800	310,800	310,800	30%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Office Materials & Supplies	18,930	17,616	27,000	27,000	27,000	27,000	27,000	0%
13 Postage & Printing	13,546	20,561	31,500	25,000	25,200	25,200	25,200	1%
14 Association Memberships	47,475	48,241	49,600	51,000	51,000	51,000	51,000	0%
15 City Council Expenses	4,686	4,857	9,000	8,500	9,000	9,000	9,000	6%
16 Committee Meeting Expense	822	249	500	500	500	500	500	0%
17 Public Notices	628	722	1,000	500	1,000	1,000	1,000	100%
18 Contractual Services	793	895	1,100	700	1,100	1,100	1,100	57%
19 Liability Insurance	106,137	169,616	127,500	125,000	135,500	135,500	135,500	8%
20 Miscellaneous Expense	363	531	500	500	500	500	500	0%
21 Total Materials & Services	193,380	263,288	247,700	238,700	250,800	250,800	250,800	5%
22 Capital Outlay:								
23 Office Furniture & Equipment	-	-	1,000	-	-	-	-	
24 Total Expenditures	193,380	263,288	248,700	238,700	250,800	250,800	250,800	5%
25 Other Requirements:								
26 Contingency:								
27 Liability Retro Plan	-	-	54,900	-	60,000	60,000	60,000	
28 Fund Balance:								
29 Committed for Operations	6,550	(263,282)	(249,700)	(238,700)	-	-	-	-100%
30 TOTAL REQUIREMENTS	\$393,310	\$263,294	\$301,600	\$238,700	\$310,800	\$561,600	\$561,600	135%

General Administration



SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	FTE
General Fund	\$ 136,213	\$ 151,404	\$ 198,600	\$ 160,100	\$ 210,500	\$ 210,500	\$ 210,500	67%
Street Fund	15,496	11,035	12,000	8,300	10,800	10,800	10,800	3%
Community Center Fund	5,118	6,172	3,600	2,800	3,600	3,600	3,600	1%
Sewer Fund	5,583	8,256	8,300	6,700	8,800	8,800	8,800	3%
Water Fund	17,133	45,794	47,300	35,900	46,800	46,800	46,800	15%
Street Light Districts Fund	1,437	941	900	700	900	900	900	0%
Stormwater Fund	9,015	28,509	29,500	22,600	29,500	29,500	29,500	9%
Urban Renewal Fund	3,685	2,645	1,300	1,600	-	-	-	1%
Adjustments	-	-	-	-	(100)	(100)	(100)	0%
TOTAL CHARGES BY FUND	\$ 193,680	\$ 254,756	\$ 301,500	\$ 238,700	\$ 310,800	\$ 310,800	\$ 310,800	100%

General Administration

Budget Notes:

Expenditures:

- 12 Police Department Office Materials & Supplies are now budgeted in the Administrative Services Fund as a City-Wide shared cost and the General Fund's portion is charged back to that fund.
- 13 Police Department Postage & Printing are now budgeted in the Administrative Services Fund as a City-Wide shared cost and the General Fund's portion is charged back to that fund. Costs also increased due to the increase in postage and to provide funds for a citizen survey.
- 14 Association Memberships include organizations such as the Council of Governments, League of Oregon Cities, Chamber of Commerce, & 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 increase 7.6%. 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. FY15-16 projections expect premium rates to increase 8% over FY14-15. 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.
- 27 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

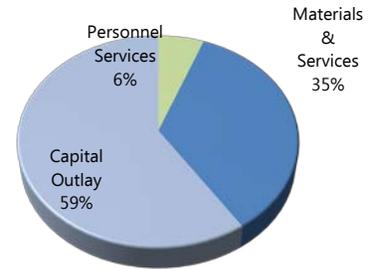
The Street Fund is managed by the Public Works Department to provide quality streets, lighting, traffic signals, sidewalks, and bike paths. The primary source of revenue is State Fuel Taxes, which are apportioned by the State based on population. Fuel tax revenues are restricted by constitutional limits 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 FY14-15

- Reconstructed Shoreline Drive including new curbs, sidewalks, and ADA upgrades.
- Resurfaced approximately 2.1 miles of City streets.
- Completed the Chemawa Road North Improvement Project.

Goals for FY15-16

- Construction of the Verda/Chemawa Round-a-Bout Project will begin in FY15-16.
- Replace traffic protected/permissive left turn signal heads on River Road.
- Continue annual resurfacing of various City streets.



	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Unrestricted Beginning Balance	\$ 2,740,132	\$ 1,440,562	\$ 1,199,300	\$ 1,189,900	\$ 1,126,600	\$ 1,126,600	\$ 1,126,600	-5%
4 Bike Safety Donations	1,856	1,738	800	1,200	-	-	-	-100%
5 Total Beginning Balances	2,741,988	1,442,300	1,200,100	1,191,100	1,126,600	1,126,600	1,126,600	-5%
6 Revenues:								
7 Taxes & Assessments:								
8 Assessments	4,530	2,007	2,200	2,200	-	-	-	-100%
9 Licenses & Fees:								
10 Planning Construction Fees	2,965	16,768	5,000	10,500	7,500	7,500	7,500	-29%
11 Driveway Permit Fees	4,260	4,410	2,800	3,500	4,600	4,600	4,600	31%
12 Total Licenses & Fees	7,225	21,178	7,800	14,000	12,100	12,100	12,100	-14%
13 Intergovernmental:								
14 Grants	21,887	393	-	-	-	-	-	-
15 State Fuel Tax	2,008,545	2,100,979	2,158,800	2,087,000	2,100,000	2,100,000	2,100,000	1%
16 Total Intergovernmental	2,030,432	2,101,372	2,158,800	2,087,000	2,100,000	2,100,000	2,100,000	1%
17 Miscellaneous:								
18 Property Sales	-	-	-	-	-	-	-	-
19 Bike Safety Donations	215	359	-	100	-	-	-	-100%
20 Assessment Interest	186	178	200	200	-	-	-	-100%
21 Interest	5,605	2,449	2,200	1,400	1,500	1,500	1,500	7%
22 Rental Property	8,517	-	-	-	-	-	-	-
23 Miscellaneous Revenue	17,249	1,058	-	-	-	-	-	-
24 Total Miscellaneous	31,772	4,044	2,400	1,700	1,500	1,500	1,500	-12%
25 TOTAL RESOURCES	4,815,947	3,570,901	3,371,300	3,296,000	3,240,200	3,240,200	3,240,200	-2%

Public Works Street Fund

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE
26 REQUIREMENTS:								
27 Expenditures:								
28 Personnel Services:								
29 Public Works Director	41,356	40,891	-	-	-	-	-	
30 Municipal Utility Workers	70,598	84,199	46,000	46,000	48,600	48,600	48,600	6%
31 Community Development Director	11,571	11,849	12,200	12,200	12,300	12,300	12,300	1%
32 Code Compliance Officer	-	-	5,000	5,000	7,000	7,000	7,000	40%
33 Administrative Support	19,695	20,956	-	-	-	-	-	
34 Overtime	4,788	3,159	5,200	5,200	5,200	5,200	5,200	0%
35 Parade Overtime	506	-	2,200	2,200	2,200	2,200	2,200	0%
36 Duty Pay	6,600	6,525	7,800	7,800	7,800	7,800	7,800	0%
37 Clothing Allowance/Cell Phone Stipend	1,243	1,187	900	900	700	700	700	-22%
38 Wellness	-	154	500	200	500	500	500	150%
39 Medicare	2,373	2,575	1,100	1,100	1,200	1,200	1,200	9%
40 Retirement	22,511	24,348	13,500	10,900	16,900	16,900	16,900	55%
41 Insurance Benefits	33,059	46,507	22,800	22,800	24,200	24,200	24,200	6%
42 Workers Compensation	357	1,572	2,100	1,700	1,400	1,400	1,400	-18%
43 Total Personnel Services	214,657	243,922	119,300	116,000	128,000	128,000	128,000	10%
44 Materials & Services:								
45 Helmets	332	825	800	-	1,200	1,200	1,200	
46 Postage & Printing	-	25	-	-	-	-	-	
47 Meetings, Travel & Training	693	998	1,600	1,200	1,500	1,500	1,500	25%
48 Public Notices	257	-	500	-	500	500	500	
49 Labor Attorney	8	126	-	-	-	-	-	
50 Administrative Services Charges	122,717	107,227	332,700	287,000	311,600	311,600	311,600	9%
51 Parade Traffic Control	2,643	2,358	2,700	2,500	2,700	2,700	2,700	8%
52 Contractual Services	38,739	59,037	97,600	83,600	139,000	139,000	139,000	66%
53 Engineering Services	10,125	26,863	25,000	12,500	25,000	25,000	25,000	100%
54 Traffic Engineering SDC Review	1,875	-	2,500	3,500	5,000	5,000	5,000	43%
55 Janitorial	340	472	-	-	-	-	-	
56 Utilities	948	1,288	-	-	-	-	-	
57 Telephone	1,131	882	-	-	-	-	-	
58 Auto Insurance	349	427	-	-	-	-	-	
59 Gasoline/Diesel	2,320	2,894	2,500	2,500	2,500	2,500	2,500	0%
60 Equipment Maintenance	2,044	3,318	5,000	3,500	5,000	5,000	5,000	43%
61 Sidewalk Maintenance Operating	78	1,550	5,000	-	5,000	5,000	5,000	
62 Materials and Supplies	8,720	10,715	15,000	15,000	15,000	15,000	15,000	0%
63 Stormwater Charges	-	310,637	-	-	-	-	-	
64 Street Sweeping	72,815	-	-	-	-	-	-	
65 Street Maintenance & Repair	106,485	104,122	155,000	115,000	155,000	155,000	155,000	35%
66 Street Light Utilities	67,801	68,003	70,000	70,000	65,000	65,000	65,000	-7%
67 Traffic Light Utilities	22,439	22,929	27,000	27,000	28,000	28,000	28,000	4%
68 Medical Testing	205	193	200	100	200	200	200	100%
69 Rental Property Expenses	4,309	799	500	500	500	500	500	0%
70 MPO Support/ SKATS	5,722	6,969	9,900	9,900	9,900	9,900	9,900	0%
71 Total Materials & Services	473,095	732,657	753,500	633,800	772,600	772,600	772,600	22%

Public Works Street Fund

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE
72 Capital Outlay:								
73 Heavy Equipment/Vehicles	12,897	7,678	26,300	26,300	-	-	-	-100%
74 Street Improvements	1,217,474	74,675	850,000	525,000	300,000	300,000	300,000	-43%
75 Infill and ADA Sidewalk Completions	-	26,952	25,000	25,000	25,000	25,000	25,000	0%
76 Street Resurfacing	979,288	631,106	500,000	500,000	800,000	800,000	800,000	60%
77 Signage & Signal Upgrades	43,825	62,691	15,000	-	20,000	20,000	20,000	
78 Field Equipment	701	-	2,000	2,000	1,100	1,100	1,100	-45%
79 Area B Development Costs	138	-	41,200	-	45,000	45,000	45,000	
80 Unanticipated Expense	-	-	146,000	-	119,100	119,100	119,100	
81 Total Capital Outlay	2,254,323	803,102	1,605,500	1,078,300	1,310,200	1,310,200	1,310,200	22%
82 Debt Service:								
83 Principal	183,000	594,000	-	-	-	-	-	
84 Interest	26,872	6,080	-	-	-	-	-	
85 Total Debt Service	209,872	600,080	-	-	-	-	-	
86 Total Expenditures	3,151,947	2,379,761	2,478,300	1,828,100	2,210,800	2,210,800	2,210,800	21%
87 Other Requirements:								
88 Contingency:								
89 Operating Contingency	-	-	43,000	-	45,300	45,300	45,300	
90 Transfers Out:								
91 Stormwater Fund	221,700	-	341,300	341,300	372,500	372,500	372,500	9%
92 Fund Balance:								
93 Restricted Property Sales Proceeds	143,100	143,100	143,100	-	143,100	143,100	143,100	
94 Restricted for Street Improvements	-	-	-	-	50,000	50,000	50,000	
95 Restricted for Operations	1,299,200	1,048,040	365,600	1,126,600	418,500	418,500	418,500	-63%
96 Total Fund Balance	1,442,300	1,191,140	508,700	1,126,600	611,600	611,600	611,600	-46%
97 TOTAL REQUIREMENTS	\$ 4,815,947	\$ 3,570,901	\$ 3,371,300	\$ 3,296,000	\$ 3,240,200	\$ 3,240,200	\$ 3,240,200	-2%

Public Works Street Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
City-Wide Administration	\$ 15,496	\$ 11,035	\$ 12,000	\$ 8,300	\$ 10,800	\$ 10,800	\$ 10,800	30%
City Manager	14,438	9,283	10,300	10,300	11,900	11,900	11,900	16%
Information Systems	10,369	10,457	13,700	11,200	20,700	20,700	20,700	85%
Attorney's Office	15,490	13,360	15,200	14,800	20,900	20,900	20,900	41%
City Recorder	14,277	9,037	10,000	9,900	11,900	11,900	11,900	20%
Human Resources	7,985	9,430	10,900	10,600	10,100	10,100	10,100	-5%
Finance	32,488	32,763	42,400	41,800	32,000	32,000	32,000	-23%
Facility Maintenance	12,174	11,821	13,700	12,000	10,400	10,400	10,400	-13%
Public Works	-	-	204,500	168,100	182,900	182,900	182,900	9%
Adjustments	-	41	-	-	-	-	-	
Administrative Services Charges	\$ 122,717	\$ 107,227	\$ 332,700	\$ 287,000	\$ 311,600	\$ 311,600	\$ 311,600	9%

Budget Notes:

Revenues:

- 15 The League of Oregon Cities notes that state highway shared revenues are projecting a 2% increase next year. The League also noted that in recent years state projections have exceeded actual revenues.

Expenditures:

Personnel Services:

- 28 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

29 The Public Works Director, one Municipal Utility Worker and the Administrative Service positions are budgeted in the Public Works
30 section of the Administrative Services Fund and costs are charged back to the Street Fund based on estimated time spent in the
31 Division.

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

Materials & Services:

- 49 Labor Attorney Costs are included in the Public Works Administrative Services Fund.
50 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
52 Contractual Services include \$75,000 for pavement markings, \$10,000 for Pavement Condition update, \$16,000 for updated city wide traffic counts, and \$38,000 for routine costs such as landscape maintenance.

55
56 Janitorial, utilities, telephone and auto insurance costs have been moved to the Public Works Administration Fund.
57
58

Capital Outlay:

- 74 Street Improvements include \$300,000 for the Verda/Chemawa round-a-bout project.
77 Signage upgrades are to replace protective and permissive left turn signal heads on River Road.
89 The contingency is 5% of operating costs including personnel services and materials and services.
90 The transfer to the Stormwater Fund is the Street Fund's share of stormwater costs. The Storm Water Fund rate slope provides for a \$0.40 per ESU rate increase effective January 1, 2016.

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 currently has approximately 200 Lighting Districts. The City Recorder, the Finance Department and the Public Works Department share the responsibility for managing the activities in this fund.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 297,362	\$ 294,651	\$ 257,300	\$ 305,800	\$ 346,500	\$ 346,500	\$ 346,500	13%
3 Revenues:								
4 Taxes & Assessments:								
5 Lighting District Assessments	409,795	413,282	448,300	409,900	305,000	305,000	305,000	-26%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	1,062	7,426	1,000	70,000	7,000	7,000	7,000	-90%
8 Transfers:								
9 Transfer from Sewer Fund	-	32,900	-	-	55,600	55,600	55,600	
10 Total Revenues	410,857	453,608	449,300	479,900	367,600	367,600	367,600	-23%
11 TOTAL RESOURCES	708,219	748,259	706,600	785,700	714,100	714,100	714,100	-9%
12 REQUIREMENTS:								
13 Expenditures:								
14 Personnel Services:								
15 Public Works Director	4,700	5,111	-	-	-	-	-	
16 Administrative Support Staff	4,580	4,874	-	-	-	-	-	
17 Cell Phone Stipend	66	66	-	-	-	-	-	
18 Wellness	-	14	-	-	-	-	-	
19 Medicare	140	152	-	-	-	-	-	
20 Retirement	1,147	1,233	-	-	-	-	-	
21 Insurance Benefits	1,914	3,094	-	-	-	-	-	
22 Workers Compensation	62	128	-	-	-	-	-	
23 Total Personnel Services	12,609	14,672	-	-	-	-	-	
24 Materials & Services:								
25 Public Notices	707	566	800	800	800	800	800	0%
26 Administrative Services Charges	20,834	13,753	33,200	28,900	35,900	35,900	35,900	24%
27 Engineering Costs	335	1,929	3,000	1,000	3,000	3,000	3,000	200%
28 Lighting Costs	371,846	409,884	452,000	406,500	416,500	416,500	416,500	2%
29 Street Lighting Maintenance - KS Area A	7,235	1,608	5,100	2,000	2,000	2,000	2,000	0%
30 Miscellaneous Expense	2	-	-	-	-	-	-	
31 Total Materials & Services	400,959	427,740	494,100	439,200	458,200	458,200	458,200	4%
32 Total Expenditures	413,568	442,412	494,100	439,200	458,200	458,200	458,200	4%
33 Other Requirements:								
34 Contingency	-	-	24,700	-	23,000	23,000	23,000	
35 Fund Balance:								
36 Restricted:								
37 Pole Replacement at KS Area A	-	-	27,300	27,300	31,200	31,200	31,200	14%
38 Pole Replacement Option B Districts	-	-	10,000	-	-	-	-	
39 Total Restricted Fund Balance	-	-	37,300	27,300	31,200	31,200	31,200	
40 Unrestricted:								
41 Restricted for Operations	294,651	305,847	150,500	319,200	201,700	201,700	201,700	-37%
42 Total Fund Balance	294,651	305,847	187,800	346,500	232,900	232,900	232,900	-33%
43 TOTAL REQUIREMENTS	\$ 708,219	\$ 748,259	\$ 706,600	\$ 785,700	\$ 714,100	\$ 714,100	\$ 714,100	-9%

Public Works

Street Lighting District Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
City-Wide Administration	\$ 1,437	\$ 941	\$ 900	\$ 700	\$ 900	\$ 900	\$ 900	29%
City Manager	1,316	799	400	400	600	600	600	50%
Information Systems	1,924	1,099	1,100	900	1,000	1,000	1,000	11%
Attorney's Office	1,412	1,279	200	200	600	600	600	200%
City Recorder	1,301	826	400	400	600	600	600	50%
Human Resources	925	804	800	800	800	800	800	0%
Finance	11,522	7,007	6,700	6,600	7,700	7,700	7,700	17%
Facility Maintenance	997	1,009	1,000	1,000	900	900	900	-10%
Public Works	-	-	21,700	17,900	22,800	22,800	22,800	27%
Adjustments	-	(11)	-	-	-	-	-	
Administrative Services Charges	\$ 20,834	\$ 13,753	\$ 33,200	\$ 28,900	\$ 35,900	\$ 35,900	\$ 35,900	24%

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
- 9 The transfer from the Sewer Fund is to transfer electricity rebates previously recorded in the Sewer fund to the Street Lighting District where the electricity expenditures were recorded. The credits will reduce future assessment amounts for Salem Electric customers.

Expenditures:

- 14 Personnel service costs were for various Public Works staff time spent on Street Lighting District issues. These costs have been moved to the Public Works Administrative Services fund and are charged back to the Street Lighting District Fund.
- 26 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 28 The City is expecting two additional street lighting districts to form in FY2015-16.

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 FY15-16:

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$1,888,228	\$1,980,235	\$2,146,500	\$2,175,300	\$2,369,900	\$2,369,900	\$2,369,900	9%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	112,685	162,448	47,500	190,100	216,900	216,900	216,900	14%
6 Miscellaneous:								
7 Interest	5,931	5,894	6,100	4,500	4,500	4,500	4,500	0%
8 Total Revenues	118,616	168,342	53,600	194,600	221,400	221,400	221,400	14%
9 Other Resources:								
10 Sewer Reserve Fund Loan Repayment	-	26,706	-	-	-	-	-	-
11 Total Other Resources	-	26,706	-	-	-	-	-	-
12 TOTAL RESOURCES	2,006,844	2,175,283	2,200,100	2,369,900	2,591,300	2,591,300	2,591,300	9%
13 REQUIREMENTS:								
14 Expenditures:								
15 Capital Outlay:								
16 Improvements	-	-	450,000	-	450,000	450,000	450,000	
17 Unanticipated Expenses	-	-	1,000,000	-	1,750,000	1,750,000	1,750,000	
18 Total Capital Outlay	-	-	1,450,000	-	2,200,000	2,200,000	2,200,000	
19 Total Expenditures								
20 Other Requirements:								
21 Transfers Out:								
21 Interfund Loan to Sewer Reserve Fund	26,610	-	-	-	-	-	-	
21 Total Transfers Out	26,610	-	-	-	-	-	-	
24 Fund Balance:								
25 Restricted for Improvements	1,980,234	2,175,283	750,100	2,369,900	391,300	391,300	391,300	-83%
26 TOTAL REQUIREMENTS	\$2,006,844	\$2,175,283	\$2,200,100	\$2,369,900	\$2,591,300	\$2,591,300	\$2,591,300	9%

Revenues:

5 The System Development Fee projections for FY15-16 assume 60 new single family homes and 180 apartment units 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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 52,594	\$ 52,754	\$ 52,900	\$ 52,900	\$ 53,000	\$ 53,000	\$ 53,000	0%
3 Revenues:								
4 Licenses & Fees:								
5 Off-Site Transportation Fees	-	-	-	-	-	45,500	45,500	
6 Miscellaneous:								
7 Interest	160	149	100	100	-	-	-	-100%
8 Total Revenues	160	149	100	100	-	45,500	45,500	45400%
9 TOTAL RESOURCES	52,754	52,903	53,000	53,000	53,000	98,500	98,500	86%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Off-Site Transportation Improvements	-	-	52,900	-	53,000	98,500	98,500	
14 Fund Balance:								
15 Restricted for Improvements	52,754	52,903	100	53,000	-	-	-	-100%
16 TOTAL REQUIREMENTS	\$ 52,754	\$ 52,903	\$ 53,000	\$ 53,000	\$ 53,000	\$ 98,500	\$ 98,500	86%

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

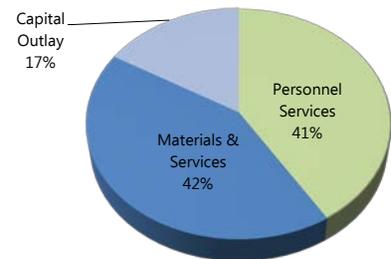
Stormwater Fund

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 FY14-15

- Erosion Control Ordinance amended and adopted by resolution.
- Stormwater Utility Ordinance amended and adopted by resolution.
- Continued design work for the storm line realignment in Terrace Green.
- 1st annual report for the WPCF permit submitted and approved by DEQ.
- 24" stormline repair on Garland Court identified by TV contractor. Imminent failure facilitated priority repair.
- Identified 60+ repairs needed during video inspection work performed by the TV contractor.
- Completed 26 repairs identified during video inspections.
- Continued participation on the DEQ Steering Committee for Phase II permit and 1200-C series renewal.
- Completed required stormwater sampling as required by WPCF permit.
- Annual outfall inspection and catch basin cleaning continues.



Division Goals for FY15-16

- Continue repair work identified by the TV inspection contractor.
- Continue implementation of the TV inspection contract (goal is 10%).
- Complete the comprehensive integrated public education program for the Department.
- Continue participation on the DEQ Steering Committee for development of the new NPDES Phase II permit.
- Continue implementation of the City's 3 regulatory stormwater programs.
- Initiate revision of Public Works Design Standards.
- Complete realignment of storm line at Terrace Green.
- Continue installation of public Vegetated Stormwater Facilities for treatment and infiltration.
- Initiate private stormwater facility inventory program.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 388,946	\$ 460,629	\$ 371,600	\$ 435,100	\$ 422,500	\$ 422,500	\$ 422,500	-3%
3 Revenues:								
4 Intergovernmental:								
5 Grants	-	-	-	-	-	-	-	
6 Charges for Services:								
7 Planning & Construction Fees	8,764	12,450	7,800	12,000	10,000	10,000	10,000	-17%
8 Service Fees	792,784	886,984	973,500	973,500	1,062,500	1,062,500	1,062,500	9%
9 Charges to Street Fund	-	310,637	-	-	-	-	-	
10 Total Charges for Services	801,548	1,210,071	981,300	985,500	1,072,500	1,072,500	1,072,500	9%
11 Miscellaneous:								
12 Interest	762	882	6,500	500	2,000	2,000	2,000	300%
13 Miscellaneous Revenue	1,095	2,557	-	2,100	-	-	-	-100%
14 Total Miscellaneous	1,857	3,439	6,500	2,600	2,000	2,000	2,000	-23%
15 Total Revenues	803,405	1,213,510	987,800	988,100	1,074,500	1,074,500	1,074,500	9%
16 Other Resources:								
17 Transfers In:								
18 Charges to Street Fund	221,700	-	341,300	341,300	372,500	372,500	372,500	9%
19 Interfund Loan From Transportation Fund	-	-	-	-	-	-	-	
20 Total Transfers In	221,700	-	341,300	341,300	372,500	372,500	372,500	9%
21 TOTAL RESOURCES	1,414,051	1,674,139	1,700,700	1,764,500	1,869,500	1,869,500	1,869,500	6%

Public Works Stormwater Fund

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
22 REQUIREMENTS:								
23 Expenditures:								
24 Personnel Services:								
25 Public Works Director	16,918	18,401	-	-	-	-	-	
26 Municipal Utility Workers	145,251	178,542	152,000	152,000	158,800	158,800	158,800	4%
27 Community Development Staff	1,827	1,905	2,100	2,100	2,100	2,100	2,100	0%
28 Administrative Support	16,781	18,007	-	-	-	-	-	
29 Environmental Program Staff	190,796	212,071	222,700	217,700	236,700	236,700	236,700	9%
30 Overtime	2,054	1,658	4,600	1,500	4,800	4,800	4,800	220%
31 Duty Pay	6,600	6,525	7,800	7,800	7,800	7,800	7,800	0%
32 Cell Phone - Clothing Allowances	1,428	1,427	2,100	1,500	1,300	1,300	1,300	-13%
33 Wellness	-	879	2,800	1,700	2,800	2,800	2,800	65%
34 Medicare	6,112	7,170	6,000	6,000	6,300	6,300	6,300	5%
35 Retirement	61,798	69,455	68,300	66,000	86,800	86,800	86,800	32%
36 Insurance Benefits	116,613	138,555	127,800	126,000	134,600	134,600	134,600	7%
37 Workers Compensation	20,440	7,217	6,900	4,100	5,100	5,100	5,100	24%
38 Total Personnel Services	586,618	661,812	603,100	586,400	647,100	647,100	647,100	10%
39 Materials & Services:								
40 Postage & Printing	4,697	5,031	-	-	-	-	-	
41 Concrete	196	1,850	3,000	1,500	3,000	3,000	3,000	100%
42 Rock & Backfill	209	699	1,200	1,200	1,200	1,200	1,200	0%
43 Paving	1,136	2,415	4,500	4,000	4,500	4,500	4,500	13%
44 Meetings, Travel & Training	3,564	8,454	6,000	6,000	7,000	7,000	7,000	17%
45 Public Notices	163	10	-	-	-	-	-	
46 Labor Attorney	22	50	-	-	-	-	-	
47 Administrative Services Charges	122,943	147,210	325,000	286,500	334,000	334,000	336,000	17%
48 Contractual Services	72,253	109,407	93,300	93,300	113,300	113,300	113,300	21%
49 Engineering Services	11,635	11,001	15,000	15,000	20,000	20,000	20,000	33%
50 Janitorial	735	785	-	-	-	-	-	
51 Utilities	1,389	1,737	-	-	-	-	-	
52 Storm Drain Utilities	4,542	5,421	5,000	5,500	5,500	5,500	5,500	0%
53 Telephone	2,603	2,430	-	-	-	-	-	
54 Auto Insurance	977	4,098	-	-	-	-	-	
55 Gasoline	1,492	2,057	2,200	2,400	2,200	2,200	2,200	-8%
56 Diesel Fuel	8,660	6,209	11,000	7,200	10,000	10,000	10,000	39%
57 Vehicle Maintenance	3,135	3,444	3,500	2,000	3,500	3,500	3,500	75%
58 Equipment Maintenance	4,657	6,546	14,000	8,000	14,000	14,000	14,000	75%
59 Storm Sewer Dumping Costs	490	65	-	-	-	-	-	
60 Permit Renewal & Registration Fees	4,052	850	4,000	3,100	4,000	4,000	4,000	29%
61 Plant Maintenance	5,676	5,808	10,000	7,000	12,500	12,500	12,500	79%
62 Pump Maintenance	2,438	-	10,000	3,700	10,000	10,000	10,000	170%
63 Operating Materials & Supplies	7,008	10,170	15,300	22,500	12,800	12,800	12,800	-43%
64 Street Sweeping	18,448	105,225	98,000	97,000	98,000	98,000	98,000	1%
65 Medical Testing	45	349	400	300	400	400	400	33%
66 Lab Tests	7,572	3,692	8,000	5,600	8,000	8,000	8,000	43%
67 Consumer Confidence Report/ Public Education	870	874	3,400	3,000	3,000	3,000	3,000	0%
68 Total Materials & Services	291,607	445,887	632,800	574,800	666,900	666,900	668,900	16%

Public Works Stormwater Fund

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
69 Capital Outlay:								
70 Field Equipment	-	3,824	3,800	3,800	9,700	9,700	9,700	155%
71 Heavy Equipment/Service Vehicle	12,897	23,032	30,000	27,000	-	-	-	-100%
72 Storm Sewer Pipe Extension or Repair	62,301	104,436	185,000	150,000	250,000	250,000	250,000	67%
73 Total Capital Outlay	75,198	131,292	218,800	180,800	259,700	259,700	259,700	44%
74 Total Expenditures	953,423	1,238,991	1,454,700	1,342,000	1,573,700	1,573,700	1,575,700	17%
75 Other Requirements:								
76 Contingency	-	-	84,800	-	46,600	46,600	46,600	
77 Fund Balance:								
78 Assigned	460,628	435,148	161,200	422,500	249,200	249,200	247,200	-41%
79 TOTAL REQUIREMENTS	\$1,414,051	\$1,674,139	\$1,700,700	\$ 1,764,500	\$1,869,500	\$1,869,500	\$ 1,869,500	6%

Summary of Administrative Service Fund Charges

City-Wide Administration	\$ 9,015	\$ 28,509	\$ 29,500	\$ 22,600	\$ 29,500	\$ 29,500	\$ 29,500	31%
City Manager	3,218	10,881	11,400	11,400	11,800	11,800	11,800	4%
Information Systems	30,862	23,207	31,300	25,600	36,100	36,100	36,100	41%
Attorney's Office	3,453	2,664	2,300	2,200	3,600	3,600	3,600	64%
City Recorder	3,182	10,607	11,100	11,000	11,800	11,800	11,800	7%
Human Resources	19,088	24,362	26,900	26,200	27,700	27,700	27,700	6%
Finance	25,129	16,056	14,200	14,100	19,100	19,100	19,100	35%
Utility Billing	-	-	35,600	35,800	38,000	38,000	40,000	12%
Facility Maintenance	28,996	30,539	33,600	30,900	28,600	28,600	28,600	-7%
Public Works	-	-	129,200	106,700	127,800	127,800	127,800	20%
Adjustments	-	385	(100)	-	-	-	-	
Administrative Services Charges	\$ 122,943	\$ 147,210	\$ 325,000	\$ 286,500	\$ 334,000	\$ 334,000	\$ 336,000	17%

Budget Notes:

Revenues:

- 8 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 \$0.40 per Equivalent Service Unit for the next few years. The FY15-16 increase is anticipated in January 2016.

Expenditures:

Personnel Services:

- 24 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

25 The Public Works Director, one Municipal Utility Worker and the Administrative Support positions are now budgeted in the Public Works
26 section of the Administrative Services Fund and costs are charged back to the Water Fund based on estimated time spent in the Division.
28

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

Materials & Services:

- 46 Labor Attorney Costs have moved to the Public Works Administrative Services Fund.
47 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
48 Contractual services include \$90,000 for video inspection of pipes, \$20,000 for Vegetated Stormwater Facility maintenance, and \$3,300 for routine costs such as bank card fees for stormwater payments made with debit and credit cards.

50
51 Janitorial, utility, telephone and auto insurance costs have been moved to the Public Works Administration Fund.
53
54

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
RESOURCES:								
1 Beginning Balance:	\$ 234,397	\$ 248,216	\$ 202,700	\$ 224,700	\$ 246,000	\$ 246,000	\$ 246,000	9%
2 Revenues:								
3 Charges for Services:								
4 Plan/Construction Fees	491	3,035	-	3,000	-	-	-	-100%
5 Salem Sewer Billing	4,673,101	4,879,208	5,081,500	5,050,000	5,202,000	5,202,000	5,202,000	3%
6 Sewer Administration Fee	295,079	299,041	334,300	325,300	360,800	360,800	360,800	11%
7 Total Charges for Services	4,968,671	5,181,284	5,415,800	5,378,300	5,562,800	5,562,800	5,562,800	3%
8 Miscellaneous:								
9 Miscellaneous	10,294	252	-	-	-	-	-	
10 Interest Earnings	216	32	400	400	400	400	400	0%
11 Total Miscellaneous	10,510	284	400	400	400	400	400	0%
12 Total Revenues	4,979,181	5,181,568	5,416,200	5,378,700	5,563,200	5,563,200	5,563,200	3%
13 TOTAL RESOURCES	5,213,578	5,429,784	5,618,900	5,603,400	5,809,200	5,809,200	5,809,200	4%
14 REQUIREMENTS:								
15 Expenditures:								
16 Personnel Services:								
17 Public Works Director	4,700	5,111	-	-	-	-	-	
18 Community Development Staff	1,827	1,905	2,100	2,000	2,100	2,100	2,100	5%
19 Administrative Support	76,162	79,030	-	-	-	-	-	
20 Overtime	396	34	-	-	-	-	-	
21 Cell Phone Stipend	76	75	100	100	100	100	100	0%
22 Medicare	1,316	1,537	100	100	100	100	100	0%
23 Wellness	-	55	100	100	100	100	100	0%
24 Retirement	11,148	11,009	500	500	600	600	600	20%
25 Insurance Benefits	33,594	30,554	400	400	400	400	400	0%
26 Workers Compensation	189	270	100	100	100	100	100	0%
27 Total Personnel Services	129,408	129,580	3,400	3,300	3,500	3,500	3,500	6%
28 Materials & Services:								
29 Postage & Printing	22,080	23,123	-	-	-	-	-	
30 Meetings, Travel & Training	511	121	200	-	-	-	-	
31 Public Notices	31	45	100	100	100	100	100	0%
32 Administrative Services Charges	101,534	109,923	313,600	303,500	314,900	314,900	324,600	7%
33 Contractual Services	16,491	17,804	-	-	-	-	-	
34 Engineering Services	1,302	1,083	5,000	500	500	500	500	0%
35 Salem Sewer Payments	4,694,005	4,890,534	5,133,300	5,050,000	5,202,000	5,202,000	5,202,000	3%
36 Emergency Management Expense	-	-	1,000	-	1,000	1,000	1,000	
37 Miscellaneous Expense	-	-	1,000	-	1,000	1,000	1,000	
38 Total Materials & Services	4,835,954	5,042,633	5,454,200	5,354,100	5,519,500	5,519,500	5,529,200	3%
39 Total Expenditures	4,965,362	5,172,213	5,457,600	5,357,400	5,523,000	5,523,000	5,532,700	3%
40 Other Requirements:								
41 Contingency	-	-	16,200	-	16,200	16,200	16,200	
42 Transfer to SLD Fund	-	32,900	-	-	55,600	55,600	55,600	
43 Total Other Requirements	-	32,900	16,200	-	71,800	71,800	71,800	
44 Fund Balance:								
45 Committed for Future Operations	248,216	224,671	145,100	246,000	214,400	214,400	204,700	-17%
46 TOTAL REQUIREMENTS	\$5,213,578	\$ 5,429,784	\$5,618,900	\$5,603,400	\$ 5,809,200	\$5,809,200	\$ 5,809,200	4%

Public Works Sewer Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
City-Wide Administration	\$ 5,583	\$ 8,256	\$ 8,300	\$ 6,600	\$ 8,800	\$ 8,800	\$ 8,800	31%
City Manager	4,057	4,292	5,100	5,100	4,900	4,900	4,900	-4%
Information Systems	20,857	13,392	18,100	14,800	10,600	10,600	10,600	-28%
Attorney's Office	4,360	3,572	5,400	5,300	4,700	4,700	4,700	-11%
City Recorder	4,009	4,192	5,000	4,900	4,900	4,900	4,900	0%
Human Resources	6,207	7,055	7,500	7,400	8,200	8,200	8,200	11%
Finance	47,001	60,707	61,700	60,900	68,700	68,700	68,700	13%
Utility Billing	-	-	167,100	168,000	178,400	178,400	188,100	6%
Facility Maintenance	9,460	8,844	9,500	9,000	8,500	8,500	8,500	-6%
Public Works	-	-	25,900	21,400	17,200	17,200	17,200	-20%
Adjustments	-	(387)	-	100	-	-	-	4%
Administrative Services Charges	\$ 101,534	\$ 109,923	\$ 313,600	\$ 303,500	\$ 314,900	\$ 314,900	\$ 324,600	4%

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 estimated at 3% per year through 2015. Prior to 2009, Salem included a 7.5% surcharge on Keizer's sewer rates. Through negotiations with Keizer City Council, Salem agreed to reduce the surcharge by 1% until it is eliminated. 2015 marked the last year the remaining 1% surcharge will be included in Keizer rates.
- 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.
- 29 Postage & Printing and Contractual Services are costs associated with generating and sending utility bills. These costs are budgeted in
33 the Utility Billing Administrative Services Fund and changed back to the Sewer Fund.
- 32 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 32 The 3% increase in Salem Sewer Payments reflects the rate increase anticipated in FY15-16.

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. No capacity improvements are planned in fiscal year 15-16.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 26,027	\$ -	\$ 63,500	\$ 72,100	\$ 162,200	\$ 162,200	\$ 162,200	125%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fee	25,737	98,771	40,000	89,900	108,700	108,700	108,700	21%
6 Miscellaneous:								
7 Interest	8	61	100	200	200	200	200	0%
8 Total Revenues	25,745	98,832	40,100	90,100	108,900	108,900	108,900	21%
9 Other Resources:								
10 Transfers In:								
11 Transportation Interfund Loan	26,610	-	-	-	-	-	-	
12 TOTAL RESOURCES	78,382	98,832	103,600	162,200	271,100	271,100	271,100	67%
13 REQUIREMENTS:								
14 Expenditures:								
15 Capital Outlay:								
16 Sewer Line Extensions	3,382	-	-	-	-	-	-	
17 Reimburse Sewer SDC Fees	75,000	-	-	-	-	-	-	
18 Unanticipated Expense	-	-	103,500	-	270,500	270,500	270,500	
19 Total Capital Outlay	78,382	-	103,500	-	270,500	270,500	270,500	
20 Other Requirements:								
21 Transfers Out:								
22 Transportation Fund Interfund Loan	-	26,706	-	-	-	-	-	
23 Fund Balance:								
24 Restricted for Improvements	-	72,126	100	162,200	600	600	600	-100%
25 TOTAL REQUIREMENTS	\$ 78,382	\$ 98,832	\$ 103,600	\$ 162,200	\$ 271,100	\$ 271,100	\$ 271,100	67%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY15-16 assumes the Keizer Station Area C development begins.

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.

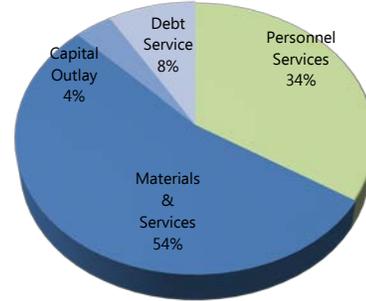
The Water Division operates under the Oregon Administrative Rules for Public Water Systems enforced by the Oregon Health Authority (OHA), Drinking Water Services (DWS) that administer and enforce drinking water quality standards for public water systems in the state of Oregon.

Accomplishments for FY 14-15

- Cleaned all (3) water storage reservoirs
- Connected to new water main intertie with City of Salem at Wiessner Pump Station
- Updated (1) 4" and (3) 6" meters to more efficient and accurate meters
- Completed water main relocation for Chemawa Rd. Roundabout
- Painted 118 fire hydrants
- Repaired 15 water main leaks
- Tested meters for accuracy

Division Goals for FY 15-16

- Replace water main on Ivy Way
- 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



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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 616,647	\$ 633,892	\$ 585,600	\$ 671,500	\$ 598,200	\$ 598,200	\$ 598,200	-11%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	825	350	1,100	-	-	-	-	
6 Licenses & Fees:								
7 Planning & Construction Fees	2,960	11,535	10,000	10,000	10,000	10,000	10,000	0%
8 Service Fees	22,288	20,413	15,000	15,000	15,000	15,000	15,000	0%
9 Diesel Fuel Sales	38,732	31,961	37,000	35,000	37,000	37,000	37,000	6%
10 Live Tap Reimbursement	5,804	18,505	5,000	21,000	7,500	7,500	7,500	-64%
11 Total Licenses & Fees	69,784	82,414	67,000	81,000	69,500	69,500	69,500	-14%
12 Charges for Services:								
13 Water Sales	2,381,758	2,437,562	2,553,400	2,560,000	2,662,400	2,662,400	2,662,400	4%
14 Miscellaneous:								
15 Interest	1,941	1,662	1,800	1,000	1,000	1,000	1,000	0%
16 Miscellaneous	4,702	5,167	10,600	16,000	7,500	7,500	7,500	-53%
17 Total Miscellaneous	6,643	6,829	12,400	17,000	8,500	8,500	8,500	-50%
18 Other Resources:								
19 Transfers In:								
20 Transfer from Park Improvement Fund	-	6,574	-	-	-	-	-	
21 Transfer from General Fund	-	-	7,400	7,400	17,400	17,400	17,400	
22 Total Transfers In	-	6,574	7,400	7,400	17,400	17,400	17,400	135%
23 TOTAL RESOURCES	3,075,657	3,167,621	3,226,900	3,336,900	3,356,000	3,356,000	3,356,000	1%

Public Works Water Fund

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
24 REQUIREMENTS:								
25 Expenditures:								
26 Personnel Services:								
27 Public Works Director	25,378	25,557	-	-	-	-	-	
28 Municipal Utility Workers	518,256	532,646	508,500	511,800	538,700	538,700	538,700	5%
29 Community Development Staff	1,827	1,905	2,100	2,100	2,100	2,100	2,100	0%
30 Administrative Support	78,692	81,574	-	-	-	-	-	
31 Overtime	17,741	23,900	25,500	15,500	19,500	19,500	19,500	26%
32 Duty Pay	13,200	13,050	15,600	15,600	15,600	15,600	15,600	0%
33 Cell Phone/Clothing Allowance	4,627	4,602	6,300	4,100	5,200	5,200	5,200	27%
34 Wellness	-	518	4,100	1,300	4,200	4,200	4,200	223%
35 Medicare	10,030	10,603	8,200	8,500	8,600	8,600	8,600	1%
36 Retirement	89,247	93,810	88,200	78,900	112,900	112,900	112,900	43%
37 Insurance Benefits	192,975	220,740	188,400	185,000	193,500	193,500	193,500	5%
38 Unemployment	7,594	5,070	-	-	-	-	-	
39 Workers Compensation	2,588	7,498	9,600	7,600	8,400	8,400	8,400	11%
40 Total Personnel Services	962,155	1,021,473	856,500	830,400	908,700	908,700	908,700	9%
41 Materials & Services:								
42 Postage & Printing	20,198	21,586	-	-	-	-	-	
43 Concrete	14,761	4,870	10,000	6,000	10,000	10,000	10,000	67%
44 Rock & Backfill	4,566	4,564	5,500	5,000	5,500	5,500	5,500	10%
45 Paving	14,558	14,710	16,500	6,500	16,500	16,500	16,500	154%
46 Sequestering Agent	14,509	24,186	28,000	19,200	10,500	10,500	10,500	-45%
47 Fluoride	6,974	9,658	15,000	9,300	10,500	10,500	10,500	13%
48 Meetings, Travel & Training	12,975	14,376	15,000	13,500	15,000	15,000	15,000	11%
49 Public Notices	389	194	300	300	300	300	300	0%
50 Labor Attorney	1,783	327	-	-	-	-	-	
51 Administrative Services Charges	206,518	278,240	674,300	609,800	666,200	666,200	675,100	11%
52 Contractual Services	52,617	24,233	35,000	35,000	25,000	25,000	25,000	-29%
53 Flagging	4,983	1,804	2,000	3,000	3,000	3,000	3,000	0%
54 Engineering Services	6,695	19,786	20,000	25,000	25,000	25,000	25,000	0%
55 Janitorial	2,563	2,126	-	-	-	-	-	
56 Electricity	204,966	215,200	226,000	220,000	230,000	230,000	230,000	5%
57 Natural Gas	2,351	2,382	2,500	2,200	2,500	2,500	2,500	14%
58 Telephone	6,069	6,004	-	-	-	-	-	
59 Telemetry	3,617	10,436	10,000	2,500	10,000	10,000	10,000	300%
60 Auto Insurance	3,909	5,464	-	-	-	-	-	
61 Gasoline	18,599	17,381	18,000	18,000	18,000	18,000	18,000	0%
62 Diesel Fuel	47,270	42,381	50,000	42,000	50,000	50,000	50,000	19%
63 Vehicle Maintenance	14,963	7,923	15,000	15,000	22,000	22,000	22,000	47%
64 Equipment Maintenance	3,792	16,202	12,000	12,000	12,000	12,000	12,000	0%
65 Plant Maintenance	50,653	63,807	55,000	55,000	45,000	45,000	45,000	-18%
66 Live Taps	11,020	13,135	10,000	25,000	10,000	10,000	10,000	-60%
67 Pump House Maintenance	7,417	13,067	15,000	12,500	10,000	10,000	10,000	-20%
68 Pump Maintenance	38,848	43,916	65,000	30,000	65,000	65,000	65,000	117%
69 Operating Materials & Supplies	24,433	23,199	30,000	25,000	30,000	30,000	30,000	20%
70 Medical Testing	558	1,448	500	1,000	1,200	1,200	1,200	20%
71 Water Mains	16,927	18,699	35,000	35,000	35,000	35,000	35,000	0%
72 Well Property Lease	1,069	-	-	-	-	-	-	
73 Lab Tests	42,101	58,818	38,000	38,000	49,000	49,000	49,000	29%
74 Contract Meter Reading	33,990	35,420	34,000	35,700	38,000	38,000	38,000	6%
75 Consumer Confidence Report	7,830	7,863	12,000	8,000	12,000	12,000	12,000	50%
76 Miscellaneous	9,579	(3)	1,000	-	1,000	1,000	1,000	
77 Total Materials & Services	914,050	1,023,402	1,450,600	1,309,500	1,428,200	1,428,200	1,437,100	10%

Public Works Water Fund

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
78 Capital Outlay:								
79 Field Equipment	6,521	1,575	11,000	11,000	10,500	10,500	10,500	-5%
80 Water Meters	7,589	23,117	45,000	45,000	50,000	50,000	50,000	11%
81 Acquisition & Development	28,752	-	-	-	-	-	-	
82 Heavy Equipment/Vehicle	69,740	31,583	8,800	8,800	30,000	30,000	30,000	241%
83 Unanticipated Expense	-	-	21,400	-	9,000	9,000	9,000	
84 Total Capital Outlay	112,602	56,275	86,200	64,800	99,500	99,500	99,500	54%
85 Debt Service:								
86 Principal	165,000	170,000	180,000	180,000	185,000	185,000	185,000	3%
87 Interest	67,958	61,090	54,000	54,000	46,500	46,500	46,500	-14%
88 Total Debt Service	232,958	231,090	234,000	234,000	231,500	231,500	231,500	-1%
89 Total Expenditures	2,221,765	2,332,240	2,627,300	2,438,700	2,667,900	2,667,900	2,676,800	10%
90 Other Requirements:								
91 Contingency	-	-	115,400	-	125,000	125,000	125,000	
92 Transfer to Water Facility Replacement Reserve	220,000	163,900	90,100	300,000	100,000	100,000	100,000	-67%
93 Total Other Requirements	220,000	163,900	205,500	300,000	225,000	225,000	225,000	-25%
94 Fund Balance:								
95 Restricted for Operations	633,892	671,481	394,100	598,200	463,100	463,100	454,200	-24%
96 TOTAL REQUIREMENTS	\$3,075,657	\$3,167,621	\$3,226,900	\$3,336,900	\$3,356,000	\$3,356,000	\$3,356,000	1%

Summary of Administrative Service Fund Charges

City-Wide Administration	\$ 17,133	\$ 45,794	\$ 47,300	\$ 35,900	\$ 46,800	\$ 46,800	\$ 46,800	30%
City Manager	6,935	18,168	19,400	19,400	19,400	19,400	19,400	0%
Information Systems	45,841	41,348	55,000	44,900	68,900	68,900	68,900	53%
Attorney's Office	7,438	5,996	6,800	6,600	7,400	7,400	7,400	12%
City Recorder	6,859	17,724	18,900	18,700	19,500	19,500	19,500	4%
Human Resources	33,101	39,133	42,900	42,000	44,000	44,000	44,000	5%
Finance	38,790	60,707	61,700	60,900	68,700	68,700	68,700	13%
Utility Billing	-	-	152,900	153,700	163,200	163,200	172,100	12%
Facility Maintenance	50,421	49,055	53,900	49,700	45,400	45,400	45,400	-9%
Public Works	-	-	215,500	178,000	182,900	182,900	182,900	3%
Adjustments	-	315	-	-	-	-	-	
Administrative Service Charges	\$ 206,518	\$ 278,240	\$ 674,300	\$ 609,800	\$ 666,200	\$ 666,200	\$ 675,100	11%

Public Works Water Fund

Budget Notes:

Revenues:

13 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 FY15-16 increase is anticipated in January 2016.

Expenditures:

Personnel Services:

26 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

27 The Public Works Director, one Municipal Utility Worker and the Administrative Support positions are now budgeted in the Public Works section of the
28 Administrative Services Fund and costs are charged back to the Water Fund based on estimated time spent in the Division.
30

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

Materials & Services:

50 Labor Attorney Costs have moved to the Public Works Administrative Services Fund.

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

52 Contractual services include \$11,000 for temporary employees, \$5,000 for hydrant painting and \$9,000 for routine costs such as bank card fees for water payments made with debit and credit cards.

55 Janitorial, telephone, and auto insurance costs have been moved to the Public Works Administration Fund.
58
60

71 Water Main costs are primarily for the Ivy Way replacement project.

Capital Outlay:

79 Field equipment includes New Locator and receivers (5K), Jackhammer (2.7K), Truck light bar (1.1K), Shared expense (tools) (1.5K Water fund portion)

82 The Water Division needs a new vehicle to replace a 1996 Ford Ranger.

Debt Service:

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

09/01/15	185,000	25,113
03/01/16		21,320
09/01/16	190,000	21,320
03/01/17		17,425
09/01/17	200,000	17,425
03/01/18		13,325
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	\$ 1,225,000	\$ 156,518

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 2015/2016 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 FY14-15

- Installed Standby Generator and Automatic Transfer Switch at Reitz Pump Station
- Completed the Hydrogeological/Engineering study for volatile organic compound contamination
- Replaced approximately 4,000 feet of steel water main replacement plan as identified in 2012 Water Master Plan Update.
- Updated the Telemetry and Supervisory Control and Data Acquisition system.

Capital Improvements Planned FY15-16

- Install a filter plant at Lacey Court Well for hydrogen sulfide issues.
- Continue steel watermain replacement program.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 783,636	\$ 636,995	\$ 520,300	\$ 556,100	\$ 270,500	\$ 270,500	\$ 270,500	-51%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	23,155	51,963	40,700	86,900	73,700	73,700	73,700	-15%
6 Miscellaneous:								
7 Interest	2,611	2,003	2,500	1,500	2,000	2,000	2,000	33%
8 Miscellaneous	36,590	50	-	-	-	-	-	
9 Total Miscellaneous	39,201	2,053	2,500	1,500	2,000	2,000	2,000	33%
10 Total Revenues	62,356	54,016	43,200	88,400	75,700	75,700	75,700	-14%
11 Other Resources:								
12 Debt Proceeds:								
13 Loan	-	-	360,000	-	460,000	460,000	460,000	
14 Transfers In:								
15 Transfer from Water Fund	220,000	163,900	90,100	300,000	100,000	100,000	100,000	-67%
16 Total Other Resources	220,000	163,900	450,100	300,000	560,000	560,000	560,000	87%
17 TOTAL RESOURCES	1,065,992	854,911	1,013,600	944,500	906,200	906,200	906,200	-4%
18 REQUIREMENTS:								
19 Expenditures:								
20 Capital Outlay:								
21 Supply/Treatment	428,996	62,639	109,000	139,000	175,000	175,000	175,000	26%
22 Transmission & Distribution Mains	-	227,620	400,000	400,000	400,000	400,000	400,000	0%
23 General Plant	-	8,560	202,000	135,000	-	-	-	-100%
24 Storage	-	-	-	-	-	-	-	
25 Unanticipated Expenses	-	-	68,100	-	47,500	47,500	47,500	
26 Total Capital Outlay	428,996	298,819	779,100	674,000	622,500	622,500	622,500	-8%
27 Fund Balance:								
28 Restricted for Debt Service Requirements	234,100	234,100	234,100	234,100	234,100	234,100	234,100	0%
29 Restricted for Improvements	402,896	321,992	400	36,400	49,600	49,600	49,600	36%
30 Total Fund Balance	636,996	556,092	234,500	270,500	283,700	283,700	283,700	5%
31 TOTAL REQUIREMENTS	\$ 1,065,992	\$ 854,911	\$ 1,013,600	\$ 944,500	\$ 906,200	\$ 906,200	\$ 906,200	-4%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY15-16 assume 60 new single family homes, and 2 two inch meters for Area C apartments.
The City intends to finance its capital improvements over the next several years to help smooth water rates charged to customers.

Expenditures:

- 21 Supply & Treatment costs are for the installation of a filter plant at the Lacey Court well.

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 in FY14-15

The Community Build Big Toy project at Keizer Rapids Park was completed.

Improvements Planned for FY15-16

Installation of rubberized surfacing for the Big Toy at Keizer Rapids Park.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 493,862	\$ 388,606	\$ 265,000	\$ 371,700	\$ 460,200	\$ 460,200	\$ 460,200	24%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	26,334	45,051	64,400	237,900	366,100	366,100	366,100	54%
6 Intergovernmental:								
7 Grants	650,360	-	150,000	-	75,000	75,000	75,000	
8 Miscellaneous:								
9 Interest	310	879	1,200	600	600	600	600	0%
10 Miscellaneous Revenue	140	10,262	-	219,000	-	-	-	-100%
11 Total Miscellaneous	450	11,141	1,200	219,600	600	600	600	-100%
12 Total Revenues	677,144	56,192	215,600	457,500	441,700	441,700	441,700	-3%
13 TOTAL RESOURCES	1,171,006	444,798	480,600	829,200	901,900	901,900	901,900	9%
14 REQUIREMENTS:								
15 Expenditures:								
16 Capital Outlay:								
17 Grant Expenditures	760,804	40,666	150,000	-	75,000	75,000	75,000	
18 Improvements	21,597	25,860	300,000	369,000	200,000	200,000	200,000	-46%
19 Unanticipated Expenses:								
20 Roadway Extension & Parking	-	-	-	-	-	-	-	
21 ADA Access to Amphitheater	-	-	10,000	-	10,000	10,000	10,000	
22 KRP Playground	-	-	-	-	-	-	-	
23 "New" SDC Money	-	-	20,600	-	616,900	616,900	616,900	
24 Total Unanticipated Expenses	-	-	30,600	-	626,900	626,900	626,900	
25 Total Capital Outlay	782,401	66,526	480,600	369,000	901,900	901,900	901,900	144%
26 Other Requirements:								
27 Transfers Out:								
28 Transfer to Water Fund	-	6,574	-	-	-	-	-	
29 Fund Balance:								
30 Restricted for Improvements	388,605	371,698	-	460,200	-	-	-	-100%
31 TOTAL REQUIREMENTS	\$ 1,171,006	\$ 444,798	\$ 480,600	\$ 829,200	\$ 901,900	\$ 901,900	\$ 901,900	9%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY15-16 assume 60 new single family homes and 180 apartment units during the year.
- 7 This City intends to apply for a grant with the Oregon Parks and Recreation Department to help fund surfacing at the "Big Toy" in Keizer Rapids Park.

Expenditures:

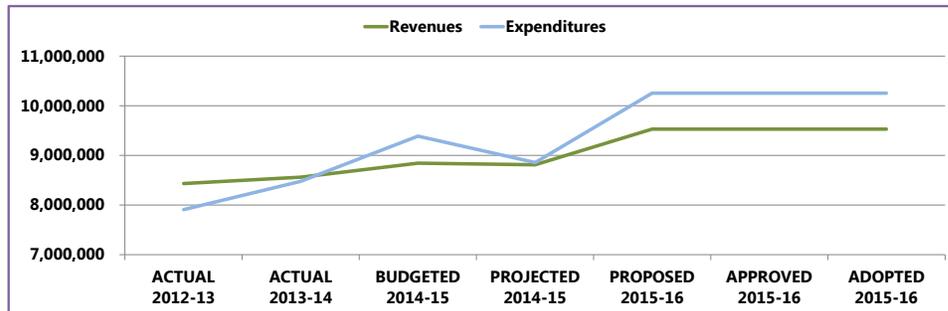
- 17 Capital outlay expenditures are for surfacing at the "Big Toy" in Keizer Rapids Park.
- 18

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, Park Operations, Community Development and General Government.

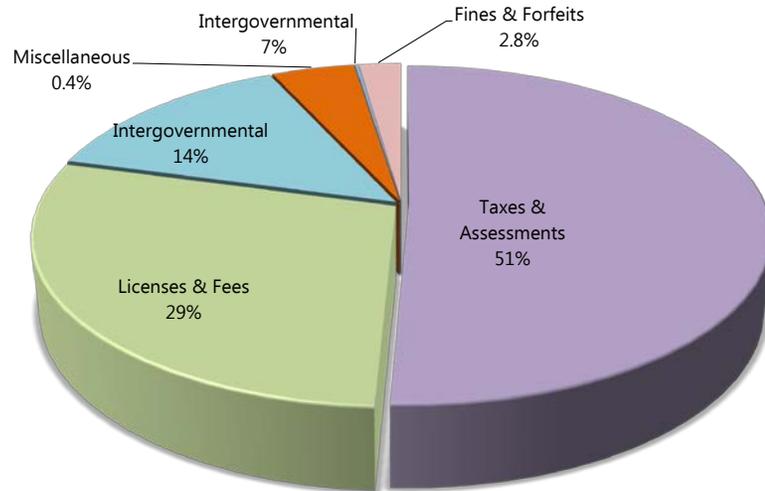
General Fund Revenues and Expenditures



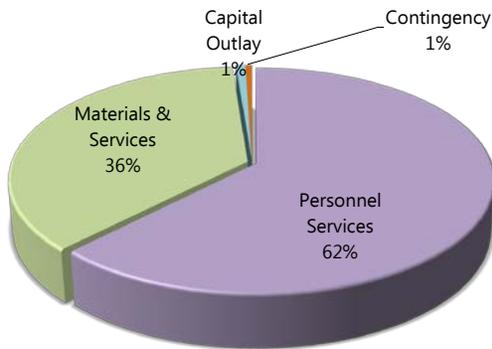
	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 1,976,295	\$ 2,152,434	\$ 2,185,800	\$ 2,239,000	\$ 2,139,900	\$ 2,139,900	\$ 2,139,900	-4%
3 Revenues:								
4 Taxes & Assessments	4,137,204	4,349,656	4,449,900	4,515,000	4,835,900	4,835,900	4,835,900	7%
5 Licenses & Fees	2,502,160	2,573,015	2,682,400	2,665,100	2,720,200	2,720,200	2,720,200	2%
6 Intergovernmental	1,084,107	1,038,203	1,141,200	1,074,800	1,326,200	1,326,200	1,326,200	23%
7 Fines & Forfeitures	566,938	448,092	407,000	394,900	419,000	419,000	419,000	6%
8 Charges for Services	5,604	4,275	13,000	4,000	17,500	17,500	17,500	338%
9 Miscellaneous	134,630	148,415	147,600	158,600	213,500	213,500	213,500	35%
10 Total Revenues	8,430,643	8,561,656	8,841,100	8,812,400	9,532,300	9,532,300	9,532,300	8%
11 Other Resources:								
12 Transfers In	35,123	-	5,000	5,000	-	-	-	-100%
13 Debt Proceeds	-	-	-	-	-	-	-	-
14 Total Other Resources:	35,123	-	5,000	5,000	-	-	-	-100%
15 TOTAL RESOURCES	10,442,061	10,714,090	11,031,900	11,056,400	11,672,200	11,672,200	11,672,200	6%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services	5,402,683	5,549,112	6,054,400	5,882,600	6,423,600	6,423,600	6,423,600	9%
19 Materials & Services	2,060,404	2,442,784	3,030,400	2,642,700	3,805,900	3,804,900	3,753,200	42%
20 Capital Outlay	445,365	483,242	304,500	333,000	25,200	25,200	76,900	-77%
21 Total Expenditures	7,908,452	8,475,138	9,389,300	8,858,300	10,254,700	10,253,700	10,253,700	16%
22 Other Requirements:								
23 Transfers Out	381,171	-	7,400	58,200	28,200	29,200	29,200	-50%
24 Contingency	-	-	60,000	-	50,000	50,000	50,000	-
25 Total Other Requirements	381,171	-	67,400	58,200	78,200	79,200	79,200	36%
26 Fund Balance:								
27 Committed	-	-	270,000	270,000	5,000	5,000	5,000	-98%
28 Unassigned	2,152,438	2,238,952	1,305,200	1,869,900	1,334,300	1,334,300	1,334,300	-29%
29 Total Fund Balance	2,152,438	2,238,952	1,575,200	2,139,900	1,339,300	1,339,300	1,339,300	-37%
30 TOTAL REQUIREMENTS	\$ 10,442,061	\$ 10,714,090	\$ 11,031,900	\$ 11,056,400	\$ 11,672,200	\$ 11,672,200	\$ 11,672,200	6%

General Fund Revenues & Expenditures Summary

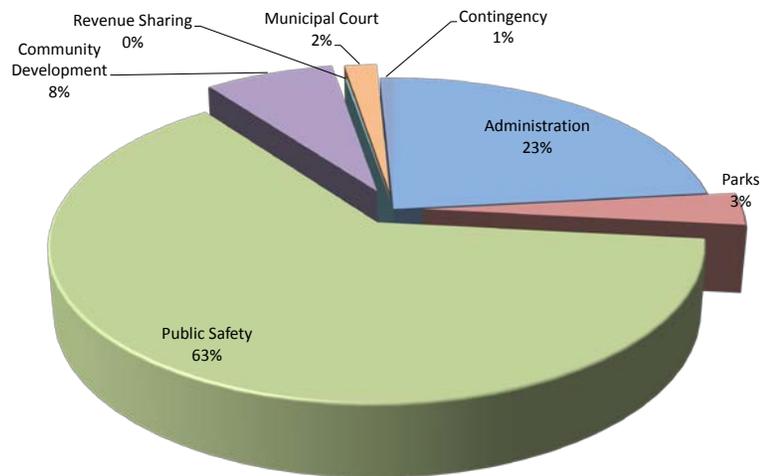
Revenues by Major Category



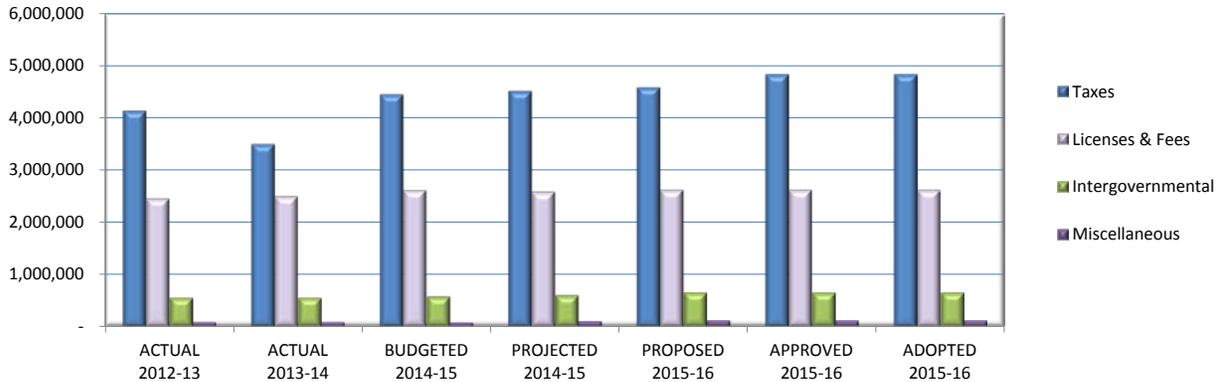
Expenditures by Major Category



Expenditures by Function



General Fund Non-Departmental Resources



	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 1,720,395	\$ 2,000,410	\$ 2,029,000	\$ 2,122,100	\$ 1,977,800	\$ 1,977,800	\$ 1,977,800	-7%
3 Taxes:								
4 Current Taxes	3,950,354	4,129,108	4,240,400	4,305,000	4,666,100	4,666,100	4,666,100	8%
5 Prior Year Taxes	147,710	166,450	160,700	154,000	169,800	169,800	169,800	10%
6 Hotel/Motel Tax	39,140	54,098	48,800	56,000	-	-	-	-100%
7 Total Taxes	4,137,204	4,349,656	4,449,900	4,515,000	4,835,900	4,835,900	4,835,900	7%
8 Licenses & Fees:								
9 Electric Franchise	1,009,244	1,024,816	1,115,700	1,062,000	1,068,000	1,068,000	1,068,000	1%
10 Natural Gas Franchise	334,001	352,125	349,000	351,600	357,700	357,700	357,700	2%
11 Telephone Franchise	61,347	53,964	48,200	49,900	47,400	47,400	47,400	-5%
12 Cable Television Franchise	396,863	404,376	406,500	420,700	435,500	435,500	435,500	4%
13 Sanitation Franchise	195,114	197,625	197,800	199,600	209,500	209,500	209,500	5%
14 Water Sales Assessments	123,888	129,055	135,800	134,200	139,600	139,600	139,600	4%
15 Sewer License Fee	261,485	272,154	284,100	282,500	290,000	290,000	290,000	3%
16 Stormwater Franchise	41,406	46,348	50,700	50,300	53,100	53,100	53,100	6%
17 Wireless Franchise Liquor	10,000	10,000	10,000	10,000	-	-	-	-100%
18 Licenses	2,642	2,420	2,500	2,600	2,700	2,700	2,700	4%
19 Lien Search Fee	19,768	19,052	18,800	20,000	20,000	20,000	20,000	0%
20 Total Licenses & Fees	2,455,758	2,511,935	2,619,100	2,583,400	2,623,500	2,623,500	2,623,500	2%
21 Intergovernmental:								
22 Cigarette Tax	52,175	49,473	46,500	47,500	44,700	44,700	44,700	-6%
23 Liquor Tax	489,344	515,010	516,500	541,000	595,100	595,100	595,100	10%
24 Total Intergovernmental	541,519	564,483	563,000	588,500	639,800	639,800	639,800	9%
25 Miscellaneous:								
26 Stadium Rent	45,922	46,449	46,700	46,700	46,700	46,700	46,700	0%
27 Interest	5,557	5,803	5,000	5,000	5,500	5,500	5,500	10%
28 Rentals	100	200	-	-	-	-	-	-
29 Cell Tower Rent	10,025	10,224	10,400	10,400	10,700	10,700	10,700	3%
30 Art Walk Revenue	800	800	-	800	-	-	-	-100%
31 Sewer SDC Admin Fee	217	-	200	-	-	-	-	-
32 Parks SDC Admin Fee	2,926	4,999	3,300	25,000	40,000	40,000	40,000	60%
33 Miscellaneous Revenue	7,654	8,615	2,000	5,000	2,000	2,000	2,000	-60%
34 Total Miscellaneous	73,201	77,090	67,600	92,900	104,900	104,900	104,900	13%

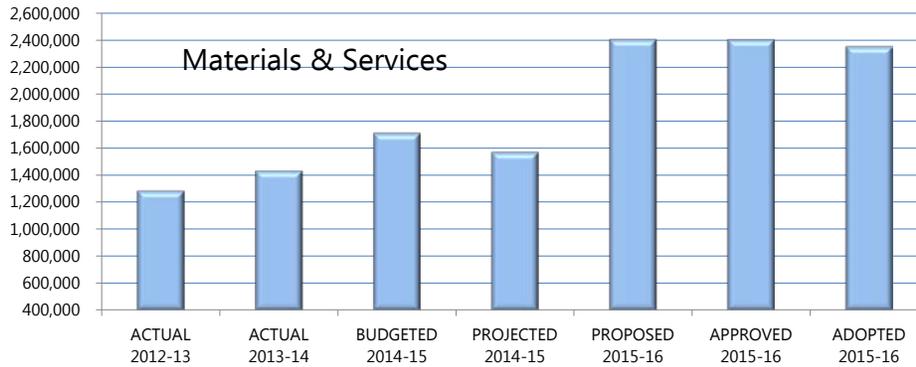
General Fund Non-Departmental Resources

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
35 Transfers In:								
36 From PEG Fund	-	-	5,000	5,000	-	-	-	-100%
37 From Transportation Fund	-	-	-	-	-	-	-	
38 Total Transfers In	-	-	5,000	5,000	-	-	-	-100%
39 TOTAL RESOURCES	\$8,928,077	\$9,503,574	\$9,733,600	\$9,906,900	\$ 10,181,900	\$10,181,900	\$ 10,181,900	3%

Budget Notes:

- 4 Property Tax Revenues are expected to increase 7%; 1% from new construction based on permits process in FY14-15 and 3.0% from increased valuation. Marion County projects a tentative 4% increase overall, however, official estimates are not available at this time. Tax collections are expected to increase an additional 3% since the North River Road Urban Renewal District will no longer collect tax increment revenues.
- 9 PGE anticipates a 4-6% rate increase effective January 2016 which will primarily impact FY2016-17.
- 10 NW Natural Gas experienced a 2% increase in rates during FY14-15 and has requested a 1.7% increase during 2015-16
- 11 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. FY15-16 revenue projections are based on a 5% reduction over FY14-15 projected revenues, consistent with the current downward trend.
- 12 Comcast is projecting a 4% increase overall in cable television revenues during calendar year 2015.
- 13 Sanitation franchise operators are proposing a rate increase of at least 5%.
- 14
- 15 City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY15-16.
- 16
- 17 The City's Wireless agreement with Clear Wireless ended during FY14-15.
- 22 The League of Oregon Cities reports that the State projects a 6% decline in Cigarette Tax revenues and a 13% increase in Liquor Tax revenues.
- 23 Both 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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 TOTAL REQUIREMENTS:								
2 Expenditures:								
3 Materials & Services:								
4 Public Notices	\$ 1,300	780	\$ 1,400	\$ 800	\$ 1,400	\$ 1,400	\$ 1,400	75%
5 Art Walk Artists' Stipends	800	1,140	3,000	1,200	1,500	1,500	1,500	25%
6 Art Commission	-	-	-	-	1,000	1,000	1,000	
7 Civic Center Art	-	-	-	-	500	500	500	
8 Legal Services	-	1,484	12,000	2,000	18,900	18,900	18,900	845%
9 Administrative Services Charges	1,222,651	1,361,709	1,611,100	1,497,100	1,731,600	1,731,600	1,731,600	16%
10 Contractual Services	9,175	11,807	10,700	10,700	11,900	11,900	11,900	11%
11 Keizer Fire District TOT	-	-	4,000	4,000	-	-	-	-100%
12 KAVA-Hotel/Motel Tax	5,500	-	-	-	-	-	-	
13 Keizer Chamber Support	-	3,560	12,500	2,500	2,500	1,500	1,500	-40%
14 Holiday Lights	-	9,800	-	-	20,000	20,000	20,000	
15 Off-Site Property Maintenance	7,813	5,021	7,500	5,500	7,500	7,500	7,500	36%
16 Neighborhood Associations	398	1,104	1,800	2,100	1,000	1,000	1,000	-52%
17 Repayment to Taxing Jurisdictions	-	-	-	-	560,000	560,000	508,300	
18 SK Schools Tax Payment	33,515	33,515	33,600	33,600	33,600	33,600	33,600	0%
19 Volunteer Recognition	132	67	200	200	200	200	200	0%
20 Keizer Community Library	-	-	7,400	7,400	7,400	7,400	7,400	0%
21 After School Programs	5,000	5,000	6,000	6,000	6,000	6,000	6,000	0%
22 Miscellaneous	542	500	3,000	500	1,000	1,000	1,000	100%
23 Emergency Management	-	203	1,000	-	1,000	1,000	1,000	
24 Total Materials & Services	1,286,826	1,435,690	1,715,200	1,573,600	2,407,000	2,406,000	2,354,300	50%
25 Capital Outlay								
26 Area B Development Costs	-	-	-	-	-	-	51,700	
27 Total Expenditures	1,286,826	1,435,690	1,715,200	1,573,600	2,407,000	2,406,000	2,406,000	53%
28 Other Requirements:								
29 Contingencies:								
30 General Contingency	-	-	60,000	-	50,000	50,000	50,000	
31 Transfers Out:								
32 Revenue Sharing Fund	35,123	-	-	-	-	-	-	
33 Transfer to 9-1-1	309,866	-	-	-	-	-	-	
34 Community Center Fund	36,182	-	-	50,800	10,800	11,800	11,800	-77%
35 Water Fund	-	-	7,400	7,400	17,400	17,400	17,400	135%
36 Total Transfers Out	381,171	-	7,400	58,200	28,200	29,200	29,200	-50%
37 Fund Balance:								
38 Reserves:								
39 Committed to Taxing Jurisdictions	-	-	270,000	270,000	-	-	-	-100%
40 Total Reserves	-	-	270,000	270,000	-	-	-	-100%
41 TOTAL REQUIREMENTS	\$ 1,667,997	\$ 1,435,690	\$ 2,052,600	\$ 1,901,800	\$ 2,485,200	\$ 2,485,200	\$ 2,485,200	31%

General Fund Non-Departmental Requirements

Summary of Administrative Service Fund Charges

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
City-Wide Administration	\$ 136,213	\$ 151,404	\$ 198,600	\$ 160,100	\$ 210,500	\$ 210,500	\$ 210,500	31%
City Manager	144,077	139,751	153,200	152,800	168,800	168,800	168,800	10%
Information Systems	168,947	199,711	293,300	252,500	300,500	300,500	300,500	19%
Attorney's Office	158,838	180,822	208,100	203,000	243,200	243,200	243,200	20%
City Recorder	101,746	129,546	139,500	137,900	158,200	158,200	158,200	15%
Human Resources	137,250	163,488	180,200	176,600	198,000	198,000	198,000	12%
Finance	168,111	165,818	196,300	193,800	228,600	228,600	228,600	18%
Facility Maintenance	207,469	204,941	226,200	207,400	204,100	204,100	204,100	-2%
Public Works	-	-	15,700	13,000	19,700	19,700	19,700	52%
Adjustments	-	26,228	-	-	-	-	-	
Administrative Services Charges	\$ 1,222,651	\$ 1,361,709	\$ 1,611,100	\$ 1,497,100	\$ 1,731,600	\$ 1,731,600	\$ 1,731,600	16%

Budget Notes:

- 8 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. Another \$8,900 is appropriated for bond counsel's assistance in closing out the North River Road Urban Renewal District.
- 9 Administrative Service Charges increased primarily from adding the urban renewal district's allocation to the budget since the district has completed its plan and is sun setting. Furthermore, personnel service increases associated with salary and wage, retirement and insurance expenses have increased this cost.
In addition the City added a Police Officer, Code Compliance and Network Support position resulting in the General Fund absorbing more administrative service costs for allocations based upon FTE.
- 10 Contractual services include audit costs and association expenses related to the urban renewal district.
- 17 Repayment to Taxing Jurisdictions is for repayment of urban renewal tax increment funds per interagency agreements, including interest owed. Once paid, the City's outstanding debt to the Salem-Keizer School District will be \$1,270,000, interest exempt, due in fiscal year 2021-2022. Additional annual property tax revenues from the closure of the district will be sufficient in future years to pay off this debt when due.

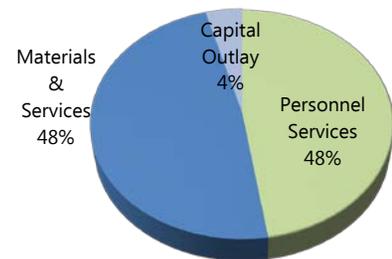
General Fund Park Operations

The Public Works Department Parks Division is funded by City policy using general fund revenues. Additional revenue for Parks operations will also be provided from the rental of property purchased at 1590 Chemawa Road North and includes rental of a house and lease of a filbert orchard. Additional revenue will come from 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 two 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. Repair or replacement of broken and/or damaged play structures, drinking fountains, and other amenities occur as needed with available funding. 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 2014-15

- Replace 10 Picnic Tables
- Replace playground Wood Chips
- Create and manage volunteer grant program



Division Goal for FY 2015-16

- Resurface Willamette Manor Tennis Court

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
Revenues:								
Licenses & Fees:								
1								
	\$		\$	\$	\$	\$	\$	
1	2,583	3,513	2,700	2,700	2,700	2,700	2,700	0%
2	Miscellaneous:							
3	25,051	25,013	45,700	36,400	58,800	58,800	58,800	62%
4	1,496	-	-	-	-	-	-	
5	26,547	25,013	45,700	36,400	58,800	58,800	58,800	62%
6	29,130	28,526	48,400	39,100	61,500	61,500	61,500	57%
7	Expenditures:							
8	Personnel Services:							
9	940	7,156	-	-	-	-	-	
10	94,774	67,442	88,000	88,000	93,200	93,200	93,200	6%
11	-	152	500	500	600	600	600	20%
12	813	486	800	800	800	800	800	0%
13	-	-	800	400	800	800	800	100%
14	1,488	1,179	1,400	1,400	1,500	1,500	1,500	7%
15	14,235	10,663	16,100	13,500	20,700	20,700	20,700	53%
16	32,863	32,714	34,100	34,100	36,700	36,700	36,700	8%
17	-	-	-	-	-	-	-	
18	286	681	1,000	1,000	1,300	1,300	1,300	30%
19	145,399	120,473	142,700	139,700	155,600	155,600	155,600	11%

General Fund Park Operations

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
20 Materials & Services:								
21 Parks Materials & Supplies	20,084	16,168	33,900	33,900	30,000	30,000	30,000	-12%
22 Meetings, Travel & Training	1,188	219	1,500	1,000	1,500	1,500	1,500	50%
23 Labor Attorney	11	-	-	-	-	-	-	
24 Public Notices	61	307	-	-	-	-	-	
25 Contractual Services	63,706	71,507	73,200	73,200	75,000	70,000	70,000	-4%
26 Utilities	8,559	4,688	4,700	4,700	4,700	4,700	4,700	0%
27 Telephone	1,674	1,858	1,700	1,500	1,700	1,700	1,700	13%
28 Auto Insurance	558	1,537	2,100	-	-	-	-	
29 Gasoline	5,036	6,226	6,500	7,500	7,500	7,500	7,500	0%
30 Vehicle Maintenance	2,243	2,069	2,000	2,000	2,500	2,500	2,500	25%
31 Equipment Maintenance	1,932	3,102	4,000	3,500	4,000	4,000	4,000	14%
32 Medical Testing	-	274	100	-	-	-	-	
33 Grant Program	-	-	14,000	9,000	10,000	15,000	15,000	67%
34 Park Rental Program Expenses	6,973	4,548	6,000	3,000	6,000	6,000	6,000	100%
35 Little League Park Maintenance	3,938	20,957	27,000	9,600	15,000	15,000	15,000	56%
36 Total Materials & Services	115,963	133,460	176,700	148,900	157,900	157,900	157,900	6%
37 Capital Outlay:								
38 Field Equipment	2,738	9,899	3,000	3,000	3,000	3,000	3,000	0%
39 Capital Improvements	20,000	18,287	3,500	3,200	11,000	11,000	11,000	244%
40 Total Capital Outlay	22,738	28,186	6,500	6,200	14,000	14,000	14,000	126%
41 Reserves:								
42 Grant Program Reserve	-	-	-	-	5,000	5,000	5,000	
43 Total Requirements	\$ 284,100	\$ 282,119	\$ 325,900	\$294,800	\$332,500	\$ 332,500	\$ 332,500	13%

Budget Notes:

Expenditures:

7 Parks General Support Resources equal at least 2.5% of General Fund budgeted revenues as is the policy of the City. The FY15-16 budget is 3.5% of budgeted revenues.

Personnel Services:

8 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

9 The Public Works Director is budgeted in the Public Works section of the Administrative Services Fund and costs are charged back to
10 the General Fund.

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

Materials & Services:

25 Contractual Services includes \$30,000 for routine services and \$40,000 for Temporary Employees.

33 Grant funds will be allocated to citizen sponsored projects and are to be approved by the Parks Board.

35 Little League Park Maintenance includes \$2,000 for porta potties, \$5,000 for fertilization and weed control, \$1,000 for restroom supplies, \$600 for equipment maintenance (mower), \$2,600 for garbage service, and \$3,800 for unanticipated incidental expenses.

Capital Outlay:

39 Capital improvements include resurfacing of the tennis court at Willamette Manor Park \$11,000.

General Fund

Park Dedicated Funds

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances:								
3 Dog Park Donations	\$ 2,152	\$ 528	\$ 500	\$ 500	\$ -	\$ -	\$ -	-100%
4 Skate Park Donations	-	-	-	-	-	-	-	
5 Recreation Donations	-	314	-	-	-	-	-	
6 Park Donations	1,468	1,494	2,500	5,600	-	-	-	-100%
7 Developers Tree Reimbursements	7,675	4,889	4,800	4,900	4,700	4,700	4,700	-4%
8 Boat Ramp Grant	-	165	-	-	-	-	-	
9 Keizer Rotary Amphitheater Fees	8,212	7,638	7,700	8,300	7,500	7,500	7,500	-10%
10 Total Beginning Balances	19,507	15,028	15,500	19,300	12,200	12,200	12,200	-37%
11 Revenues:								
12 Intergovernmental:								
13 MAP Boat Ramp Grant	3,875	4,100	4,100	4,100	4,100	4,100	4,100	0%
14 Charges for Services:								
15 Amphitheater Rental Fees	2,254	3,752	3,000	2,000	2,500	2,500	2,500	25%
16 Miscellaneous:								
17 Dog Park Donations	112	-	-	-	-	-	-	
18 Park Donations	1,025	8,752	3,000	1,000	-	-	-	-100%
19 Recreation Donations	2,000	-	-	-	-	-	-	
20 Skate Park Donations	-	-	-	-	-	-	-	
21 Developers Tree Reimbursements	-	-	-	-	-	-	-	
22 Total Miscellaneous	3,137	8,752	3,000	1,000	-	-	-	-100%
23 Total Resources	28,773	31,632	25,600	26,400	18,800	18,800	18,800	-29%
24 Expenditures:								
25 Materials & Services:								
26 Dog Park Projects	1,736	-	-	-	600	600	600	
27 Skate Park Projects	-	-	-	-	-	-	-	
28 Recreation Projects	1,686	2,915	2,000	2,000	2,000	2,000	2,000	0%
29 Park Projects	1,000	4,656	3,000	4,100	-	-	-	-100%
30 Boat Ramp Maintenance	1,777	3,115	4,100	5,500	4,100	4,100	4,100	-25%
31 Developers Tree Expenses	2,786	-	4,800	300	4,700	4,700	4,700	1467%
32 Keizer Rotary Amphitheater	2,829	3,114	10,700	2,800	10,000	10,000	10,000	257%
33 Total Materials & Services	11,814	13,800	24,600	14,700	21,400	21,400	21,400	46%
34 Capital Outlay:								
35 Capital Improvements	-	-	-	-	-	-	-	
36 Total Capital Outlay	-	-	-	-	-	-	-	
37 Total Expenditures	\$ 11,814	\$ 13,800	\$ 24,600	\$ 14,700	\$ 21,400	\$ 21,400	\$ 21,400	46%

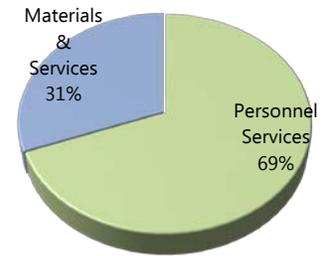
Budget Notes:

Expenditures:

- 32 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.

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, Urban Renewal 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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 Revenues:								
2 Licenses & Fees:								
3 Sign Permits	\$ 2,975	2,785	\$ 3,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	0%
4 Land Use Application Fees	9,196	12,373	13,200	18,000	18,000	18,000	18,000	0%
5 Building Fees - Zoning	18,931	25,326	29,000	35,000	45,000	45,000	45,000	29%
6 Permit Administrative Fee	12,717	17,083	15,400	20,000	25,000	25,000	25,000	25%
7 Facility Fee	-	-	-	2,000	2,000	2,000	2,000	0%
8 Total Licenses & Fees	43,819	57,567	60,600	79,000	94,000	94,000	94,000	19%
9 Intergovernmental:								
10 Grants	70,000	-	100,000	-	165,000	165,000	165,000	
11 Charges for Services:								
12 Nuisance Abatement	3,350	523	10,000	2,000	15,000	15,000	15,000	650%
13 Total Revenues	117,169	58,090	170,600	81,000	274,000	274,000	274,000	238%
14 Expenditures:								
15 Personnel Services:								
16 Community Development Director	100,668	103,090	105,600	105,600	106,900	106,900	106,900	1%
17 Code Compliance Officer	-	-	27,900	12,000	39,600	39,600	39,600	230%
18 Planning Staff	121,127	130,260	137,700	137,700	145,000	145,000	145,000	5%
19 Administrative Support	39,372	48,734	51,400	51,400	53,700	53,700	53,700	4%
20 Stormwater Technician	1,866	1,948	2,600	2,200	2,700	2,700	2,700	23%
21 Overtime	-	-	1,700	500	2,500	2,500	2,500	400%
22 Cell Phone Stipend	1,547	1,487	2,100	1,500	1,800	1,800	1,800	20%
23 Wellness	-	548	1,900	1,000	1,900	1,900	1,900	90%
24 Medicare	4,031	4,355	5,100	4,700	5,500	5,500	5,500	17%
25 Retirement	49,852	52,377	65,100	55,800	82,600	82,600	82,600	48%
26 Insurance Benefits	57,618	63,524	81,200	80,000	91,800	91,800	91,800	15%
27 Unemployment Workers	-	-	-	-	-	-	-	
28 Compensation	295	483	600	500	900	900	900	80%
29 Total Personnel Services	376,376	406,806	482,900	452,900	534,900	534,900	534,900	18%

General Fund Community Development

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
30 Materials & Services:								
31 Mapping Supplies & Services	136	185	500	500	500	500	500	0%
32 Uniforms	-	-	600	500	700	700	700	40%
33 Field Equipment	-	-	1,700	1,700	1,700	1,700	1,700	0%
34 Postage & Printing	486	-	3,000	-	3,000	3,000	3,000	
35 Meetings, Travel & Training	5,479	385	7,200	900	7,200	7,200	7,200	700%
36 Public Notices	1,074	2,663	2,500	2,500	2,500	2,500	2,500	0%
37 Hearings Officer	1,503	3,250	3,800	3,000	4,000	4,000	4,000	33%
38 Auto Insurance	209	427	600	500	1,000	1,000	1,000	100%
39 Gasoline & Vehicle Maintenance	345	930	1,500	700	2,000	2,000	2,000	186%
40 Nuisance Abatement	2,447	6,993	10,000	5,000	15,000	15,000	15,000	200%
41 Land Conservation Grant	64,147	1,572	-	-	-	-	-	
42 TGM Grant	-	-	100,000	-	165,000	165,000	165,000	
43 UGB Land Use Analysis	-	-	35,000	-	35,000	35,000	35,000	
44 Total Materials & Services	75,826	16,405	166,400	15,300	237,600	237,600	237,600	1453%
45 Total Expenditures	\$ 452,202	\$ 423,211	\$ 649,300	\$ 468,200	\$ 772,500	\$ 772,500	\$ 772,500	65%

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.

12 Nuisance Abatement revenue is the City's costs recovered from offenders for property clean up. This is anticipated to increase once the Code Enforcement position begins (see Personnel Services section below).

Expenditures:

Personnel Services:

15 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

17 In FY10-11 the City eliminated the Code Compliance position as a response to the economic downturn. General Fund revenues have improved over the past few years and the City is now able to fund this position. This addition also increases the cost of fringe benefits and overtime for this Department.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

32 Uniforms and Field Equipment are for the Code Compliance position.

34 Postage & Printing costs provide for a mass mailing should legal mandates require one in FY15-16.

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

40 Nuisance Abatement costs are anticipated to increase once the Code Compliance position begins (see Personnel Services section above).

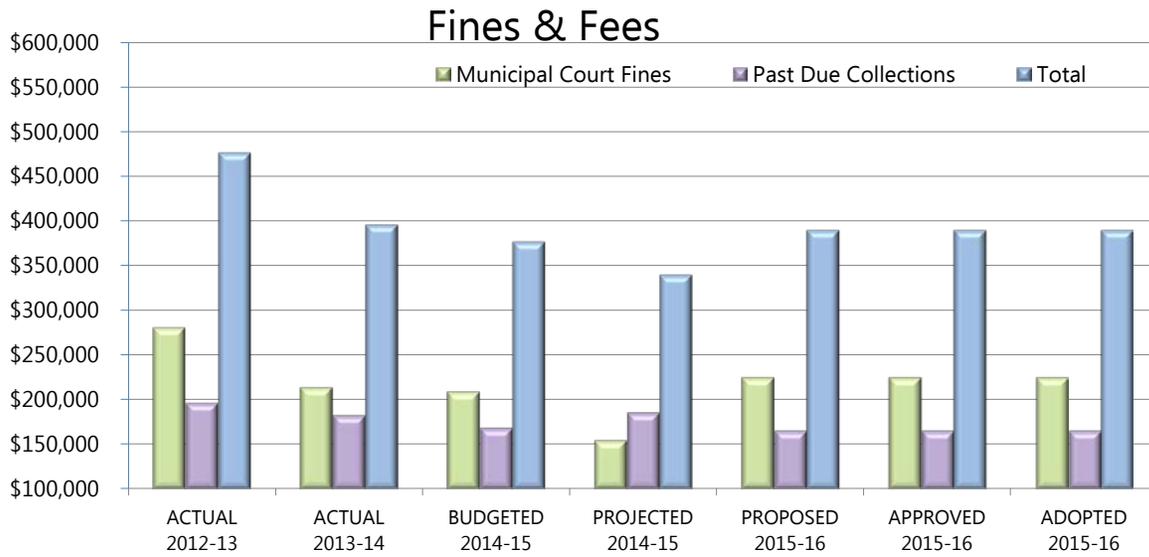
42 The City has applied for a transportation growth management grant to assist with the analysis of the urban growth boundary expansion.

43 Funding is provided for the first half of the periodic review order compliance for the UGB expansion project.

General Fund

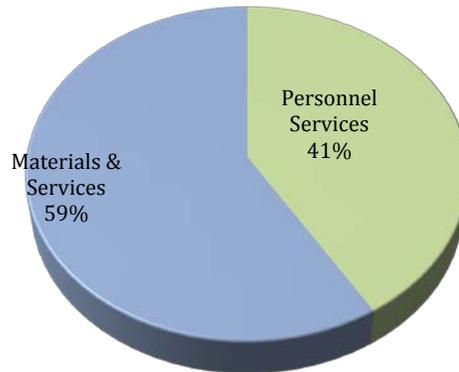
Finance - Municipal Court

The Municipal Court administers the judicial system for the City of Keizer. The Court handles traffic infractions, City code violations and has recently incorporated 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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 Revenues:								
2 Intergovernmental:								
3 Peer Court JABG Grant	\$ 8,398	\$ 4,845	\$ 3,300	\$ 3,300	\$ -	\$ -	\$ -	-100%
4 Fines & Forfeits:								
5 Municipal Court Fines	280,781	213,959	209,100	155,000	225,000	225,000	225,000	45%
6 Past Due Collections	195,733	182,033	167,900	185,000	165,000	165,000	165,000	-11%
7 Peer Court Fees	3,811	5,230	4,000	1,700	3,000	3,000	3,000	76%
8 Total Fines & Forfeits	480,325	401,222	381,000	341,700	393,000	393,000	393,000	15%
9 Miscellaneous:								
10 Peer Court Donations	-	-	3,300	3,300	11,200	11,200	11,200	
11 Interest Past Due Collections	-	-	-	-	18,600	18,600	18,600	
12 Total Miscellaneous	-	-	3,300	3,300	29,800	29,800	29,800	803%
13 Total Revenues	488,723	406,067	387,600	348,300	422,800	422,800	422,800	21%

General Fund Finance - Municipal Court



	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
14 Expenditures:								
15 Personnel Services:								
16 Court Clerks	64,789	69,259	71,000	60,000	48,700	48,700	48,700	-19%
17 Overtime	786	687	1,000	500	500	500	500	0%
18 Wellness	-	191	600	400	400	400	400	0%
19 Medicare	1,008	1,078	1,100	1,000	800	800	800	-20%
20 Retirement	9,728	9,953	10,300	8,800	9,200	9,200	9,200	5%
21 Insurance Benefits	23,784	24,559	26,900	22,400	19,400	19,400	19,400	-13%
22 Workers Compensation	129	135	100	100	100	100	100	0%
23 Total Personnel Services	100,224	105,862	111,000	93,200	79,100	79,100	79,100	-15%
24 Materials & Services:								
25 Materials & Supplies	460	343	800	500	500	500	500	0%
26 Meetings, Travel & Training	-	548	1,500	1,000	1,000	1,000	1,000	0%
27 Judge's Services	14,140	15,367	16,200	14,000	14,000	14,000	14,000	0%
28 Other Contractual Services	6,402	5,238	4,500	4,500	5,500	5,500	5,500	22%
29 Peer Court	21,054	22,470	21,900	21,300	24,700	24,700	24,700	16%
30 Collections Cost	1,740	525	500	800	800	800	800	0%
31 Interagency Assessments	81,781	66,105	69,300	58,000	66,300	66,300	66,300	14%
32 Total Materials & Services	125,577	110,596	114,700	100,100	112,800	112,800	112,800	13%
33 Total Expenditures	\$ 225,801	\$ 216,458	\$225,700	\$ 193,300	\$ 191,900	\$ 191,900	\$ 191,900	-1%

Budget Notes:

- 5 Municipal Court Fines are expected to increase once the Traffic Officer are hired (see Police Operations budget).
- 6 The City entered into a new agreement for collection agency services, part of the agreement provides for sharing interest earned on accounts sent to collections.

Expenditures:

Personnel Services:

- 15 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

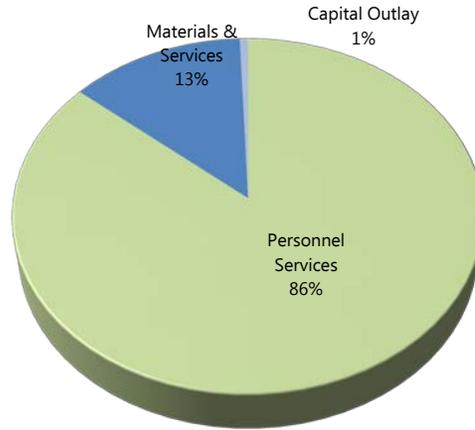
- 31 Interagency Assessments are approximately 17% of citation revenue

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
RESOURCES:								
Beginning Balances:								
1	\$ 1,679	\$ 2,079	\$ 1,100	\$ 2,400	\$ 2,600	\$ 2,600	\$ 2,600	8%
2	16,529	6,645	6,900	12,600	14,500	14,500	14,500	15%
3	127,839	128,272	133,300	82,600	132,800	132,800	132,800	61%
4	146,047	136,996	141,300	97,600	149,900	149,900	149,900	54%
5	Revenues:							
6	Intergovernmental:							
7	2,943	2,555	8,600	5,000	5,000	5,000	5,000	0%
8	145,078	149,606	153,900	154,300	159,700	159,700	159,700	3%
9	8,503	5,289	-	5,000	5,000	5,000	5,000	0%
10	19,964	10,727	12,000	2,000	2,000	2,000	2,000	0%
11	176,488	168,177	174,500	166,300	171,700	171,700	171,700	3%
12	Fines & Forfeits:							
13	28,420	21,705	1,000	1,000	1,000	1,000	1,000	0%
14	58,193	25,165	25,000	52,200	25,000	25,000	25,000	-52%
15	86,613	46,870	26,000	53,200	26,000	26,000	26,000	-51%
16	Miscellaneous:							
17	2,220	540	-	500	-	-	-	-100%
18	400	300	-	300	-	-	-	-100%
19	285	1,750	-	200	-	-	-	-100%
20	7,905	17,728	5,000	5,000	-	-	-	-100%
21	-	-	5,000	5,000	5,000	5,000	5,000	0%
22	20,935	17,242	18,000	14,000	15,000	15,000	15,000	7%
23	31,745	37,560	28,000	25,000	20,000	20,000	20,000	-20%
24	440,893	389,603	369,800	342,100	367,600	367,600	367,600	7%

General Fund Police Operations



	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
25 Expenditures:								
26 Personnel Services:								
27 Chief of Police	134,311	102,755	115,400	115,400	120,400	120,400	120,400	4%
28 Deputy Chief	100,013	106,716	112,200	112,200	117,000	117,000	117,000	4%
29 Lieutenants	191,003	240,376	285,700	285,700	297,700	297,700	297,700	3%
30 Sergeants	554,383	518,300	513,800	513,800	527,600	527,600	527,600	3%
31 Police Officers	1,771,799	1,810,858	1,884,200	1,870,000	1,982,200	1,982,200	1,982,200	6%
32 Community Service								
Officer/Evidence Specialist	55,326	37,848	44,400	43,700	44,200	44,200	44,200	1%
33 Forensics Support	-	-	46,100	-	-	-	-	-
34 Administrative Support	318,522	377,906	394,100	394,100	403,900	403,900	403,900	2%
35 Reserve Officers	-	649	1,500	-	1,500	1,500	1,500	-
36 Overtime	111,917	126,466	129,700	129,700	130,400	130,400	130,400	1%
37 Overtime - Grant Programs	19,665	12,784	12,000	12,000	12,000	12,000	12,000	0%
38 Overtime - Community Events	7,642	7,300	8,800	8,800	8,800	8,800	8,800	0%
39 Clothing, Cell Phone Stipends	30,870	34,113	32,200	32,400	42,200	42,200	42,200	30%
40 Wellness	10,500	10,684	12,300	9,000	16,700	16,700	16,700	86%
41 Medicare SSI	51,484	57,911	52,400	57,500	53,900	53,900	53,900	-6%
42 Retirement & VEBA	690,312	691,750	769,600	740,000	933,700	933,700	933,700	26%
43 Insurance Benefits	706,942	746,049	848,600	830,000	923,300	923,300	923,300	11%
44 Unemployment Costs	-	-	-	-	-	-	-	-
45 Workers Compensation	25,995	33,506	54,800	42,500	38,500	38,500	38,500	-9%
46 Total Personnel Services	4,780,684	4,915,971	5,317,800	5,196,800	5,654,000	5,654,000	5,654,000	9%

General Fund Police Operations

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
47 Materials & Services:								
48 Office Materials & Supplies	10,602	9,705	-	-	-	-	-	
49 Cadet Program	730	852	2,500	1,800	2,500	2,500	2,500	39%
50 Reserve Officer Program	301	690	21,000	15,000	21,000	21,000	21,000	40%
51 K-9 Donation Expense	4,457	1,128	3,000	3,000	3,000	3,000	3,000	0%
52 Clothing & Duty Gear	27,758	27,896	24,000	24,000	24,000	24,000	24,000	0%
53 Civil/Criminal Forfeiture Expense	14,661	13,749	36,500	2,000	36,500	36,500	36,500	1725%
54 K-9 Program	2,631	3,150	5,000	5,000	5,000	5,000	5,000	0%
55 Postage & Printing	4,594	3,529	-	-	-	-	-	
56 Association Memberships	-	-	2,000	2,000	2,000	2,000	2,000	0%
57 Meetings, Travel & Training	21,786	24,822	25,000	28,000	28,000	28,000	28,000	0%
58 Tuition Reimbursement	-	-	3,000	3,000	3,000	3,000	3,000	0%
59 Public Notices	110	192	500	400	500	500	500	25%
60 Labor Attorney	5,654	32,687	25,000	41,000	40,000	40,000	40,000	-2%
61 Contractual Services	7,976	1,892	17,500	6,500	6,500	6,500	6,500	0%
62 Labor	25,542	3,421	-	3,200	-	-	-	-100%
63 Telephone/Internet Service	15,087	14,618	15,600	14,000	15,000	15,000	15,000	7%
64 Auto Insurance	14,450	11,952	18,700	17,800	18,900	18,900	18,900	6%
65 Office Equipment Rental	2,100	1,532	2,000	2,000	2,000	2,000	2,000	0%
66 Gasoline	78,976	74,196	95,000	80,000	90,000	90,000	90,000	13%
67 Software	90	-	-	-	-	-	-	
68 Vehicle Maintenance	26,650	15,549	32,000	32,000	32,000	32,000	32,000	0%
69 Equipment Maintenance	1,816	3,505	2,000	1,000	2,000	2,000	2,000	100%
70 Community Events Materials	914	2,639	1,500	1,800	1,800	1,800	1,800	0%
71 Operating Materials	19,909	22,044	10,000	12,000	12,000	12,000	12,000	0%
72 Ammo & Weapons	1,427	12,054	15,000	15,000	12,000	12,000	12,000	-20%
73 Durable Goods	-	-	13,000	14,500	11,000	11,000	11,000	-24%
74 Willamette Valley Comm Center	59,100	358,367	367,300	371,600	401,300	401,300	401,300	8%
75 Salem Radio Bandwidth	31,221	31,164	32,000	28,800	30,800	30,800	30,800	7%
76 RAIN	6,959	7,178	7,500	7,500	8,100	8,100	8,100	8%
77 PRIORS	46,640	42,620	44,200	44,200	47,300	47,300	47,300	7%
78 Investigations	7,955	8,752	10,000	10,000	10,000	10,000	10,000	0%
79 Applicant Testing Expense	4,162	2,950	2,000	3,000	3,000	3,000	3,000	0%
80 Miscellaneous Expense	140	-	-	-	-	-	-	
81 Total Materials & Services	444,398	732,833	832,800	790,100	869,200	869,200	869,200	10%
82 Capital Outlay:								
83 K-9 Dog	13,331	10,670	-	-	-	-	-	
84 Computer Equipment	-	6,800	-	-	-	-	-	
85 Furniture	-	17,273	-	-	-	-	-	
86 Protective Vest	-	-	-	12,000	-	-	-	-100%
87 Uniforms & Equipment	-	15,002	-	19,000	-	-	-	-100%
88 Total Capital Outlay	13,331	49,745	-	31,000	-	-	-	-100%
89 Total Expenditures	\$5,238,413	\$ 5,698,549	\$6,150,600	\$ 6,017,900	\$6,523,200	\$6,523,200	\$6,523,200	8%

General Fund

Police Operations

Budget Notes:

Revenues:

- 8 Beginning FY11-12 Salem Keizer School District reduced funding for School Resource Officers to help balance its budget. Funding currently supports 2 SROs, down from 3 SROs in FY10-11. The District covers 40% of an SRO's yearly salary (1/2 the cost for 9.5 months of the school year), benefits & equipment needs and 20% of such costs for the sergeant who supervises the program.
- 13 Due to a Ninth Circuit Court of Appeals decision, Impound fees are expected to decline from \$25,000 to \$1,000.
- 14 Civil Forfeiture can be used only to support law enforcement operations and may be spent on such costs as equipment, training, and investigations.

Personnel Services:

- 26 The Budget provides a 1.5% and a 2.5% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
- 36 Overtime costs depend on the number of crimes, court appearances and the training needs of the department. Overtime costs are budgeted at less than 6% of sworn-represented staff wages.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 48 Office Materials & Supplies are tracked in the Administrative Services Fund, City-Wide Administration account.
- 50 The Department intends to enhance its Reserve Officer Program to help cover workload. Beginning in FY14-15 this line-item includes all direct costs associated with Reserve Officers including training, uniforms and equipment to provide an accurate accounting of the cost of this program.
- 53 Civil/Criminal Forfeiture Expenses are costs that support law enforcement operations such as equipment, training and investigation costs and are paid from Civil/Criminal Forfeiture Revenues.
- 55 Postage & Printing costs are tracked in the Administrative Services Fund, City-Wide Administration account.
- 60 Labor attorney costs are to support anticipated employee relations activities.
- 64 Auto insurance premiums will increase up to 8%. The increases result from the addition of vehicles purchased in FY14-15 and claim loss settlements from prior years.
- 66 The increase in gasoline is the result of increasing prices in addition to adding a traffic control officer.

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 90,346	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 State Revenue Sharing	280,827	296,598	292,300	310,000	340,000	340,000	340,000	10%
6 Police Capital Grants	3,000	-	4,000	2,600	5,600	5,600	5,600	115%
7 Total Intergovernmental	283,827	296,598	296,300	312,600	345,600	345,600	345,600	11%
8 Transfers In:								
9 Transfer from the General Fund	35,123	-	-	-	-	-	-	-
10 Total Transfers In	35,123	-	-	-	-	-	-	-
11 TOTAL RESOURCES	409,296	296,598	296,300	312,600	345,600	345,600	345,600	11%
12 REQUIREMENTS:								
13 Expenditures:								
14 Capital Outlay:								
15 Police Protective Vests	6,750	3,825	10,500	10,000	11,200	11,200	11,200	12%
16 Police Officer Equipment	22,885	-	-	-	-	-	-	-
17 Motorcycles & Equipment Lease	11,772	-	-	-	-	-	-	-
18 Parks Vehicle	-	-	30,000	28,500	-	-	-	-100%
19 Police Vehicle Leases	145,940	57,189	-	1,000	-	-	-	-100%
20 Police Vehicle Purchases	221,949	344,297	257,500	256,300	-	-	-	-100%
21 Total Capital Outlay	409,296	405,311	298,000	295,800	11,200	11,200	11,200	-96%
22 Total Expenditures	\$ 409,296	\$ 405,311	\$ 298,000	\$ 295,800	\$ 11,200	\$ 11,200	\$ 11,200	-96%

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 12% increase in FY15-16. 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 13 vests for FY15-16.

Expenditures:

- 15 The City anticipates the need for 13 Protective Vests funded 50% with federal grant funds.

Urban Renewal District

Summary

Over the past three years the North River Road Urban Renewal District's purpose has narrowed to dealing exclusively with the Keizer Station Local Improvement District property owner defaults. This coming year, the District was scheduled to collect its final year of tax increment revenues. However, the District in partnership with the City of Keizer, has reached its goal of resolving the property owner defaults at Keizer Station and it is not necessary or beneficial to collect tax increment revenue in fiscal year 2015-2016.

Foregoing the fourth year of tax collection will release an estimated \$1.5 million in taxes to the City of Keizer's overlapping jurisdictions. Of this, the City of Keizer is expected to receive \$250,000 for its share of additional property tax revenues. These funds, coupled with the Repayment Reserve of \$385,000 in the general fund, are sufficient to repay the interest bearing taxing jurisdictions and cover the urban renewal administrative costs for fiscal year 2015-2016.

Given this, the Urban Renewal District does not expect to receive any revenue in fiscal year 2015-16 and all funds will be expended by fiscal year end 2014-2015. Consequently no appropriations are recommended for any of the three Urban Renewal Funds.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 5,051,861	\$ 5,833,694	\$ 755,700	\$ 232,300	\$ 51,700	\$ 51,700	\$ -	-100%
3 Revenues:								
4 Taxes & Assessments	1,552,915	1,225,332	1,413,500	1,270,900	-	-	-	-100%
5 Miscellaneous	113,145	400,850	1,000	500	-	-	-	-100%
6 Total Revenues	1,666,060	1,626,182	1,414,500	1,271,400	-	-	-	-100%
7 Other Resources:								
8 Debt Proceeds	691,270	3,817,323	88,600	89,100	-	-	-	-100%
9 TOTAL RESOURCES	7,409,191	11,277,199	2,258,800	1,592,800	51,700	51,700	-	-100%
10 REQUIREMENTS:								
11 Expenditures:								
12 Materials & Services	219,341	317,538	91,400	140,400	5,900	5,900	-	-100%
13 Capital Outlay	602,315	3,725,193	46,800	500	45,800	45,800	-	-100%
14 Debt Service	753,841	7,002,168	2,118,400	1,451,900	-	-	-	-100%
15 Total Expenditures	1,575,497	11,044,899	2,256,600	1,592,800	51,700	51,700	-	-100%
16 Other Requirements:								
17 Contingency	-	-	2,100	-	-	-	-	-
18 Fund Balance:								
19 Restricted	5,833,694	232,300	100	-	-	-	-	-
20 TOTAL REQUIREMENTS	\$ 7,409,191	\$ 11,277,199	\$ 2,258,800	\$ 1,592,800	\$ 51,700	\$ 51,700	\$ -	-100%

Urban Renewal District

Program Income Fund

The Program Income Fund tracks urban renewal property sale proceeds and the subsequent use of those funds.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$647,771	\$616,090	\$ 51,800	\$ 51,800	\$ 51,700	\$ 51,700	\$ -	-100%
3 Revenues:								
4 Miscellaneous:								
5 Interest	1,956	1,460	-	-	-	-	-	
6 Total Miscellaneous	1,956	1,460	-	-	-	-	-	
7 TOTAL RESOURCES	649,727	617,550	51,800	51,800	51,700	51,700	-	-100%
8 REQUIREMENTS:								
9 Expenditures:								
10 Materials & Services:								
11 Legal Services	28,223	200,129	6,000	200	-	-	-	-100%
12 Repayment to Taxing Jurisdictions	-	-	-	51,600	-	-	-	
13 Miscellaneous Expense	5,268	84	-	-	5,900	5,900	-	
14 Total Materials & Services	33,491	200,213	6,000	51,800	5,900	5,900	-	-100%
15 Capital Outlay:								
16 Property Acquisition & Development	-	-	4,500	-	4,500	4,500	-	
17 Area B Development Costs	146	-	41,300	-	41,300	41,300	-	
18 Total Capital Outlay	146	-	45,800	-	45,800	45,800	-	
19 Debt Service:								
20 Assessment Payment on Foreclosures	-	365,500	-	-	-	-	-	
21 Total Expenditures	33,637	565,713	51,800	51,800	51,700	51,700	-	-100%
22 Fund Balance:								
23 Restricted	616,090	51,837	-	-	-	-	-	
24 TOTAL REQUIREMENTS	\$649,727	\$617,550	\$ 51,800	\$ 51,800	\$ 51,700	\$ 51,700	\$ -	-100%

Budget Notes:

Expenditures:

- 11 Legal Services are for the completion of the property foreclosures and the title insurance premiums.
- 16 Property Acquisition & Development is for past due property taxes owed on the foreclosed properties.
- 17 Area B Development costs are for project commitments to the Transit District and RJMEW from the land sales proceeds received from these entities.

Urban Renewal District Project Fund

The Urban Renewal Project Fund tracks project expenses for the North River Road Urban Renewal District plan. Beginning in fiscal year 2015-16 there are no authorized projects anticipated.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Miscellaneous:								
5 Interest	19	-	-	-	-	-	-	-
6 Reimbursements	96,730	25,195	-	-	-	-	-	-
7 Total Miscellaneous	96,749	25,195	-	-	-	-	-	-
8 Total Revenues	96,749	25,194	-	-	-	-	-	-
9 Other Resources:								
10 Debt Proceeds:								
11 Loan Proceeds	691,270	-	-	-	-	-	-	-
12 Bond Proceeds (from Tax Increment Fund)	-	3,817,323	88,600	89,100	-	-	-	-100%
13 Total Debt Proceeds	691,270	3,817,323	88,600	89,100	-	-	-	-100%
14 TOTAL RESOURCES	788,019	3,842,517	88,600	89,100	-	-	-	-100%
15 REQUIREMENTS:								
16 Expenditures:								
31 Materials & Services:								
32 Postage & Printing	-	528	-	-	-	-	-	-
33 Association Memberships	325	516	600	600	-	-	-	-100%
34 Public Notices	805	296	-	1,000	-	-	-	-100%
35 Legal Services	39,527	1,102	2,000	3,800	-	-	-	-100%
36 Administrative Services Charges	79,177	114,603	79,900	80,000	-	-	-	-100%
37 Contractual Services	1,000	-	2,900	2,900	-	-	-	-100%
38 Audit	250	250	-	300	-	-	-	-100%
39 Miscellaneous	64,766	29	-	-	-	-	-	-
40 Total Materials & Services	185,850	117,324	85,400	88,600	-	-	-	-100%
41 Capital Outlay:								
42 Property Acquisition & Development	602,169	3,725,193	1,000	500	-	-	-	-100%
43 Total Capital Outlay	602,169	3,725,193	1,000	500	-	-	-	-100%
44 Total Expenditures	788,019	3,842,517	86,400	89,100	-	-	-	-100%
45 Other Requirements:								
46 Contingency:								
47 Contingency	-	-	2,100	-	-	-	-	-
48 Fund Balance:								
49 Restricted	-	-	100	-	-	-	-	-
50 TOTAL REQUIREMENTS	\$ 788,019	\$ 3,842,517	\$ 88,600	\$ 89,100	\$ -	\$ -	\$ -	-100%

Urban Renewal District
Project Fund

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
Summary of Administrative Service Fund Charges								
City-wide Administration	\$ 3,685	\$ 2,645	\$ 1,300	\$ 1,600	\$ -	\$ -	\$ -	-100%
City Manager	2,785	14,774	10,700	10,700	-	-	-	-100%
Information Systems	2,857	4,659	2,800	2,300	-	-	-	-100%
Attorney's Office	32,836	33,933	25,700	25,100	-	-	-	-100%
City Recorder	2,804	14,457	10,400	10,300	-	-	-	-100%
Human Resources	1,349	2,260	1,200	1,200	-	-	-	-100%
Finance	30,684	39,192	26,300	25,900	-	-	-	-100%
Facility Maintenance	2,170	2,833	1,500	2,900	-	-	-	-100%
Adjustments	7	(150)	-	-	-	-	-	-
Total	\$ 79,177	\$ 114,603	\$ 79,900	\$ 80,000	\$ -	\$ -	\$ -	-100%

Urban Renewal District

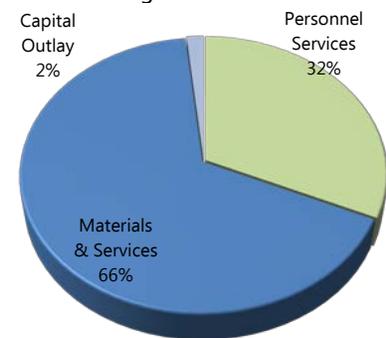
Tax Increment Fund

The Tax Increment Fund is used to receipt in Tax Increment Revenue and pay debt obligations owed by the District.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 4,404,090	\$ 5,217,604	\$ 703,900	\$ 180,500	\$ -	\$ -	\$ -	-100%
3 Revenues:								
4 Taxes & Assessments:								
5 Tax Increment Revenue	1,382,810	1,098,053	1,295,300	1,179,400	-	-	-	-100%
6 Prior Year Taxes	170,105	127,279	118,200	91,500	-	-	-	-100%
7 Total Taxes & Assessments	1,552,915	1,225,332	1,413,500	1,270,900	-	-	-	-100%
8 Miscellaneous:								
9 Foreclosure Acquisition Funds	-	365,500	-	-	-	-	-	-
10 Interest	14,440	8,695	1,000	500	-	-	-	-100%
11 Total Miscellaneous	14,440	374,195	1,000	500	-	-	-	-100%
12 Total Revenues								
13 TOTAL RESOURCES	5,971,445	6,817,131	2,118,400	1,451,900	-	-	-	-100%
14 REQUIREMENTS:								
15 Expenditures:								
16 Debt Service:								
17 Interest on Line of Credit	62,572	54,752	34,700	25,200	-	-	-	-100%
18 Loan Payment (Project Fund)	691,269	3,817,323	88,600	89,100	-	-	-	-100%
19 Bond Principal Payment (line of credit)	-	1,400,000	1,260,000	1,260,000	-	-	-	-100%
20 Repayment of Tax Increment	-	1,364,593	735,100	77,600	-	-	-	-100%
21 Total Debt Service	753,841	6,636,668	2,118,400	1,451,900	-	-	-	-100%
22 Fund Balance:								
23 Restricted	5,217,604	180,463	-	-	-	-	-	-
24 TOTAL REQUIREMENTS	\$ 5,971,445	\$ 6,817,131	\$ 2,118,400	\$ 1,451,900	\$ -	\$ -	\$ -	-100%

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 West Keizer Neighborhood Association, Claggett Creek Watershed Council, and Keizer homeowner association meetings. On weekends, the Center has served as the venue for weddings, quinceaneras, anniversary parties, and baby/bridal showers. Keizer Parks Foundation, Union Gospel Mission, Chamber of Commerce, and other non-profit organizations have used the facility for their fundraising ventures. During the last couple of years, staff has worked towards making the Center self-sustaining. City Staff manage the scheduling and coordination of the facility. 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. Temporary event staffing is used to provide service during the event and upon completion of the event, cleaning and resetting the venue for the next event. During the last year, promotion of the Center has taken place at bridal shows, Chamber of Commerce luncheons, Travel Salem gatherings, and membership in the Mid-Willamette Valley Wedding Pro Association.



	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 24,647	\$ 11,071	\$ -	\$ -	\$ 100	\$ 100	\$ 100	
3 Revenues:								
4 Taxes & Assessments:								
5 Hotel/Motel Tax	9,785	-	-	-	60,000	60,000	60,000	
6 Charges for Services:								
7 Rental Fees	86,274	98,356	170,000	100,000	100,000	100,000	100,000	0%
8 Miscellaneous:								
9 Donations	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0%
10 Interest	6	14	100	-	-	-	-	
11 Total Miscellaneous	10,006	10,014	10,100	10,000	10,000	10,000	10,000	0%
12 Total Revenues	106,065	108,370	180,100	110,000	170,000	170,000	170,000	55%
13 Other Resources:								
14 Transfer from General Fund	36,182	-	-	50,800	10,800	11,800	11,800	-77%
15 TOTAL RESOURCES	\$ 166,894	\$ 119,441	\$ 180,100	\$ 160,800	\$ 180,900	\$ 181,900	\$ 181,900	13%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services:								
19 Event Center Coordinator	-	15,045	31,300	31,300	31,800	31,800	31,800	2%
20 Temporary Help	8,547	12,458	10,000	10,000	10,000	10,000	10,000	0%
21 Overtime Costs	-	-	-	200	-	-	-	-100%
22 Cell Phone Stipend	-	275	700	700	900	900	900	29%
23 Revenue Benchmark Incentive	-	-	7,500	-	-	-	-	
24 Medicare	654	1,251	800	1,400	800	800	800	-43%
25 Retirement	330	2,780	4,800	5,400	8,300	8,300	8,300	54%
26 Insurance Stipend	-	2,788	4,800	4,800	4,800	4,800	4,800	0%
27 Unemployment	219	105	-	-	-	-	-	
28 Workers Compensation	(25)	176	400	400	600	600	600	50%
29 Total Personnel Services	9,725	34,878	60,300	54,200	57,200	57,200	57,200	6%

Community Center Fund

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE	
	2012-13	2013-14	2014-15	2014-15	2015-16	2015-16	2015-16	FROM PROJ	
30	Materials & Services:								
31	Materials & Supplies	252	980	600	600	800	800	800	33%
32	Association Memberships	425	15	500	100	500	500	500	400%
33	Legal Notices	-	152	100	-	100	100	100	
34	Administrative Services Fund	117,499	58,656	85,000	85,100	89,700	89,700	89,700	5%
35	Contractual Services	6,729	8,525	8,000	4,000	8,000	8,000	8,000	100%
36	Marketing Costs	-	586	1,000	1,500	1,500	6,000	6,000	
37	Janitorial Services	4,733	4,679	4,000	4,400	4,400	4,400	4,400	0%
38	Utilities	3,551	5,205	5,500	5,600	5,500	5,500	5,500	-2%
39	Janitorial Supplies	3,838	4,790	5,000	5,000	5,000	5,000	5,000	0%
40	Medical Testing	41	360	200	100	200	200	200	
41	Total Materials & Services	137,068	83,948	109,900	106,400	115,700	120,200	120,200	13%
42	Capital Outlay:								
43	Furnishings & Fixtures	9,030	615	1,000	100	3,000	3,000	3,000	2900%
44	Total Expenditures	155,823	119,441	171,200	160,700	175,900	180,400	180,400	12%
45	Other Requirements:								
46	Contingency	-	-	5,000	-	5,000	1,500	1,500	
47	Fund Balance:								
48	Assigned	11,071	-	3,900	100	-	-	-	-100%
49	TOTAL REQUIREMENTS	\$ 166,894	\$ 119,441	\$ 180,100	\$ 160,800	\$ 180,900	\$ 181,900	\$ 181,900	13%

Summary of Administrative Service Fund Charges

City-Wide Administration	\$ 5,118	\$ 6,172	\$ 3,600	\$ 2,800	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	29%
City Manager	4,691	4,192	3,100	3,100	2,500	2,500	2,500	2,500	-19%
Information Systems	4,590	5,042	5,100	4,200	7,800	7,800	7,800	7,800	86%
Attorney's Office	5,045	4,943	4,400	4,300	3,000	3,000	3,000	3,000	-30%
City Recorder	45,276	10,848	12,600	12,500	13,400	13,400	13,400	13,400	7%
Human Resources	3,151	5,274	3,300	3,200	3,400	3,400	3,400	3,400	6%
Finance	44,851	45,232	48,800	48,300	52,500	52,500	52,500	52,500	9%
Facility Maintenance	4,778	6,612	4,100	6,700	3,500	3,500	3,500	3,500	-48%
Adjustments	(1)	(29,659)	-	-	-	-	-	-	
Administrative Services Charges	\$ 117,499	\$ 58,656	\$ 85,000	\$ 85,100	\$ 89,700	\$ 89,700	\$ 89,700	\$ 89,700	5%

Budget Notes:

- 7 Rental fees are expected to remain consistent with the previous year.
- 19 The Event Center Coordinator position will remain a limited duration position through the end of FY15-16 with a potential a transition from a limited duration to regular position during FY16-17.
- 23 Revenue Benchmark Incentive to be paid quarterly if Event Center Coordinator meets Revenue Benchmarks at the end of each quarter. Quarterly revenues need to exceed the historical three-year quarterly average by \$30,000 per quarter for the \$2,500 incentive to be paid. Projected revenues do not support incentive compensation.
- 35 Contractual Services are primarily for event security and this cost is reimbursed through rental fees.

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 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 162,374	\$ 206,728	\$ 231,700	\$ 243,400	\$ 232,000	\$ 232,000	\$ 232,000	-5%
3 Revenues:								
4 Intergovernmental:								
5 PEG Fees	118,906	121,312	122,200	123,500	126,200	126,200	126,200	2%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	449	726	600	600	600	600	600	0%
8 TOTAL RESOURCES	281,729	328,766	354,500	367,500	358,800	358,800	358,800	-2%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Administrative Fee	-	3,239	1,800	1,800	2,300	2,300	2,300	28%
13 Production Services	-	-	1,500	500	-	-	-	-100%
14 Broadcasting	75,000	81,000	108,700	93,200	96,000	96,000	96,000	3%
15 Total Materials & Services	75,000	84,239	112,000	95,500	98,300	98,300	98,300	3%
16 Capital Outlay:								
17 Television Equipment	-	1,148	40,400	35,000	20,000	20,000	20,000	-43%
18 Total Expenditures	75,000	85,387	152,400	130,500	118,300	118,300	118,300	-9%
19 Other Requirements:								
20 Contingency	-	-	21,800	-	50,000	50,000	50,000	
21 Transfers Out	-	-	5,000	5,000	-	-	-	
22 Restricted for Operations	206,729	243,379	175,300	232,000	190,500	190,500	190,500	-18%
23 Total Other Requirements	206,729	243,379	202,100	237,000	240,500	240,500	240,500	1%
24 TOTAL REQUIREMENTS	\$281,729	\$328,766	\$354,500	\$367,500	\$358,800	\$358,800	\$ 358,800	-2%

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:

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

Law Enforcement Grant Fund

Revenues in the Law Enforcement Grant Fund are from federal grants. Uses are restricted to each specific grant received and have traditionally been for one-time purchases of operating materials and Police equipment.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 Police Grants	2,589	3,000	30,000	8,400	30,000	30,000	30,000	257%
6 TOTAL RESOURCES	2,589	3,000	30,000	8,400	30,000	30,000	30,000	257%
7 REQUIREMENTS:								
8 Expenditures:								
9 Materials & Services:								
10 Operating Materials	-	3,000	9,000	8,400	-	-	-	-100%
11 Capital Outlay:								
12 Police Equipment	2,589	-	21,000	-	30,000	30,000	30,000	
13 Total Expenditures	2,589	3,000	30,000	8,400	30,000	30,000	30,000	257%
14 Other Requirements:								
15 Restricted	-	-	-	-	-	-	-	
16 TOTAL REQUIREMENTS	\$ 2,589	\$ 3,000	\$ 30,000	\$ 8,400	\$ 30,000	\$ 30,000	\$ 30,000	257%

Budget Notes:

- 5 From time to time the Police Department applies for and receives various Federal Grants for one-time purchases of Materials and Capital Outlay items. Funds will not be expended until the grant award is received and approved by City Council. In recent years, the Federal government has significantly reduced the pool of money available for new grants; funds have been budgeted to account for such grants should the opportunity arise.

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 23 qualified home owners who were able to replace roofs, heating systems, windows, doors and make other improvements.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 288,416	\$ 23,526	\$ 3,600	\$ 14,500	\$ 28,700	\$ 28,700	\$ 28,700	98%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	-	20,431	30,000	15,000	30,000	30,000	30,000	100%
6 Interest Revenue	428	44	-	-	-	-	-	
7 Total Miscellaneous	428	20,475	30,000	15,000	30,000	30,000	30,000	100%
8 TOTAL RESOURCES	288,844	44,001	33,600	29,500	58,700	58,700	58,700	99%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Materials and Supplies	-	-	-	-	-	-	-	
13 Administrative Fee	36,774	3,454	5,000	400	-	-	-	-100%
14 Housing Rehabilitation Services	228,544	26,092	28,600	400	58,700	58,700	58,700	14575%
15 Total Materials & Services	265,318	29,546	33,600	800	58,700	58,700	58,700	7238%
16 Other Requirements:								
17 Restricted	23,526	14,455	-	28,700	-	-	-	-100%
18 TOTAL REQUIREMENTS	\$ 288,844	\$ 44,001	\$ 33,600	\$ 29,500	\$ 58,700	\$ 58,700	\$ 58,700	99%

Budget Notes:

- 5 The program typically receives 1-2 repayments each year. The average balance of each loan is approximately \$15,000.
- 8 The City Council adopted policies for the housing services program in May 2012. The Council passed a motion to review these polices when at least 50% of the funds have been repaid and are available to lend.
- 13 The City contracts with Mid-Willamette Valley Council of Governments for administration of this program.
- 14 Funds have been appropriated to loan should the City wish to continue the program in FY15-16 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 23 home owners who were able to make energy efficiency improvements to their homes.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 127,567	\$ 20,402	\$ 5,400	\$ 3,800	\$ 2,300	\$ 2,300	\$ 2,300	-39%
3 Revenues:								
4 Intergovernmental:								
5 Grant Funds	-	-	-	-	-	-	-	-
6 Miscellaneous:								
7 Loan Proceeds	-	-	15,000	-	15,000	15,000	15,000	
8 Interest Revenue	182	37	-	-	-	-	-	
9 Total Miscellaneous	182	37	15,000	-	15,000	15,000	15,000	
10 Total Revenues	182	37	15,000	-	15,000	15,000	15,000	
11 TOTAL RESOURCES	127,749	20,439	20,400	3,800	17,300	17,300	17,300	355%
12 REQUIREMENTS:								
13 Expenditures:								
14 Materials & Services:								
15 Materials and Supplies	-	-	-	-	-	-	-	
16 Administrative Fee	16,405	1,476	2,000	200	-	-	-	-100%
17 Energy Efficiency Loans	90,942	15,156	18,400	1,300	17,300	17,300	17,300	1231%
18 Total Materials & Services	107,347	16,632	20,400	1,500	17,300	17,300	17,300	1053%
19 Fund Balance:								
20 Restricted	20,402	3,807	-	2,300	-	-	-	-100%
21 TOTAL REQUIREMENTS	\$ 127,749	\$ 20,439	\$ 20,400	\$ 3,800	\$ 17,300	\$ 17,300	\$ 17,300	355%

Budget Notes:

- 7 The program typically receives 1-2 repayments each year. The average balance of each loan is approximately \$15,000.
- 11 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.
- 16 The City contracts with Mid-Willamette Valley Council of Governments for administration of this program.
- 17 Funds have been appropriated to loan should the City wish to continue the program in FY15-16 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.

During FY13-14 the City foreclosed on two properties which had been delinquent for over three years. Proceeds from the foreclosure were used to pay down on the City's debt. Currently, twenty-five commercial property owners owe assessments on the Keizer Station property development and all properties are current on assessment payments.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 2,729,997	\$ 2,687,875	\$ 2,693,400	\$ 2,685,700	\$ 2,683,700	\$ 2,683,700	\$ 2,683,700	0%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	1,315,209	4,407,155	771,300	730,500	767,900	767,900	767,900	5%
6 Net foreclosure proceeds	-	-	-	-	-	-	-	-
7 Total Taxes & Assessments	1,315,209	4,407,155	771,300	730,500	767,900	767,900	767,900	5%
8 Miscellaneous:								
9 Interest	9,844	8,923	16,500	11,200	13,000	13,000	13,000	16%
10 Assessment Interest	1,244,716	1,009,651	908,700	944,800	907,700	907,700	907,700	-4%
11 Assessment Penalty	62,462	12,892	-	-	-	-	-	-
12 Other	1,967	-	-	-	-	-	-	-
13 Total Miscellaneous	1,318,989	1,031,466	925,200	956,000	920,700	920,700	920,700	-4%
14 TOTAL RESOURCES	5,364,195	8,126,496	4,389,900	4,372,200	4,372,300	4,372,300	4,372,300	0%
15 REQUIREMENTS:								
16 Expenditures:								
17 Debt Service:								
18 Principal	1,485,000	4,300,000	795,000	775,000	815,000	815,000	815,000	5%
19 Interest	1,191,320	1,140,750	913,900	913,500	876,300	876,300	876,300	-4%
20 Total Debt Service	2,676,320	5,440,750	1,708,900	1,688,500	1,691,300	1,691,300	1,691,300	0%
21 Total Expenditures	2,676,320	5,440,750	1,708,900	1,688,500	1,691,300	1,691,300	1,691,300	0%
22 Fund Balance:								
23 Restricted Debt Reserve	2,687,875	2,685,746	2,681,000	2,683,700	2,681,000	2,681,000	2,681,000	0%
24 TOTAL REQUIREMENTS	\$ 5,364,195	\$ 8,126,496	\$ 4,389,900	\$ 4,372,200	\$ 4,372,300	\$ 4,372,300	\$ 4,372,300	0%

Keizer Station LID Fund

Budget Notes:

Debt Service:

- 17 The City's debt obligation provides for annual interest payments on its outstanding debt each year through 2031 and one principal payment (\$16,985,000 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$441,610 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 FY15-16 assumes the City will receive the total amount of assessment payments due from each property owner.
- 23 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
12/1/2015	16,985,000	-	441,610	441,610
6/1/2016	16,985,000	-	441,610	441,610
12/1/2016	16,985,000	-	441,610	441,610
6/1/2017	16,985,000	-	441,610	441,610
12/1/2017	16,985,000	-	441,610	441,610
6/1/2018	16,985,000	-	441,610	441,610
12/1/2018	16,985,000	-	441,610	441,610
6/1/2019	16,985,000	-	441,610	441,610
12/1/2019 through 12/1/2030	16,985,000	-	10,157,030	10,157,030
6/1/2031	16,985,000	16,985,000	441,610	17,426,610
		<u>\$16,985,000</u>	<u>\$14,131,520</u>	<u>\$31,116,520</u>

9-1-1 Emergency Communications Fund

Due to changes during the 2011 legislative session, the City no longer receives State 9-1-1 Excise Tax revenues directly. Those revenues are now remitted to Willamette Valley Communications Center (WVCC) on the City's behalf, reducing the amount the City is obligated to pay for Emergency Dispatch services. Since the City no longer directly receives 9-1-1 Excise Tax revenues, this fund was closed at the end of FY2012-2013 and this fund is not presented in the audited financial statements beginning with FY2013-14. Beginning FY2013-2014, all WVCC charges are paid from the General Fund. There is no net fiscal impact to the City related to these changes. This is the last year this fund will be presented in the budget and has been done so to provide the history in FY2012-13.

	ACTUAL 2012-13	ACTUAL 2013-14	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	APPROVED 2015-16	ADOPTED 2015-16	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 4,198	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 9-1-1 Excise Tax	44,512	-	-	-	-	-	-	-
6 Transfers In:								
7 Transfer from General Fund	309,865	-	-	-	-	-	-	-
8 TOTAL RESOURCES	\$ 358,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Emergency 9-1-1 and Dispatch Calls	\$ 340,543	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
13 9-1-1 Agency Distributions	18,032	-	-	-	-	-	-	-
14 Total Materials & Services	358,575	-	-	-	-	-	-	-
15 Fund Balance:								
16 Restricted Fund Balance	-	-	-	-	-	-	-	-
17 TOTAL REQUIREMENTS	\$ 358,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-



Long Range Planning

Introduction	186
General Fund.....	187-192
Civic Center Sinking Fund	193-194
Stormwater & Water Fund.....	195-197

Long Range Planning – Introduction

Early in fiscal year 2010-2011 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.

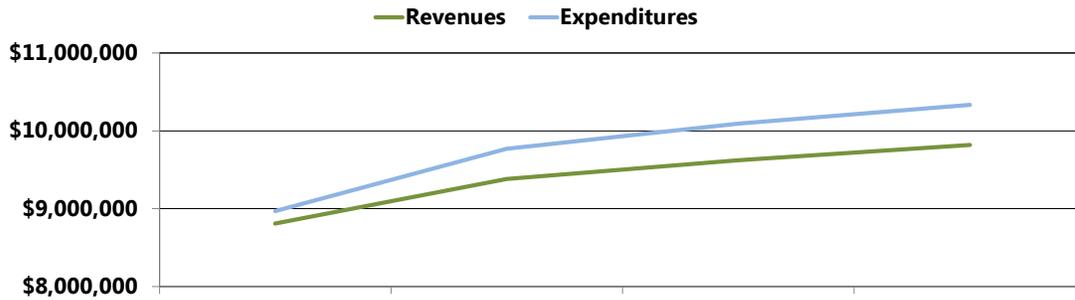
Each year the Task Force:

- receives an update from staff on year-to-date General Fund Revenue Status
- considers the variables to be used in developing the Long-Range Forecast and provides forecast scenarios using the following risk factors:
 - Conservative
 - Moderate
 - Aggressive

Through a consensus exercise the Task Force agreed on the level to be used for each variable in forecasting.

- receives an updated issues list comprised of initiatives the City may wish to fund and has the Committee prioritize the issues.
- receives a summary of the Citizen Survey Results in the years one is conducted.

General Fund Long Range Forecast



	BUDGETED 2014-15	PROJECTED 2014-15	PROPOSED 2015-16	FORECASTED 2016-17	FORECASTED 2017-18
RESOURCES					
1 Unrestricted Beginning Balance	\$ 2,185,800	\$ 2,239,000	\$ 2,139,900	\$ 2,144,300	\$ 2,142,300
2 Current Revenues	8,846,100	8,817,400	9,280,200	9,403,000	9,591,000
3 Taxes from Urban Renewal District	-	-	-	220,000	229,000
4 <i>Favorable Budget Variance needed</i>			420,000	430,000	450,000
5 TOTAL RESOURCES	11,031,900	11,056,400	11,840,100	12,197,300	12,412,300
REQUIREMENTS					
8 Personnel Services	6,054,400	5,882,600	6,187,600	6,482,000	6,652,000
9 Materials & Services	3,030,400	2,642,700	3,168,800	3,035,000	3,065,000
10 Capital Outlay	304,500	333,000	25,200	280,000	300,000
11 Transfers Out	7,400	58,200	28,200	30,000	30,300
12 Contingency	60,000	-	50,000	60,000	60,000
13 <i>Health Insurance Premium Increase</i>	-	-	76,000	108,000	119,000
14 <i>Retirement Rate Increase</i>	-	-	160,000	-	???????
15 <i>Urban Renewal Administrative Costs</i>	-	-	-	60,000	60,000
16 TOTAL REQUIREMENTS	(9,456,700)	(8,916,500)	(9,695,800)	(10,055,000)	(10,286,300)
18 <i>Fund Balance</i>	\$ 1,575,200	\$ 2,139,900	\$ 2,144,300	\$ 2,142,300	\$ 2,126,000
20 Fund Balance Restricted for School District	\$ 270,000	\$ 270,000	\$ 390,000	\$ 515,000	\$ 650,000
21 Fund Balance for Working Capital	1,305,200	1,869,900	1,754,300	1,627,300	1,476,000
22 Total Fund Balance	\$ 1,575,200	\$ 2,139,900	\$ 2,144,300	\$ 2,142,300	\$ 2,126,000

15% of Current Revenues & Urban Renewal Taxes

1,473,000

Notes:

- 2 A private party holds an option on two parcels at Keizer Station. The purchase price is currently \$3 million and the price escalates annually for five years then expires. Should the option holder purchase this property, the sales proceeds will be General Fund money and a portion can be used to fund future costs. This transaction could significantly alter the General Fund long range forecast.
New Development in future years will enhance property values and property tax revenues.
- 4 Historically the City has a favorable budget variance between \$300,000 and \$500,000 each year
- 14 At press time, the City learned that the Supreme Court ruled on the PERS reform which could negatively impact projections in FY17-18. The impact of the ruling is under review by the governor and PERS Board and it is too early to estimate the potential impact.
- 16 The City will reduce services if unforeseen downturns occur or if recovery is slower than needed to sustain existing service levels

General Fund Long Range Forecast

Projection Variables Estimated to Actual Comparison

		LONG RANGE PROJECTIONS			ACTUAL % CHANGE	
		Conservative	Moderate*	Aggressive	FY14-15 Actual	FY15-16 Recommended
(1)	Increase Population	0.75%	1.50%	2.25%	0.52%	NA
(2)	Change in City-wide Assessed Property Valuation	2.00%	3.00%	4.00%	4.00%	4.00%
(3)	Property Tax Uncollectibles and Discounts	6.00%	5.50%	5.00%	5.50%	5.50%
	Personnel Services Increase					
(4)	Wage and Salary Matrix Increase	3.00%	2.50%	2.00%	2.50%	1.50%
(5)	Attrition	-1.00%	-2.00%	-3.00%	-3.00%	-2.00%
(6)	Retirement Cost Increases/(Decrease)	13.00%	0.00%	-29.00%	0.00%	20.00%
(7)	Medical Insurance Premium Increase	12.00%	9.95%	8.00%	4.00%	7.00%
(8)	Materials & Services; Capital Outlay Increase	2.00%	1.00%	0.50%	NA	NA

* Staff Recommendation for Long-Range Planning purposes

- (1) Population projections from City of Keizer Community Development Department. City of Keizer actual growth over past 5 years averaged slightly less than 1%.
- (2) City of Keizer permit applications show 1% growth from new construction. FY14-15 Marion County Assessor's data indicates a 4.0% increase in property valuation.
- (3) Based on FY14-15 projected tax revenues collected over taxes assessed
- (4) Based on 3 year labor negotiated contracts
- (5) Based on ten-year average attrition
- (6) Based on 12/31/2013 PERS actuarial evaluation for FY's 15-17. Preliminary projections for FY's 17-19 indicate rates will remain flat or reduce slightly based upon plan funding status and investment returns.
- (7) "Moderate" based on average five year cost increase for the City. FY14-15 rates will be 4% below this projection as negotiated with the insurance carrier.
- (8) The Bureau of Labor Statistics shows a 0.8 percent all items index increase over the last 12 months (December 2014)
NA = Not Applicable as the annual budget is not prepared using a population increase or standard inflation factor

General Fund Long Range Forecast

Funding Priority for Future Initiatives

Rank	CURRENT INITIATIVES	FUNDING PROPOSALS
1	Police Department Patrol Position #1	The Police Department has 3 FTE unfunded/unfilled positions (one motor and two patrol).
2	Parks Department Position	Add one FTE to the Parks Department when it can be done in a sustainable manner.
3	Police Department Traffic Control Position	The Police Department has 3 FTE unfunded/unfilled positions (one motor and two patrol).
4	Police Department Patrol Position #2	The Police Department has 3 FTE unfunded/unfilled positions (one motor and two patrol).

General Fund Long Range Forecast

Results of Committee Members' Rating of Long-Range Initiatives

Ranked in order of Importance with 4 being most important

Committee Member	ISSUE			
	Parks Position	Patrol Officer Position 1	Patrol Officer Position 2	Traffic Officer Position
Amy Ripp	3	2	1	4
Brandon Smith	3	4	1	2
Cathy Clark	3	2	1	4
Jerry McGee	3	4	2	1
J.D. Gillis	3	2	1	4
Kim Freeman	1	4	3	2
Lore Christopher	1	4	3	2
Marlene Parsons	4	1	2	3
Roland Herrera	4	3	2	1
Ron Bersin	2	4	1	3
Total	27	30	17	26
Average	2.7	3.0	1.7	2.6

The following committee members were absent from the long-range planning meeting and therefore did not rank initiatives:

- Charlotte Clark
- David Dempster
- Dennis Koho
- Erick Peterson

General Fund Long Range Forecast

Initiatives Completed or In-Process

INITIATIVE	STATUS
Urban Growth Boundary Analysis	The periodic review order compliance for the UGB expansion project is funded for FY15-16
Event Center Coordinator Transition from Limited Duration to Regular	The Event Center Coordinator position will continue to be a limited duration position during FY15-16, with an additional review in FY16-17.
Unfilled Police Officer	Recruitment for one Police Officer position is in process.
Police Traffic Control	One Police Officer is scheduled to transition to traffic control once the recruitment for the additional Police Officer is completed.
Police Computer Forensics	Staff are reviewing possible internal reorganization options to partially fill this position.
Information Technology Position	IT position added in FY14-15 to support the growing technology needs of the City.
Code Compliance Officer Position	Code Compliance Officer position was filled in FY14-15.
Parks Grant Program	Parks Grant Program established in FY14-15. Parks Grant Match Reserve established in FY15-16.

General Fund Long Range Forecast

Future Potential Funding Options

FUNDING OPTION	ABILITY TO IMPLEMENT	DESCRIPTION
Franchise Fee	Significant	The City could consider increasing franchise fees from 5% to 7% for Water, Stormwater and Sewer utilities.
Parks Level of Service and Stable Funding	Moderate	Identify the desired service level for the City Parks and develop a stable funding option such as a levy or a separate taxing district.
Marijuana Fees/Taxes	Moderate	Effective July 1, 2015 recreational marijuana becomes legal in Oregon and could be subject to franchise fees and assessments.
Urban Growth Boundary Expansion	Moderate	Expanding the Urban Growth Boundary would provide for additional property tax revenue.
Property Sale in Keizer Station	Minimal	The City owns two pieces of property within the Keizer Station LID. Over the next 5 years the purchase option could be exercised and the City could use the proceeds to pay off the Salem Keizer School District obligation, eliminating the need to fund an ongoing repayment reserve.
Assessed Value Growth	Minimal	Large commercial or residential construction projects could increase taxable assessed values.

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

Twenty Year Replacement Schedule

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

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	FY31-32	FY32-33	FY33-34	FY34-35
Beginning Balance	\$ 130,500	\$ 130,500	\$ 210,500	\$ 240,800	\$ 300,800	\$ 323,800	\$ 404,100	\$ 424,100	\$ 504,100	\$ 559,400	\$ 617,400	\$ 697,400	\$ 777,700	\$ 862,700	\$ 917,700	\$ 361,000	\$ 446,000	\$ 526,000	\$ 606,300	\$ 601,300
Annual Reserve		85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	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					5,000					5,000
Floor, Slate																				30,000
Roof															220,000					160,000
Parking Lot																				
Lounge Furniture					50,000										50,000					
Space Savers																				230,500
Police Gates																				80,000
Sidewalks																				150,000
Supermarket Doors										20,000										
Trellis wood Treatments		5,000			5,000			5,000			5,000			5,000			5,000			5,000
Generator															160,000					
Police Bathroom Remodel															180,000					
Police Training Room															20,000					
Power Point System							65,000													65,000
Replace Bark dust			4,700			4,700			4,700			4,700			4,700			4,700		
Reseal Slate Rock					2,000					2,000					2,000					2,000
Reseal Civic Center Block				25,000					25,000					25,000						25,000
Civic Center Reader Board			50,000																	
Ending Balance	\$ 130,500	\$ 210,500	\$ 240,800	\$ 300,800	\$ 323,800	\$ 404,100	\$ 424,100	\$ 504,100	\$ 559,400	\$ 617,400	\$ 697,400	\$ 777,700	\$ 862,700	\$ 917,700	\$ 361,000	\$ 446,000	\$ 526,000	\$ 606,300	\$ 601,300	\$ 23,800

*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

Long Range Plan - Stormwater Summary

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. To ensure adequate funding for operations and improvements the long-range plan projects a \$0.40 to \$0.50 increase in the monthly ESU rate each year for the next four years. 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 2014-15	ESTIMATED 2015-16	FORECASTED 2016-17	FORECASTED 2017-18	FORECASTED 2018-19	FORECASTED 2019-20
1 RESOURCES:						
2 Beginning Balance:	\$ 435,000	\$ 364,000	\$ 230,000	\$ 232,000	\$ 261,000	\$ 333,000
3 Service Fees	1,315,000	1,435,000	1,557,000	1,693,000	1,788,000	1,897,000
4 Other Revenues	15,000	15,000	15,000	16,000	17,000	18,000
5 TOTAL RESOURCES	1,765,000	1,814,000	1,802,000	1,941,000	2,066,000	2,248,000
6						
7 REQUIREMENTS:						
8 Expenditures:						
9 Personnel Services	587,000	651,000	690,000	732,000	776,000	823,000
10 Materials & Services	633,000	673,000	700,000	728,000	757,000	787,000
11 Capital Outlay	181,000	260,000	180,000	220,000	200,000	200,000
12 Total Expenditures	1,401,000	1,584,000	1,570,000	1,680,000	1,733,000	1,810,000
13 Fund Balance:						
14 Unrestricted Fund Balance	364,000	230,000	232,000	261,000	333,000	438,000
15 TOTAL REQUIREMENTS	\$ 1,765,000	\$ 1,814,000	\$ 1,802,000	\$ 1,941,000	\$ 2,066,000	\$ 2,248,000

Conclusion: The update to the Stormwater Long-Range plan supports a \$0.40 rate increase per ESU for FY15-16 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2014).

The rate per ESU is expected to increase in futures years to \$0.50 a reduction from previous years projection of \$0.60 per ESU. In addition the previous plan required a borrowing which is no longer necessary.

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 extraction wells and air strippers for VOC removal	324,000	324,000	Planned FY16-17
Abandon Lauderback Well and Relocate 7,500 gallon pressure tank to Burnside site	60,000	60,000	Planned FY16-17
Continued Steel waterline replacement program	610,000	400,000	Planned FY15-16
Subtotal	1,982,000	1,605,100	
10% Engineering & Administration	198,200	198,200	
10% Contingency	198,200	198,200	
Total Phase I	\$ 2,378,400	\$ 2,001,500	

Phase II: 2016 - 2021

Description	Estimated Cost
Continue steel waterline replacement program	\$ 1,010,000
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

Long Range Plan - Water Services Summary

	PROJECTED 2014-15	ESTIMATED 2015-16	FORECASTED 2016-17	FORECASTED 2017-18	FORECASTED 2018-19	FORECASTED 2019-20	FORECASTED 2020-21	FORECASTED 2021-22	FORECASTED 2022-23	FORECASTED 2024-25
1 RESOURCES:										
2 Beginning Balance:	\$ 1,228,000	\$ 804,000	\$ 641,000	\$ 646,000	\$ 662,000	\$ 718,000	\$ 772,000	\$ 652,000	\$ 559,000	\$ 559,000
3 Water Sales	2,560,000	2,663,000	2,770,000	2,881,000	3,025,000	3,176,000	3,335,000	3,502,000	3,677,000	3,861,000
4 Loan *	-	350,000	450,000	120,000	85,000	-	-	-	-	-
5 Other Revenues	193,400	153,000	155,000	157,000	159,000	161,000	163,000	165,000	167,000	169,000
6 TOTAL RESOURCES	3,981,400	3,970,000	4,016,000	3,804,000	3,931,000	4,055,000	4,270,000	4,319,000	4,403,000	4,589,000
7										
8 REQUIREMENTS:										
9 Expenditures:										
10 Personnel Services	\$ 830,400	\$ 911,000	\$ 946,000	\$ 983,000	\$ 1,022,000	\$ 1,064,000	\$ 1,109,000	\$ 1,158,000	\$ 1,210,000	\$ 1,331,000
11 Materials & Services	1,374,000	1,463,000	1,492,000	1,522,000	1,552,000	1,584,000	1,615,000	1,647,000	1,680,000	1,714,000
12 Capital Outlay	739,000	723,000	700,000	400,000	400,000	400,000	410,000	700,000	700,000	700,000
13 Debt Service	234,000	232,000	229,000	231,000	232,000	229,000	229,000	-	-	-
14 Loan Principal *	-	-	-	-	-	-	250,000	250,000	250,000	255,000
15 Loan Interest *	-	-	3,000	6,000	7,000	6,000	5,000	5,000	4,000	3,000
16 Total Expenditures	3,177,400	3,329,000	3,370,000	3,142,000	3,213,000	3,283,000	3,618,000	3,760,000	3,844,000	4,003,000
17 Fund Balance:										
18 Reserves	234,000	234,000	234,000	234,000	234,000	234,000	-	-	-	-
19 Fund Balance	570,000	407,000	412,000	428,000	484,000	538,000	652,000	559,000	559,000	586,000
20 TOTAL REQUIREMENTS	\$ 3,981,400	\$ 3,970,000	\$ 4,016,000	\$ 3,804,000	\$ 3,931,000	\$ 4,055,000	\$ 4,270,000	\$ 4,319,000	\$ 4,403,000	\$ 4,589,000

* The loan assumes an interfund borrowing with an interest rate of 0.5%, the current rate of return provided by the Oregon State Treasury.

Conclusion: The update to the Water Services Long-Range plan supports a 4% rate increase for FY15-16 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2014). Beginning in FY18-19 the rate increases to 5%

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



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 or 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 and Facility Maintenance.

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 \$5000 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, business, 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 citywide 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 and if internal procedures and policies are appropriated to present misuse and followed. 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.

Glossary

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.

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 or general purpose.

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.

Glossary

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.

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 the 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 “measureable” 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.”

Glossary

ORS (OREGON REVISED STATUTE) – Oregon law

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.

Glossary

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

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 may not 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.

TOT – Transient Occupancy Tax. 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.