

City of Keizer
Marion County, Oregon
Council Adopted Budget
Fiscal year 2014-2015



~ Iris Capitol of the World ~



FISCAL YEAR 2014-2015

BUDGET COMMITTEE MEMBERS

Council Members:

Lore Christopher, Mayor
Joe Egli, President
Cathy Clark
Kim Freeman
Dennis Koho
Marlene Quinn
James Taylor

Public Members:

Ronald Bersin
William Criteser
David Dempster
Joseph Gillis
Ronald Hart
Jeff Lewis
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!”

As I would not be a slave, so I would not be a master. This expresses my idea of democracy.

Abraham Lincoln

Democracy arises out of the notion that those who are equal in any respect are equal in all respect.

Aristotle

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

Government is not reason, nor eloquence. It is force. And like fire, it is a dangerous servant and a fearsome master.

George Washington

Democracy is the recurrent suspicion that more than half of the people are right more than half of the time.

E. B. White

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Cover photo courtesy of Jim Dash



Budget Message

July 1, 2014

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

I am pleased to present the fiscal year 2014-15 City of Keizer Budget. The 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 \$36,534,600 and includes \$5,217,300 in capital spending and \$4,061,300 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 2013-14, 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 conducting and implementing a salary survey that had not been done for six years, two

years beyond the four-year interval established in City policy.

While stable economic indicators continue, the City is mindful to ensure that all increases in service level are sustainable into the near future.

The following is a summary of the financial highlights of the 2014-15 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.

REVENUES

The City is expecting overall operating revenues to increase four percent over the prior year. The primary revenue increase is for 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 2.7% in fiscal year 2014-15 as compared to fiscal year 2013-14. The increase is attributed to a 2% increase in assessed values and .7% increase in growth.

Assessments

Assessments are expected to decrease \$3.3 million in fiscal year 2014-15 as compared to fiscal year 2013-14. Onetime assessment payments totaling \$3,700,000 were made on properties foreclosed on within the Keizer Station Local Improvement District in fiscal year 2013-14.

Intergovernmental Revenues

Intergovernmental Revenues are expected to increase primarily from a \$150,000 state grant the City has applied for to help fund the "Big Toy" project at Keizer Rapids Park.

Charges for Services

Charges for services are expected to increase approximately 6%. The increase is attributed to:

- a proposed 4.5% water rate increase
- a proposed \$0.43 per ESU Storm Water rate increase
- a proposed \$1 bi-monthly increase in the Sewer Administration fee, per account (the fee was temporarily reduced \$1 per year for three years to decrease fund balance)
- an expected 5% sewer rate increase. The City of Salem, who manages the City's sewer infrastructure, is working from a rate slope model that provides for a 5% sewer rate increase each year.

The rate increases would go into effect January 2015. Rate increases are needed to sustain service levels and fund capital improvements in the Water system as outlined in the Capital Improvement Plan (see pages 172-173).

OPERATING EXPENDITURES

In total, the City's operating expenditures, which include personnel services and materials and services are expected to increase 10% and 6% respectively.

Personnel Services

Personnel Services include employee salaries and wages, retirement benefits and health and welfare benefits. The City anticipates a \$0.9 million increase in personnel services expense in

fiscal year 2014-15 as compared to fiscal year 2013-14. The City proposes adding three positions in the new fiscal year, a Police Computer Forensics position, a Traffic Officer, a Code Enforcement Officer, and an Information Systems Technician. Adding these positions meets the Long Range Planning initiatives as shown on page 168.

The Police Department has operated with reduced staffing of four Police Officers since the end of fiscal year 2009-10. The economy has slowly recovered to a level where the city can begin reinstating positions. The Computer Forensics position will assist with the growing demand to solve computer related crimes timely. The traffic officer costs will partly be offset by citation revenues.

The Code Enforcement position, which has remained vacant since the end of fiscal year 2010-11 will provide for stronger enforcement, enhancing the livability in our community. The Network Support position will assist with the increasing workload in the Information Systems Division and provide critical back up to primary computer functions.

Salaries and Wages

Employee salary and wages comprise the largest category of personnel services. Salaries and wages are expected to increase \$0.5 million in fiscal year 2014-15 as compared to fiscal year 2013-14.

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"). In accordance with those collective bargaining agreement's salaries and wages for employees who are members of the KPA and local 320 is set to increase 2.5%.

For employees not subject to the provisions of a collective bargaining agreement salaries and wages will be adjusted 2.5%.

The budgeted full-time equivalents for fiscal year 2014-15 will be 97 employees as compared to 93 employees in fiscal year 2013-14. The increase is attributed to the City adding the four positions mentioned earlier.

Retirement Benefits

Retirement benefits provided to City employees are remaining the same but the cost of those benefits will increase approximately \$0.2 million in fiscal year 2014-15 as compared to fiscal year 2013-14. The primary reason for the increase in the cost of retirement benefits is the increase in wages and salaries in which retirement contributions are based.

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 12% in fiscal year 2014-15 as compared to fiscal year 2013-14. The increase in the cost of health and welfare benefits is due to adding three positions and premium increases implemented by the City's third party service providers. Health insurance premiums will increase 6% and dental insurance premiums will increase 7.5%. Consistent with fiscal year 2013-14 represented and non-represented employees will be required to pay 5% and 10%, respectively, of the cost of the medical and dental insurance premiums.

The City is limited in its ability to eliminate or reduce specific health and welfare benefits provided as doing so would be a violation of the terms of the collective bargaining agreement for represented employees. In addition given the total number of employees, creating separate health and welfare benefit packages for unrepresented employees in which the specific benefits could be modified would likely result in the loss of the pooled rate structure and an increase in administrative costs that would offset any potential premium expense savings.

Materials and Services

Materials and services are expected to increase \$0.6 million from \$9 million in fiscal year 2013-14 to \$9.6 million in fiscal year 2014-15. The primary reason for the increase in materials and services is due to an increase in sewer rates by the City of Salem. Additional increases are due to 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 decrease \$5.6 million in fiscal year 2014-15 as compared to fiscal year 2013-14.

Capital Outlay

Capital outlay costs are expected to decrease \$0.6 million from \$5.8 million in fiscal year 2013-14 to \$5.2 million in fiscal year 2014-15. Capital improvements in the Streets, Water and Stormwater programs will increase, however, Urban Renewal projects decreased due to the one-time purchase of foreclosure property for \$3.7M in fiscal year 2013-14.

Debt Service

Payments of principal and interest on the City's debt obligations is expected to decrease by \$5 million from \$9 million in fiscal year 2013-14 to \$4 million in fiscal year 2014-15. The decrease is primarily due to a \$3.7 million principal payment on the Keizer Station Local Improvement District debt in fiscal year 2013-14 when the City applied foreclosure proceeds to its LID debt. The City also paid off its Street Fund debt in fiscal year 2013-14 for \$0.6 million.

Like fiscal year 2013-14, fiscal year 2014-15 will continue to present the City with a challenging economic environment in which to operate. However, development in the area is encouraging, bolstering property values and the economy in general. The budget presented will ensure the City continues to operate in a financially stable manner.

I would like to compliment and thank everyone involved in the development of the fiscal year 2014-15 Adopted Budget. I appreciated the thoughtfulness in which the Mayor, City Councilors, and Budget Committee take in reviewing this document, the important questions they ask and the requests for detail needed to understand and appreciate the City services and to provide a document that is easily read by the citizens we serve.

On behalf of the entire staff of the City of Keizer, I pledge to you our very best efforts to help the city operate effectively and efficiently during the next fiscal year.

Respectfully submitted,

Christopher Eppley
City Manager



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CITY OF KEIZER

Keizer, the 14th largest 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.

ECONOMIC INDICATORS

Largest Private Enterprise Tax Payers Assessed Value:

Donahue Schriber Realty Group LP	\$49,049,190
Lowe's HIW Inc	\$11,708,945
Emerald Pointe LLC	\$10,976,421
Target Corporation	\$10,156,008
Nationwide Health Properties Inc	\$ 9,806,100
Per Capita Personal Income (2012)	\$33,378
Total Personal Income	\$1.2 billion
Average Annual Unemployment	9.7%
Real market value of property	\$2.7 billion
Assessed value of property	\$2.1 billion

DEMOGRAPHICS & STATISTICS

Incorporation	1982
Government	Council/Mayor
Population	36,795
Neighborhood associations	2
Community Volunteers	90 plus
Area in square miles	7.36
Keizer school enrollment	7,276

Public Safety

Number of sworn officers	37
911 calls for police	12,013
Number of holding cells	2

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

City Debt

Moody's Bond Rating	A3
General obligation debt	\$0
General obligation debt limit	\$96,085,849
Revenue bonds debt	\$1,405,000
Full faith and credit debt	\$21,820,000
Line of Credit outstanding	\$1,460,000

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.

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

October through January

- Review financial position
- Develop basic departmental and program worksheets

January

- *City Council updates goals for the year*
- Submit worksheets to departments for completion
- *Gather data for departmental workload indicators*

February

- Compile revenue estimates
- Departments submit requests for new or expanded programs
- Compute indirect costs and interfund transfers
- Departments submit narratives for Finance review
- Develop and update long-range financial forecasts

March

- Departments submit preliminary budget drafts for Finance review
- Hold internal meetings on departmental budget requests

April

- Determine City Manager proposed budget
- Make final adjustments to balance each fund
- Prepare Proposed Budget document
- Print and deliver Proposed Budget to Budget Committee members
- Advertise notice of Budget Committee public hearings

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
- Update budget to reflect committee changes, if any
- Advertise notice of State Shared Revenues
- 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
- Finalize Adopted budget, distribute and post on City Website

July

- Adopted Budget takes effect
- 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

The Budget Committee is comprised of:

City Council Member

Lore Christopher, Mayor
 Joe Egli
 Dennis Koho
 Cathy Clark
 Marlene Quinn
 Jim Taylor
 Kim Freeman

Citizen Members

Ron Bersin
 William Criteser
 David Dempster
 Joseph Gillis
 Ronald Hart
 Jeff Lewis
 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.

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. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay off liabilities of the current period.

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

Audit Basis

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

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

Friday, April 18 & Friday, April 25	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 6 on the proposed budget and state revenue sharing.
Friday, April 18 & Friday, April 25	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 13 on the proposed budget.
Wednesday, April 30	Budget Documents to be distributed to Budget Committee
Tuesday, May 6 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 8 6:00 p.m.	City Budget Committee Meeting <ul style="list-style-type: none"> ◆ Public Testimony ◆ Continuation of presentations and discussion
Tuesday, May 13 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 13 after Urban Renewal Agency Budget	City Budget Committee Meeting <ul style="list-style-type: none"> ◆ Continuation of discussion from Thursday, May 8th as needed ◆ Budget recommendations to City Council
Tuesday, May 20 6:00 p.m.	Alternate meeting to complete City or Urban Renewal Budgets (if needed)
Friday, May 23	Financial Summaries and notice of budget hearings for publication
Monday June 2 6:30 p.m.	Public hearing on Urban Renewal Budget . Board adoption of Budget.
Monday June 2 7:00 p.m.	Public hearing on City Budget . Council adoption of Budget.
Monday June 16 7:00 p.m.	Alternate public hearing on City Budget and/or Urban Renewal Budget (if needed)

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.

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

EXPENDITURES

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

1. All purchases shall comply with State laws and regulations and the City's Purchasing Policies.
2. The City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases (if approved by City Council), or use of contingencies. Expenditure deferrals into future years, short-term loans, or use of one-time revenues to balance the budget shall be avoided.
3. The City shall undertake periodic staff and third-party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other entities will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
4. The City shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.
5. The City shall commit a minimum 2.5% of General Fund Budgeted Revenues (net grants and other dedicated revenues) to the operation and maintenance of its Park system.
6. Subject to available funding and budget approval, salary surveys for all classifications will be performed on a schedule of no less than every four years.

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. The City pays over \$100,000 into a reserve each year to repay taxing jurisdictions for tax increment revenue foregone to the Keizer Urban Renewal District. By contractual agreement, an estimated repayment of \$1.3 million must be made on or before December 2022.
 - 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. Storm Water 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 storm water billings.

10. Administrative Services Fund:
 - a. Reserves shall be maintained for Civic Center Improvements using a long-range replacement forecasting model. Reserves are appropriated to contingency each year so that funds may be accessed to cover unforeseen expenses.
 - b. General, auto and liability insurance reserves shall be maintained at the maximum exposure level as defined in the City's insurance policy agreement. Reserves are appropriated to contingency each year to cover the maximum claims loss if needed.
11. Debt reserves shall be maintained in the amounts provided for in the debt covenants.

CAPITAL ASSET MANAGEMENT

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

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

INVESTMENTS

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

1. The City shall invest funds subject to arbitrage regulations, bond indenture requirements, and the Prudent Person Rule which states that "Investments shall be made with judgment and

care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.”

2. Pursuant to the provisions of ORS 294.035 and 294.125, the City Manager is authorized to invest surplus funds to include all bond and sinking funds, into allowable investments at current market prices as described in ORS 294.035, subject to any limitations imposed by law.
3. Investment objectives are:
 - a. Compliance with all applicable statutes and legal provisions.
 - b. Preservation of capital and the protection of principal.
 - c. Maintenance of sufficient liquidity to meet operating requirements.
 - d. Avoidance of imprudent credit, market, or speculative risk.
 - e. Attainment of a market rate-of-return throughout all economic and fiscal cycles.
 - f. Safekeeping shall be consistent with modern investment, banking, and commercial practices and may include physical possession, book entry, and automated recordation.

DEBT POLICIES

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

4. The City will confine long-term borrowing to capital improvements.
5. 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).
6. The City will follow a policy of full disclosure on every financial report and bond prospectus.
7. The City will strive to maintain its A3 Moody's bond rating.
8. General obligation debt will not be used for self-supporting enterprise activity.
9. The City shall strive to repay its debt as expeditiously as is financially prudent within the

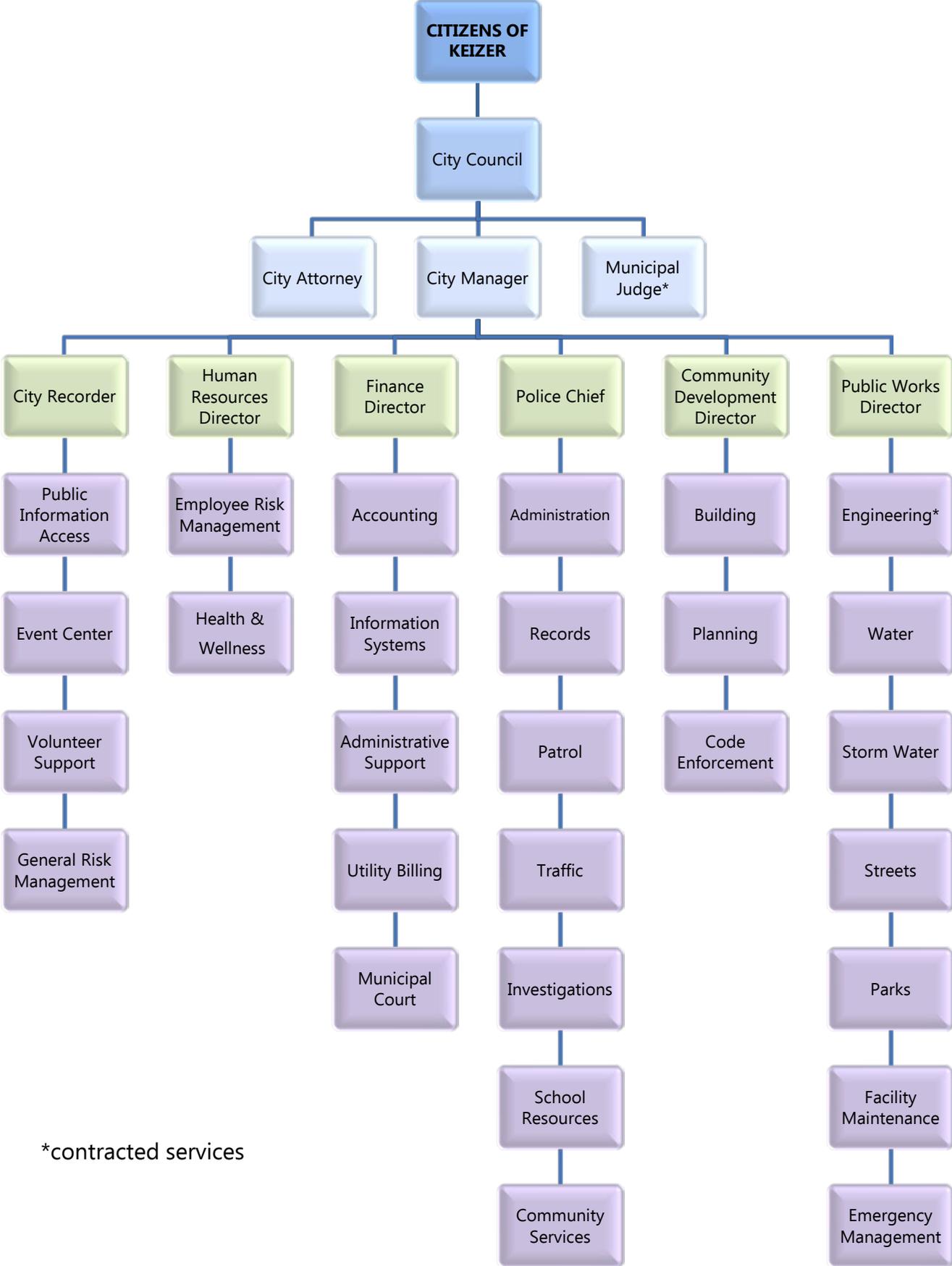
constraints of debt covenants as a means of reducing interest expense.

10. The City shall balance its future debt obligations with its current rate structure to ensure a balance so that current rate payers do not bear the burden of future goods and services and future rate payers do not bear the burden of past goods and services.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

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



*contracted services

Fund - Department Matrix

FY14-15

	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			
	Municipal Court					X			
	Parks							X	
	Police								X
	Revenue Sharing								X
	SPECIAL REVENUE FUNDS								
N	Energy Loan Program						X		
N	Housing Rehabilitation						X		
N	Law Enforcement Grants								X
N	Off-Site Transportation Improvement							X	
N	Park Improvements							X	
N	Public Education Government Access	X							
M	Street							X	
N	Transportation Improvements							X	
M	Urban Renewal Program					X			
M	Urban Renewal Project					X			
	PROPRIETARY FUNDS								
	Enterprise Funds								
N	Community Center			X					
M	Sewer					X		X	
N	Sewer Reserve							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 Recorders			X					
	City-Wide Administration			X					
	Civic Center Facilities							X	
	Finance					X			
	Human Resources				X				
	Information Systems					X			
	Utility Billing					X			
	Public Works							X	
	DEBT SERVICE FUNDS								
M	Keizer Station Local Improvement District					X			
M	Urban Renewal Tax					X			

X indicates primary responsibility for budget and services provided

M Major Fund

N Non-major Fund

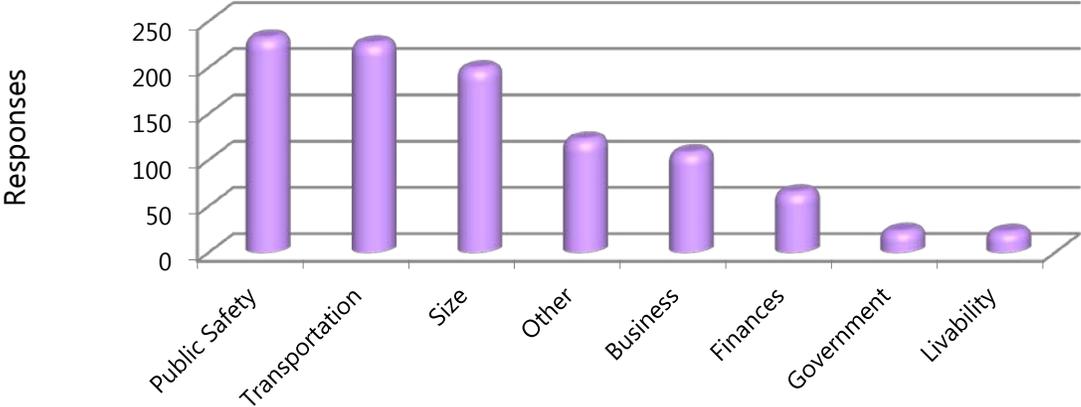
Q1

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%

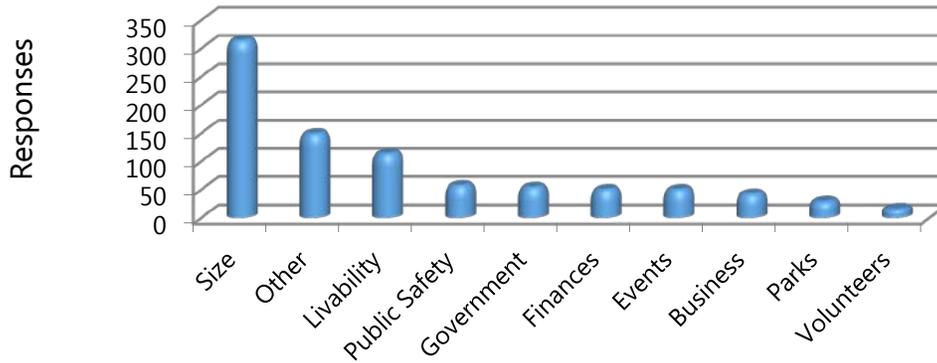
Q2

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



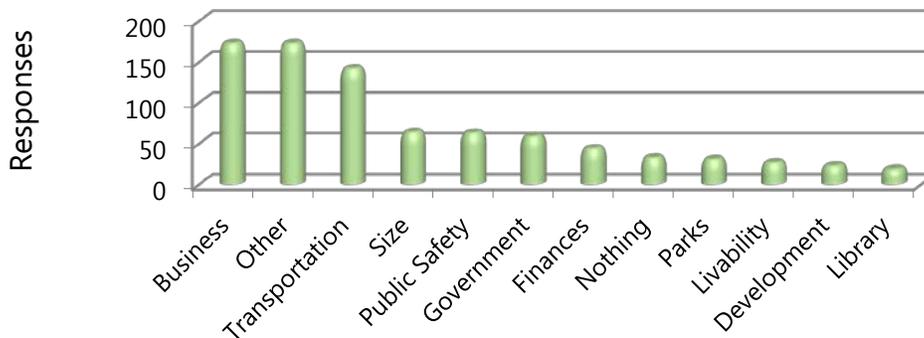
CATEGORY	CLARIFYING COMMENTS
Transportation	"transportation", "traffic", "pedestrians", "sidewalks"
Size	"growth", "expansion", "population"
Other	variety of responses received with few duplicates
Business	"business growth", "River Road", "Keizer Station"
Finances	"taxes", "fees", "budget", "spending"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

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



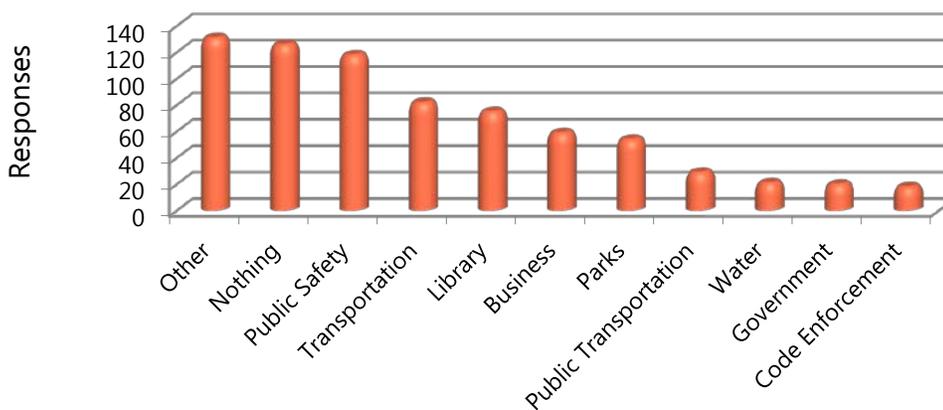
CATEGORY	CLARIFYING COMMENTS
Size	"boundaries", "population", "small town", "growth", "development"
Other	variety of responses received with few duplicates
Livability	"city pride", "community",
Government	"administration", "size", "infrastructure", "public works"
Finances	"low taxes", "utility rates", "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"

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

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

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

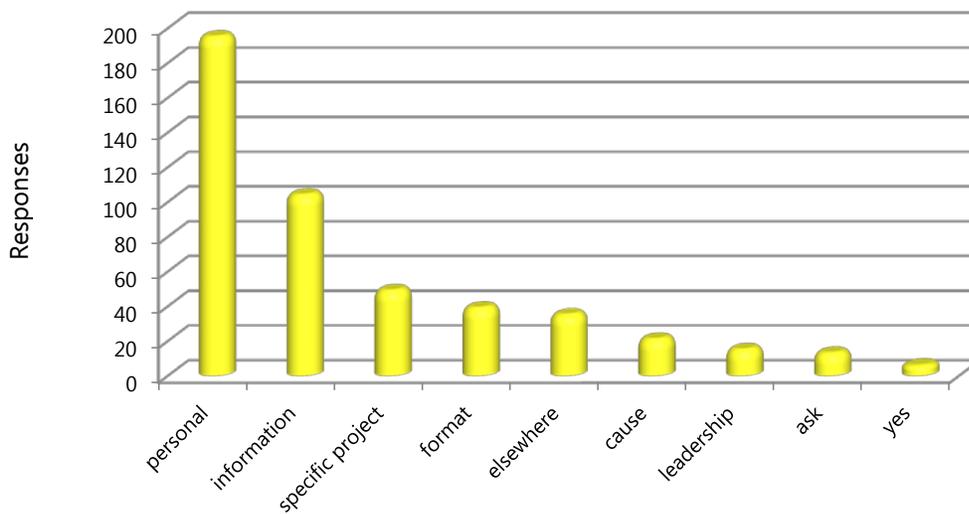
Answer Options	Response Percent	Response Count
More	22.9%	232
Less	14.5%	147
Already Just Right	62.7%	636

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?

response total 477

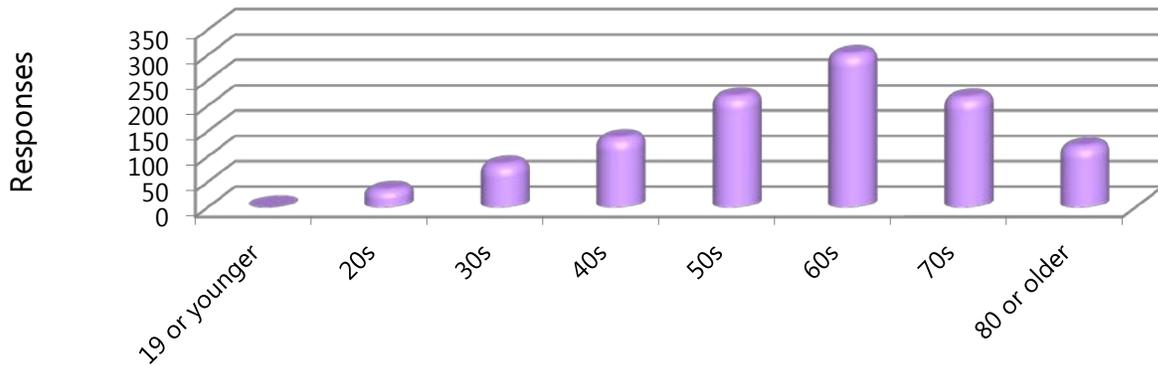


CATEGORY	CLARIFYING COMMENTS
none - personal issues	"age", "time", "disability", "heath"
information	"knowing what is needed"
specific project	response listed specific projects, "youth", "parks"
format	response listed specific volunteer format needed, "one time events"
none - volunteers elsewhere	respondent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

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

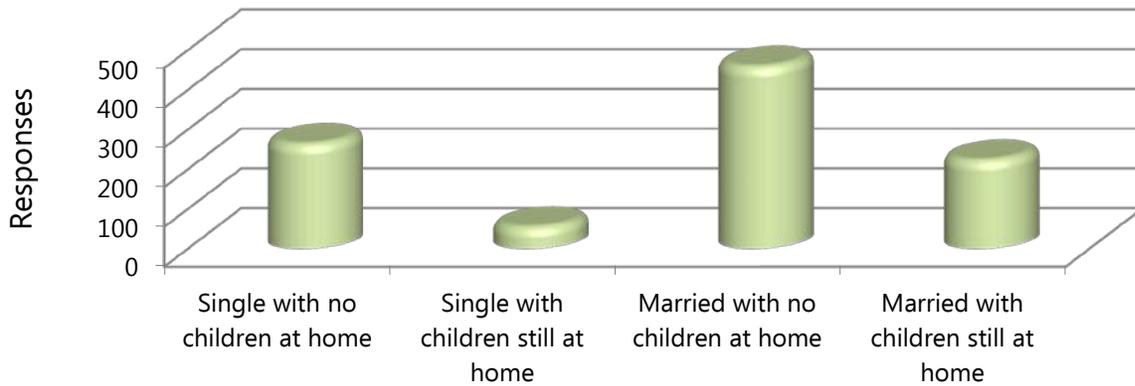
Q12

Age Group



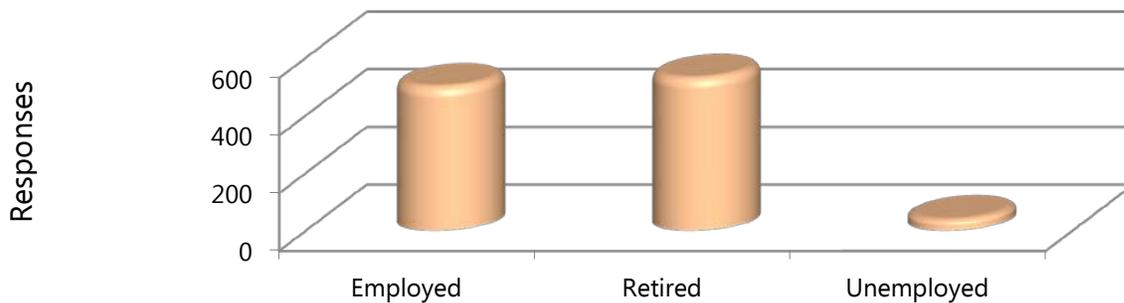
Q13

Family Status



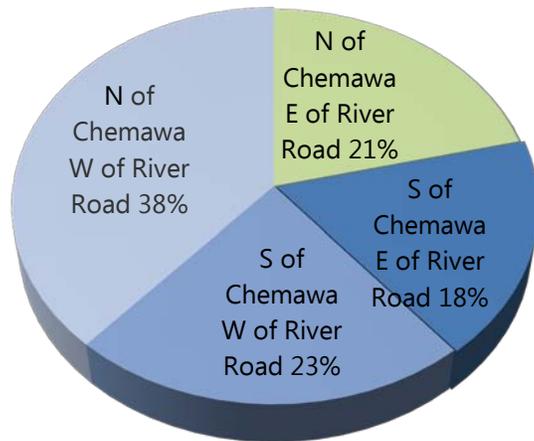
Q14

Employment Status



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

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 April 2014.

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 conjunction with the budget committee, Chief Teague and Finance Director Gahlsdorf, the Manager's Recommended Budget will include a Forensic IT position for the PD, which is the Chief's highest resource priority. Two traffic officers will be evaluated for the 2015-16 budget and the two additional patrol officers placed in the 2017-18 and 2018-19 budgets respectively. We believe this is a sustainable hiring schedule that will fully staff the PD as the economy continues to recover over the next several years.

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 and members are slated to be appointed directly.

Percent of goal completed to date: 100%

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 Enforcement Officer has been budgeted for the 2014-15 Manager's Recommended Budget.

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%

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 for 6-months.
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: Work has not yet begun.
6. Work with Finance Director and Community Center Coordinator to determine revenue and expense trends to see if adjustments are appropriate
Update: Work has not yet begun.

Percent of goal completed to date: 50%

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%

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: Work to conduct complete KRP master plan overhaul is set to begin in May and will be carried out through the summer. This effort is in conjunction with planning for the big toy at KRP and a UGB expansion to bring the 28-acres into the UGB.
2. Work with Parks Board, City Council and any consultants to develop the Master Plans and CIPs
3. Work with Finance Department to cost out CIPs for Master Plans and develop funding strategies
Update: Work has not yet begun.
4. Present to Parks Board and City Council for approval
Update: Work has not yet begun.

Percent of goal completed to date: 20%

Goal: Explore and determine policy direction on 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 EOA/HNA information for periodic review
2. Develop policies to address any deficiencies in comprehensive plan based on EOA/HNA data
Update: 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.
3. Develop community outreach strategy to discuss the UGB topic with citizenry
4. Execute community outreach program and gather input
Update: Work has not yet begun.
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: 20%



Financial Trends

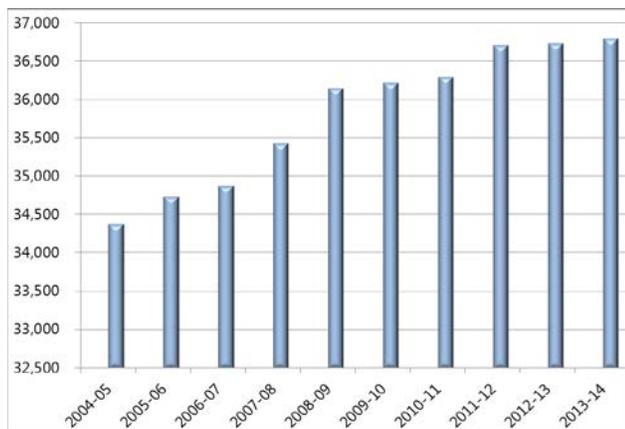
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Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of 2013, its population was 36,795. It lies inside of the Willamette Valley and is part of the Metropolitan Statistical Area. Keizer shares its southern border with 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
2003	101.4%
2004	102.6%
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%

City Population vs. Number of City Employees by Fiscal Year

	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14
Population	34,380	34,735	34,880	35,435	36,150	36,220	36,295	36,715	36,735	36,795
Staffing	82	84.5	86.5	93	93	94	93	90.5	90	93
Per Capita	2.4	2.4	2.5	2.6	2.6	2.6	2.6	2.5	2.4	2.5

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 2014-15 fiscal year, the City budgeted 96 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.6 employees per thousand of population.

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

The revenue sources and assumptions used in the fiscal year 2014-15 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 \$2.2 billion for FY2014-15 compared to real market value which is approximately \$3 billion; over 30% above assessed value.

At \$4.4 million, property tax revenues continue to be a major source of revenue for the City, comprising 18% of total revenues. Marion County projects a 2.75% increase in the City's property tax revenues; .075% from new construction and 2% for increased valuation. The increase in new construction is supported by the increase construction permits taken in by the City's Community Development Department.

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 7% of the City's total revenues. Revenue projections are based on contractual agreements with property owners.

LICENCES & FEES

For 2014-15, revenue from licenses and fees is projected to be 12% 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 storm water 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 2014-15. Revenue estimates are based on a five-year trend analysis and adjusted for known changes in utility rates. Revenues remained consistent from FY10-11 through FY12-13 and increase 4% in FY13-14. Energy rates are expected to increase in FY14-15 as are the City-owned utilities resulting in a 3% increase in the coming year.

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 slightly, after the housing and development market had declined significantly. Revenue estimates are based on expected growth in the area based on Marion County assumptions and the City's Community Development Department.

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 \$3.6 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. Liquor exports in Oregon have increased steadily over the past five years and that trend is expected to continue.

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. Staff is reviewing the possibility of hiring a traffic officer in fiscal year 2014-15 to help ensure traffic safety. These revenues 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 storm water 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 2014-15 primarily keep up with operating costs and to 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 trend changes in consumption in consultation with the Public Works Director.

Administrative Services Charges

Administrative Service charges represent costs between departments for administrative, insurance, maintenance, and operational services and are reflected in both the resource category as the requirements of the respective funds. Revenue estimates are based on total expenditures appropriated for the fund plus increases in reserve requirements.

MISCELLANEOUS

For 2014-15, 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) with a small portion invested outside of the LGIP.

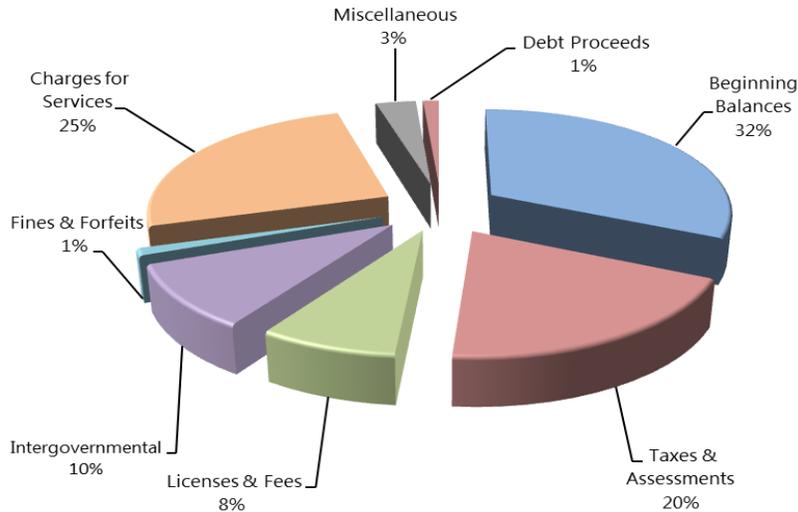
Currently, the LGIP is earning 0.54% on its investments. For this coming fiscal year, the rate of return on the City's investments is projected to remain very low. Investment income is budgeted in each fund based on its estimated share of pooled cash at the projected interest rate for the upcoming year.

TRANSFERS

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

RESOURCES BY SOURCE

FY 2014-15



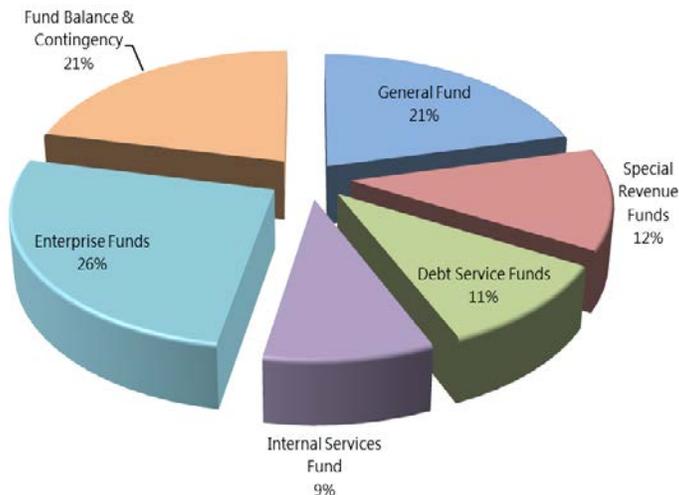
For fiscal year 2014-15, total resources come to \$36.8 million.

Charges for Services support the City's utilities including Water, Sewer and Storm Water.

Property tax revenues, including delinquencies continue to be a major source of resources for the City. For this fiscal year, they are projected up 2.75% from the previous fiscal year.

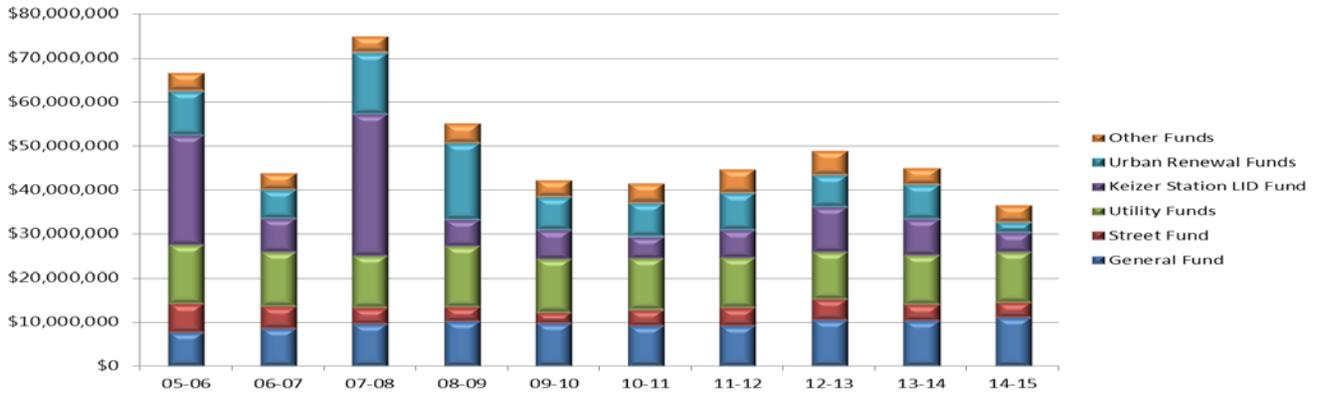
REQUIREMENTS BY USE

FY 2014-15



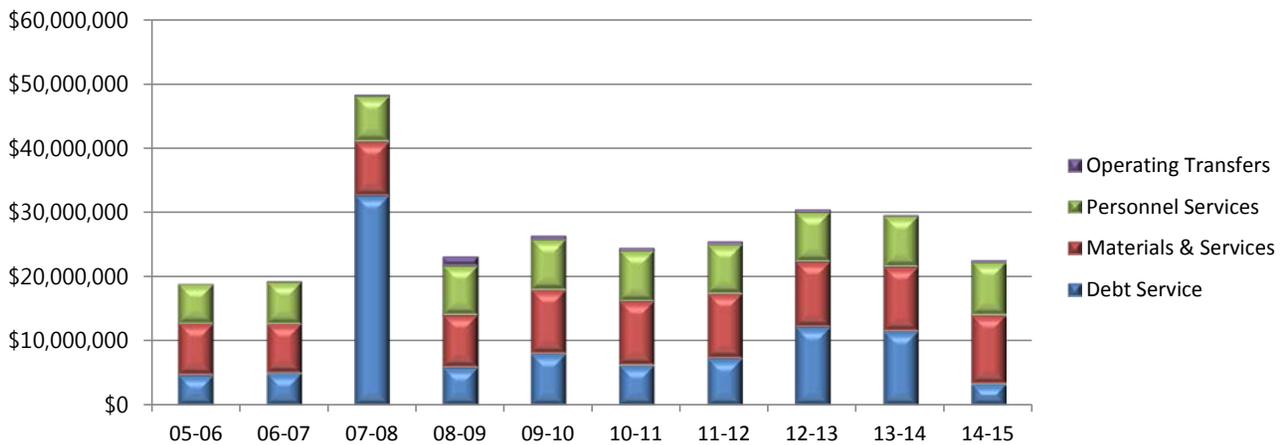
Requirements are balanced to fiscal year 2014-15 resources at \$36.8 million. As the pie chart to the left shows, 21%, or \$7.9 million, of this fiscal year's requirements are budgeted as ending fund balances. The remaining budgeted requirements are allocated between the General Fund, Special Revenue Funds, Debt Service and Enterprise Funds and the Internal Services Fund.

Total Budgeted Resources by Fund Categories



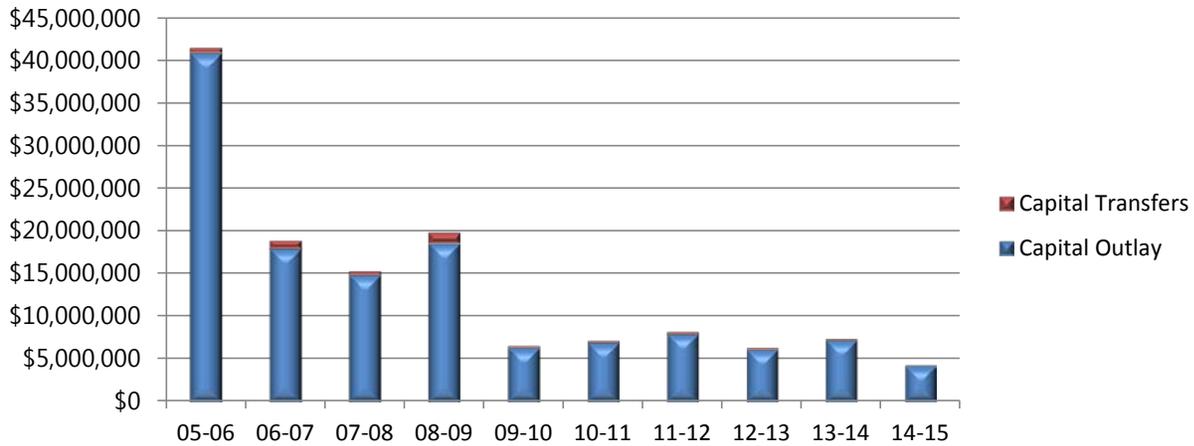
This graph depicts the total resources budgeted in each fund category for the past ten fiscal years. The graph indicates the combined General Fund, which includes General Services, Parks Operations, Community Development, Municipal Court and Police Services. The Utility funds include Water, Sewer and 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 are significantly declining in recent years as the district accomplishes its plan and is scheduled to stop collecting tax increment revenue beginning in FY17-18.

Operating Budget



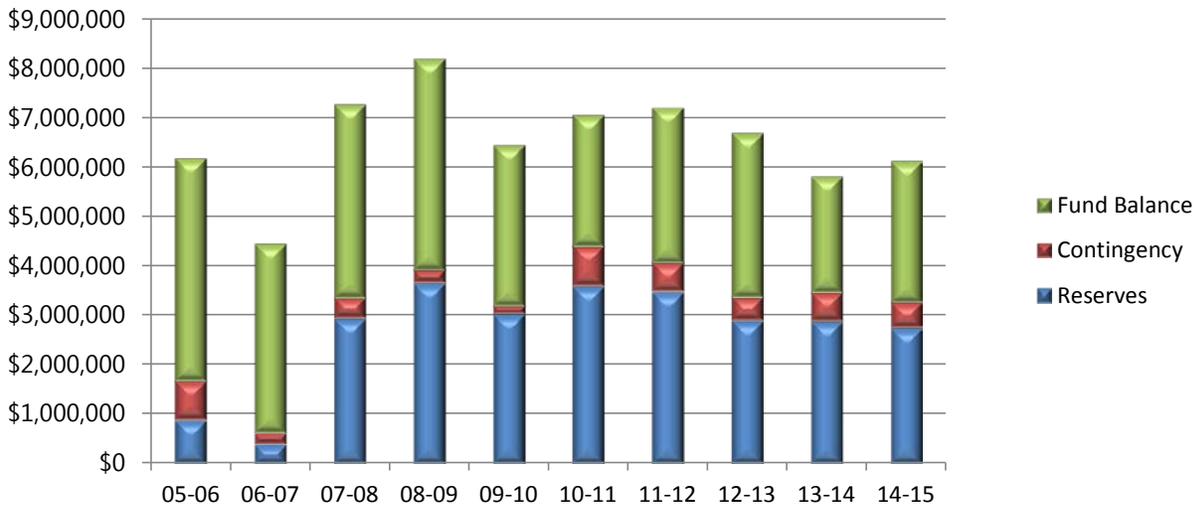
The above graph depicts the total operating expenditures by category for the past ten fiscal years, adjusted for inflation. The spike in FY07-08 depicts payoff of a line of credit used for the construction of the Keizer Station Area A development. Spikes in debt service payments in FY12-13 and FY13-14 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.

Capital Budget



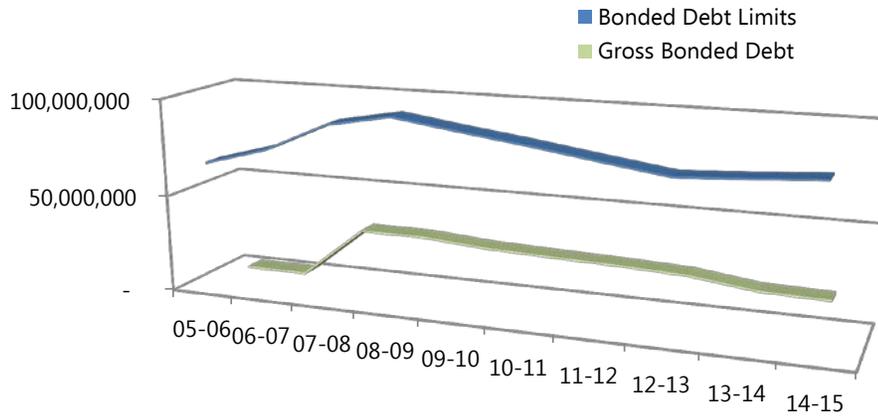
The above graph depicts the total capital expenditures by category for the past ten fiscal years, adjusted for inflation. Capital Outlay in FY05-06 represents construction of the Keizer Station Area A development costing over \$33 million. Capital Outlay in FY06-07 through FY08-09 was primarily for construction of a new Civic Center. Capital construction in FY09-10 through FY14-15 is for road, water and stormwater improvements.

Reserves, Contingencies and Ending Fund Balances



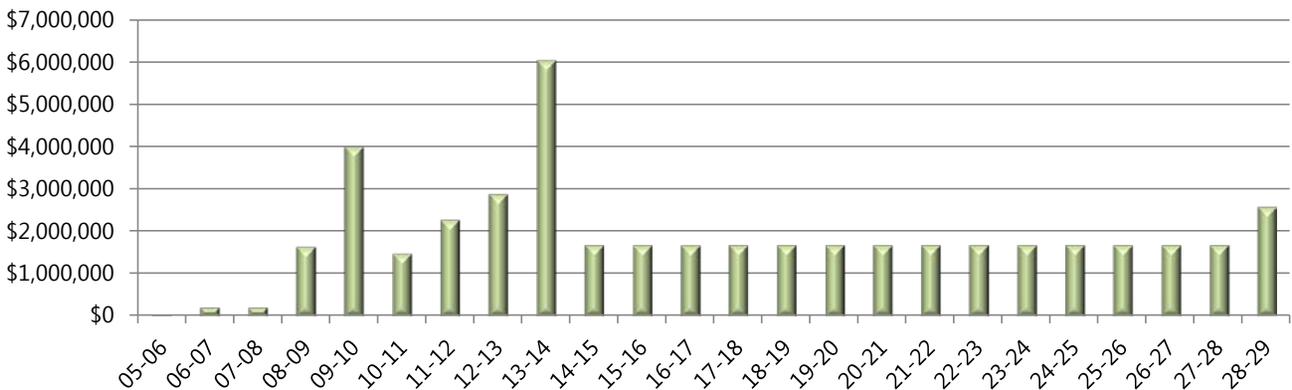
The above graph depicts budgeted reserves, contingencies, and unappropriated ending fund balances for the past ten fiscal years, adjusted for inflation. Generally, these balances reflect what is left after revenues and expenditures have been accounted for. Each year, these balances have met or exceeded 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.

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. For Fiscal Year 2014-15 the dollar limit is estimated at \$82,273,509. The City's gross bonded indebtedness has stayed less than 1%, or \$16,960,000 for Fiscal Year 2014-15, 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 2014-15 through 2028-29 assume all assessment payments will be made on time and the final debt service payment will include use of the reserve. Principal payment on this debt is not due until maturity, however, the City plans on making annual debt service payments equal to the amount of assessment payments received from property owners.

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	
12/1/2014	\$17,755,000	-	\$461,630	\$461,630	
6/1/2015	17,755,000	-	461,630	461,630	
12/1/2015	17,755,000	-	461,630	461,630	
6/1/2016	17,755,000	-	461,630	461,630	
12/1/2016	17,755,000	-	461,630	461,630	
6/1/2017	17,755,000	-	461,630	461,630	
12/1/2017	17,755,000	-	461,630	461,630	
6/1/2018	17,755,000	-	461,630	461,630	
12/1/2018	17,755,000	-	461,630	461,630	
6/1/2019	17,755,000	-	461,630	461,630	
12/1/2019 through 12/1/2030	17,755,000	-	10,617,490	10,617,490	
6/1/2031	17,755,000	\$17,755,000	461,630	18,216,630	
		\$17,755,000	\$15,695,420	\$33,450,420	

NON-REVOLVING LINE OF CREDIT

	Interest	Issued Date	Payment Due	Original	Principal	Amount Due
	Rate*		Date	Principal	Outstanding	
Non-Revolving Credit	2.31%	8/7/2008		\$12,260,000	\$1,260,000	\$ -
Interest Due			8/15/2014		1,260,000	14,553
Principal Due			12/31/2014		1,260,000	1,200,000
Interest Due			2/15/2015		60,000	11,179
Interest Due			8/15/2015		60,000	693
Principal & Interest Due			12/31/2015		60,000	60,524
						\$ 1,286,949

The Non-Revolving Credit was entered into for interim financing of urban renewal projects, primarily the new Civic Center

* *Fluctuating rate - interest payments are an estimate*

Financial Trends - Debt | FY14-15

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	\$ 1,405,000	\$ 235,000	2.74%

* 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.

Fiscal Year End	Principal Payable	Interest Payable	Total
June 30, 2015	\$ 180,000	\$ 53,915	\$ 233,915
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>\$ 1,405,000</u>	<u>\$ 210,433</u>	<u>\$ 1,615,433</u>

	Debt Outstanding	Debt Per Capita	Debt as % of RMV	Statutory Maximum
Revenue Bond, debt ratios	\$ 1,405,000	\$ 38.18	0.05%	NA

REIMBURSEMENT AGREEMENTS

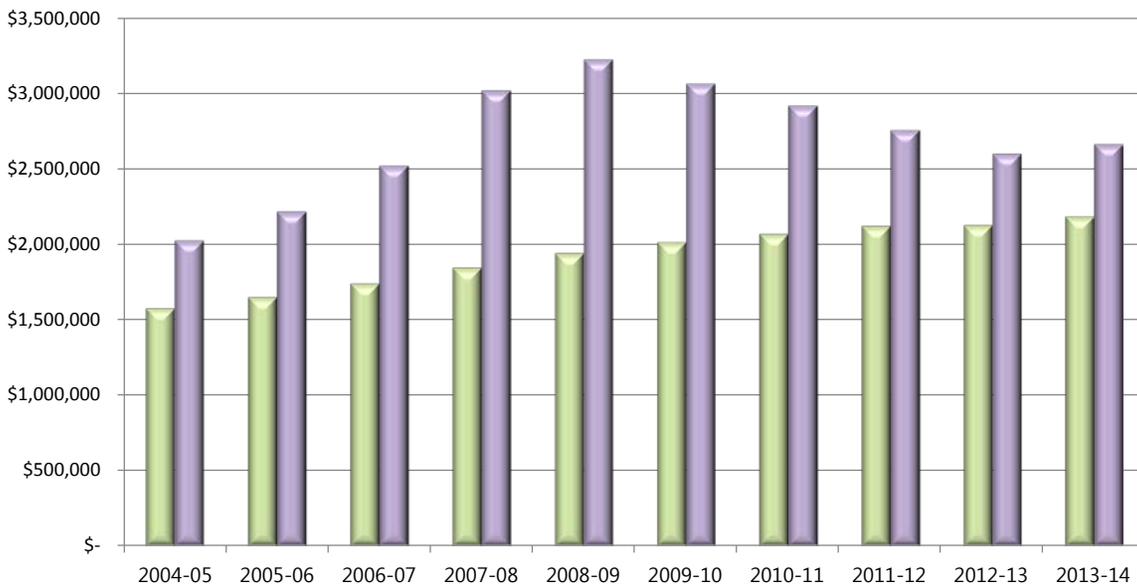
The City has entered into reimbursement agreements with the North River Road Urban Renewal District's overlapping taxing jurisdictions to repay the districts for their foregone revenues as described in the agreements. As of July 1, 2014, the City has repaid all Districts[1], except the Salem/Keizer School District, the amounts owed to date, plus interest at 4% per annum. The amount owed to Salem/Keizer School District as of July 1, 2014 is \$906,512.94 and is interest exempt. Installment payments are due on December 1 each year in the amount of \$33,514.69 and the balance is due on or before December 1, 2022. Reserves have been established and funds are set aside 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's overlapping taxing jurisdiction, however, the City did not elect to repay itself for foregone taxes.

Financial Trends - Property Taxes FY14-15

	2013-14 Actual Tax Revenues	2014-15 Estimated Tax Revenues 102.8%
City Property Tax Revenues		
1 District Assessed Value	\$2,182,561,408	\$2,243,310,499
2 Urban Renewal Increment Value	(81,431,960)	(92,807,665)
3 District Net Value w/o Urban Renewal	\$2,101,129,448	\$2,150,502,834
4		
5 Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
6		
7 Gross Property Tax Revenues	\$4,378,334	\$4,481,218
8 Penalties/Compression/Adjustments	1,762	1,812
9 Property Tax Revenues	\$4,380,096	\$4,483,029
10 Uncollectables and Discounts (5.4%)	(\$237,096)	(242,668)
11 Net Anticipated Tax Collected	\$4,143,000	\$4,240,361

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 82% of the real market value, close to the 78% reflected in 2004-05.

Comparative Tax Rate & FTE by City FY14-15

<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	22,275	8.48			159.40	7.16	8.48
Beaverton	91,935	4.84	1.91	1.72	581.01	6.32	9.24
Klamath Falls	21,495	5.44	2.88		222.75	10.36	8.32
Woodburn	24,330	6.48	1.73		162.34	6.67	8.21
Albany	50,720	7.50			389.78	7.68	7.50
Pendleton	16,780	7.20			154.28	9.19	7.20
La Grande	13,125	7.44			123.74	9.43	7.44
Forest Grove	22,340	5.96	1.40		161.91	7.25	8.13
Milwaukie	20,500	4.07	2.47		240.64	11.74	7.31
Eugene	159,580	7.31			1446.21	9.06	7.31
Oregon City	33,390	4.28	2.47		287.36	8.61	7.52
Redmond	26,590	6.43	1.75	0.37	192.70	7.25	8.55
Sherwood	18,575	3.92	1.91		111.00	5.98	6.60
Salem	157,770	6.82			1146.70	7.27	6.82
McMinnville	32,510	5.65			196.35	6.04	5.65
Newberg	22,580	4.66		0.91	153.85	6.81	5.57
Lake Oswego	36,990	5.32			352.10	9.52	6.09
Hillsboro	93,340	5.39			727.60	7.80	6.16
Medford	75,920	5.21			448.00	5.90	5.21
The Dalles	14,440	3.02	2.10		133.00	9.21	5.12
Corvallis	55,345	5.59			426.07	7.70	5.59
Springfield	59,990	6.69			406.69	6.78	6.69
Tigard	49,135	2.94	1.91	0.09	280.85	5.72	5.71
Wilsonville	21,550	2.67	1.91		176.90	8.21	5.35
Tualatin	26,410	2.55	1.91	0.09	158.73	6.01	5.32
West Linn	25,425	2.56	1.91		160.33	6.31	5.24
Ashland	20,295	4.43			254.25	12.53	4.43
Bend	78,280	3.15		1.46	455.97	5.82	4.61
Grants Pass	34,855	6.33			222.75	6.39	6.33
Keizer	36,795	2.08	1.61		115.00	3.13	3.69
Average FTE for All Listed Cities						7.59	
Average Tax Rate for All Listed Cities							6.51

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:

- February 2014 League of Oregon Cities Web Page/City Directory/City Populations
- 2013-2014 Tax Roll from County Assessor for Benton, Clackamas, Deschutes, Douglas, Jackson, Klamath, Lane, Linn, Marion, Multnomah, Union, Washington, and Yamhill Counties
- 2013-14 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

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The following provides an overview of the Adopted Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total Adopted Budget for Fiscal Year 2014-15 is \$36,801,400, a 19% decrease from the current year projections primarily due to the reduction of debt service payments and the purchase of foreclosure properties at Keizer Station in Fiscal Year 2013-14. The City's total operating budget, excluding transfers, is \$22,602,000.

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 2014-15 total \$24,312,000 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 37.

EXPENDITURES

Expenditures for Fiscal Year 2014-15 total \$28,931,900 (excluding transfers and contingency).

Personnel Services

City services are labor intensive operations including public safety and water, sewer and stormwater utilities. Consequently, personnel services make up the largest operating expense and include salaries and benefits. Personnel services reflect an overall increase of 10% primarily due to the addition of 4 FTE (full-time equivalents) from Fiscal Year 2013-14. In addition, the budget includes a 2.5% salary and wage increase and a 4% increase in insurance benefits. 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 \$1.74 million.

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 2014-15 is \$5,132,800 of which \$1,473,400 is for routine expenditures and \$3,659,400 is for non-routine expenditures. A summary of total capital expenditures is on page 59.

Debt Service

Citywide debt service is budgeted at \$4,061,300 and includes the following payments:

- Keizer Station Local Improvement District - \$1.7 million
- Water Fund - \$234 thousand
- Urban Renewal Line of Credit - \$1.3 million
- Urban Renewal repayment to taxing jurisdictions - \$735 thousand

Transfers

The Fiscal Year 2014-15 Adopted Budget includes two routine annual transfers totaling \$419,600. A \$327,500 transfer from the Street Fund to the Stormwater Fund covers the cost of

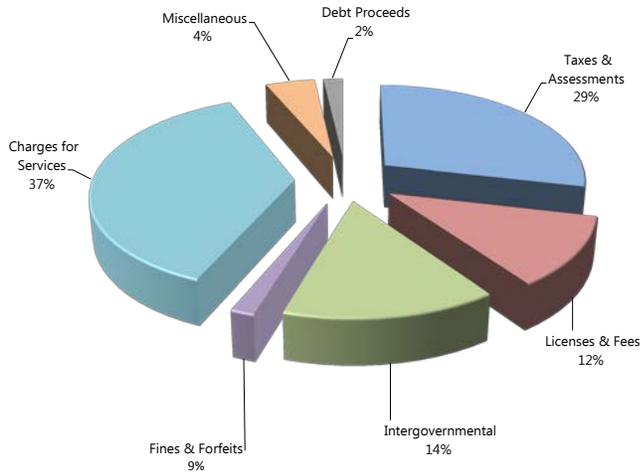
maintaining public street impervious surfaces. A \$90,100 transfer from the Water Fund to the Water Facility Fund will go toward capital improvements.

FUND BALANCES

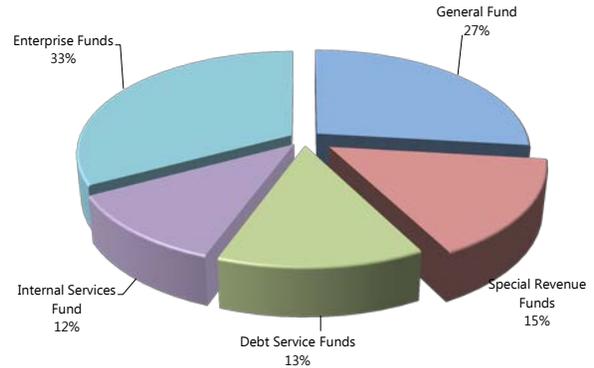
The City's reserves and fund balances consist of restricted funds for specific purposes and planned future expenditures, set aside for emergencies and unforeseen circumstances and for operating capital. The City's total projected Ending Fund Balance is \$6,817,200. Projections by fund are on page 61-62.

All Funds Combined | FY14-15

Revenues (net eliminations)*



Expenditures (net eliminations)*



	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 14,432,151	\$ 17,952,779	\$ 16,678,360	\$ 17,186,900	\$ 11,609,200	\$ 11,593,200	\$ 11,623,200	-32%
3 Revenues:								
4 Taxes & Assessments	8,972,289	7,430,263	9,706,200	10,393,200	7,086,300	7,086,300	7,086,300	-32%
5 Licenses & Fees	2,631,627	2,718,188	2,624,700	2,885,900	2,869,100	2,869,100	2,869,100	-1%
6 Intergovernmental	3,420,287	3,930,906	3,349,300	3,284,300	3,502,200	3,602,200	3,602,200	10%
7 Fines & Forfeits	652,096	566,938	512,700	451,700	385,100	407,000	407,000	-10%
8 Charges for Services	8,095,197	8,292,747	8,784,700	8,713,400	9,214,200	9,214,200	9,214,200	6%
9 Miscellaneous	1,316,691	1,681,477	2,425,500	1,611,000	1,133,200	1,133,200	1,133,200	-30%
10 Total Revenues:	25,088,187	24,620,519	27,403,100	27,339,500	24,190,100	24,312,000	24,312,000	-11%
11 Other Resources:								
12 Debt Proceeds	247,217	691,270	420,300	120,900	448,600	448,600	448,600	271%
13 Transfers In	759,571	849,480	654,100	515,400	417,600	417,600	417,600	-19%
14 Total Other Resources	1,006,788	1,540,750	1,074,400	636,300	866,200	866,200	866,200	36%
15 TOTAL RESOURCES	40,527,126	44,114,048	45,155,860	45,162,700	36,665,500	36,771,400	36,801,400	-19%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services	8,628,874	8,636,133	9,501,900	9,164,200	10,055,000	10,091,800	10,091,800	10%
19 Materials & Services	8,261,778	8,728,936	9,329,600	8,999,900	9,442,200	9,537,500	9,542,500	6%
20 Capital Outlay	2,118,771	4,839,203	8,700,600	5,833,900	5,217,300	5,206,300	5,236,300	-10%
21 Debt Service	2,805,352	3,872,991	10,028,000	9,026,200	4,061,300	4,061,300	4,061,300	-55%
22 Total Expenditures:	21,814,775	26,077,263	37,560,100	33,024,200	28,775,800	28,896,900	28,931,900	-12%
23 Other Requirements:								
24 Transfers Out	759,571	849,481	654,100	515,400	417,600	417,600	417,600	-19%
25 Contingency	-	-	510,900	-	639,700	639,700	634,700	
26 Total Other Requirements	759,571	849,481	1,165,000	515,400	1,057,300	1,057,300	1,052,300	104%
27 Fund Balance:								
28 Restricted	15,264,757	14,201,658	4,911,600	8,947,200	5,222,900	5,201,800	5,201,800	-42%
29 Committed	298,134	361,509	140,400	333,500	145,100	145,100	145,100	-56%
30 Assigned	413,593	471,699	211,300	336,600	165,400	165,100	165,100	-51%
31 Unassigned	1,976,296	2,152,438	1,167,460	2,005,800	1,299,000	1,305,200	1,305,200	-35%
32 Total Fund Balance	17,952,780	17,187,304	6,430,760	11,623,100	6,832,400	6,817,200	6,817,200	-41%
33 TOTAL REQUIREMENTS	\$ 40,527,126	\$ 44,114,048	\$ 45,155,860	\$ 45,162,700	\$ 36,665,500	\$ 36,771,400	\$ 36,801,400	-19%

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 FY14-15

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:	\$ 2,185,800	\$ 1,238,100	\$ 2,705,100	\$ 1,645,200	\$ 320,800	\$ 130,900	\$ 3,397,300	\$ -	\$ 11,623,200
3 Revenues:									
4 Taxes & Assessments	4,449,900	2,200	-	1,100	448,300	-	2,184,800		7,086,300
5 Licenses & Fees	2,682,400	7,800	111,900	67,000	-	-	-		2,869,100
6 Intergovernmental	1,141,200	2,158,800	302,200	-	-	-	-		3,602,200
7 Fines & Forfeits	407,000	-	-	-	-	-	-		407,000
8 Charges for Services	13,000	-	-	8,991,200	210,000	3,453,700	-	(3,453,700)	9,214,200
9 Miscellaneous	124,200	2,400	53,000	16,200	11,200	-	926,200		1,133,200
10 Total Revenues:	8,817,700	2,171,200	467,100	9,075,500	669,500	3,453,700	3,111,000	(3,453,700)	24,312,000
11 Other Resources:									
12 Debt Proceeds	-	88,600	-	360,000	-	-	-		448,600
13 Transfers In	-	-	-	417,600	-	-	-		417,600
14 Total Other Resources	-	88,600	-	777,600	-	-	-	-	866,200
15 TOTAL RESOURCES	11,003,500	3,497,900	3,172,200	11,498,300	990,300	3,584,600	6,508,300	(3,453,700)	36,801,400
16 REQUIREMENTS:									
17 Expenditures:									
18 Personnel Services	6,054,400	119,300	-	1,463,000	60,300	2,394,800	-		10,091,800
19 Materials & Services	3,014,400	841,400	145,300	7,537,600	604,000	853,500	-	(3,453,700)	9,542,500
20 Capital Outlay	304,500	1,652,300	2,051,400	1,036,100	104,500	87,500	-		5,236,300
21 Debt Service	-	-	-	234,000	-	-	3,827,300		4,061,300
22 Total Expenditures:	9,373,300	2,613,000	2,196,700	10,270,700	768,800	3,335,800	3,827,300	(3,453,700)	28,931,900
23 Other Requirements:									
24 Transfers Out	-	327,500	-	90,100	-	-	-		417,600
25 Contingency	55,000	48,600	50,000	202,600	29,700	248,800	-		634,700
26 Total Other Requirements	55,000	376,100	50,000	292,700	29,700	248,800	-	-	1,052,300
27 Fund Balance:									
28 Restricted	270,000	508,800	925,500	628,600	187,900	-	2,681,000		5,201,800
29 Committed	-	-	-	145,100	-	-	-		145,100
30 Assigned	-	-	-	161,200	3,900	-	-		165,100
31 Unassigned	1,305,200	-	-	-	-	-	-		1,305,200
32 Total Fund Balance	1,575,200	508,800	925,500	934,900	191,800	-	2,681,000	-	6,817,200
33 TOTAL REQUIREMENTS	\$ 11,003,500	\$ 3,497,900	\$ 3,172,200	\$ 11,498,300	\$ 990,300	\$ 3,584,600	\$ 6,508,300	\$ (3,453,700)	\$ 36,801,400

Governmental Funds

- General Fund
- Special Revenue Funds
- Major Funds
 - Street Fund
 - Urban Renewal Project Fund
 - Urban Renewal Program Income 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
 - Urban Renewal Tax Increment Fund

All Funds Summary by Fund | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15
General	\$ 9,760,066	\$ 10,442,061	\$ 10,329,260	\$ 10,770,300	\$ 10,897,600	\$ 11,003,500	\$ 11,003,500
Special Revenue Funds:							
Street	4,610,877	4,815,947	3,578,500	3,573,900	3,357,500	3,357,500	3,357,500
Urban Renewal Project	418,388	788,019	3,920,300	3,846,100	88,600	88,600	88,600
Urban Renewal Program	745,120	649,727	641,900	616,100	51,800	51,800	51,800
Public Government Education	255,146	281,729	308,900	329,500	354,500	354,500	354,500
9-1-1 Communications	472,737	358,575	-	-	-	-	-
Law Enforcement Grant	56,092	2,589	75,000	-	30,000	30,000	30,000
Housing Rehabilitation	296,503	288,844	75,900	29,500	33,600	33,600	33,600
Energy Efficiency	139,571	127,749	28,200	20,400	20,400	20,400	20,400
Park Improvement	597,777	1,171,006	405,700	427,600	480,600	480,600	480,600
Transportation Improvement	1,888,228	2,006,844	2,013,500	2,146,500	2,200,100	2,200,100	2,200,100
Off-Site Transportation	52,594	52,754	52,800	52,900	53,000	53,000	53,000
Enterprise Funds							
Water	3,018,628	3,075,657	3,197,200	3,173,800	3,213,900	3,213,900	3,213,900
Water Facility	1,204,233	1,065,992	1,026,800	830,500	983,600	983,600	1,013,600
Sewer	5,107,091	5,213,578	5,392,800	5,393,900	5,618,900	5,618,900	5,618,900
Stormwater	1,378,606	1,414,051	1,631,700	1,648,900	1,651,900	1,651,900	1,651,900
Community Center	140,454	166,894	191,300	147,000	180,100	180,100	180,100
Street Lighting District	729,330	708,219	735,600	705,600	706,600	706,600	706,600
Sewer Reserve	118,578	78,382	35,400	98,900	103,600	103,600	103,600
Internal Services Fund							
Administrative Services	2,059,415	2,063,659	2,377,100	2,334,000	3,586,600	3,584,600	3,584,600
Debt Service Funds							
Keizer Station LID	4,812,402	5,364,195	8,187,200	8,134,100	4,389,900	4,389,900	4,389,900
Urban Renewal Tax Increment	4,700,716	5,971,445	7,003,200	6,803,900	2,118,400	2,118,400	2,118,400
Total	\$ 42,562,552	\$ 46,107,916	\$ 51,208,260	\$ 51,083,400	\$ 40,121,200	\$ 40,225,100	\$ 40,255,100

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 through 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 FY14-15

	General Fund			Major Special Revenue Funds									Non Major Special Revenue Funds		
				Street Fund			Urban Renewal Project Fund			Urban Renewal Program Income Fund					
	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15
RESOURCES:															
Beginning Balance:	\$ 1,976,295	\$ 1,812,360	\$ 2,185,800	\$ 2,741,988	\$ 1,423,300	\$ 1,186,300	\$ -	\$ -	\$ -	\$ 647,771	\$ 641,900	\$ 51,800	\$ 3,017,239	\$ 2,646,900	\$ 2,705,100
Revenues:															
Taxes & Assessments	4,137,204	4,197,300	4,449,900	4,530	2,200	2,200	-	-	-	-	-	-	-	-	-
Licenses & Fees	2,502,160	2,511,600	2,682,400	7,225	3,000	7,800	-	-	-	-	-	-	139,019	53,600	111,900
Intergovernmental	1,084,107	1,029,000	1,141,200	2,030,432	2,125,400	2,158,800	-	-	-	-	-	-	816,367	194,900	302,200
Fines & Forfeits	566,938	512,700	407,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	5,604	6,500	13,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	134,630	128,000	124,200	31,772	24,600	2,400	96,749	-	-	1,956	-	-	7,600	37,800	53,000
Total Revenues:	8,430,643	8,385,100	8,817,700	2,073,959	2,155,200	2,171,200	96,749	-	-	1,956	-	-	962,986	286,300	467,100
Other Resources:															
Debt Proceeds	-	-	-	-	-	-	691,270	220,300	88,600	-	-	-	-	-	-
Transfers In	35,123	131,800	-	-	-	-	-	-	-	-	-	-	309,865	26,800	-
Total Other Resources	35,123	131,800	-	-	-	-	691,270	220,300	88,600	-	-	-	309,865	26,800	-
TOTAL RESOURCES	10,442,061	10,329,260	11,003,500	4,815,947	3,578,500	3,357,500	788,019	220,300	88,600	649,727	641,900	51,800	4,290,090	2,960,000	3,172,200
REQUIREMENTS:															
Expenditures:															
Personnel Services	5,402,683	5,739,300	6,054,400	214,657	277,500	119,300	(57)	-	-	-	-	-	-	-	-
Materials & Services	2,060,404	2,697,000	3,014,400	473,095	525,400	752,900	185,907	135,000	82,500	33,491	210,000	6,000	806,240	169,400	145,300
Capital Outlay	445,365	485,500	304,500	2,254,323	1,273,300	1,605,500	602,169	3,775,300	1,000	146	45,500	45,800	784,990	1,975,800	2,051,400
Debt Service	-	-	-	209,872	605,700	-	-	-	-	-	386,400	-	-	-	-
Total Expenditures:	7,908,452	8,921,800	9,373,300	3,151,947	2,681,900	2,477,700	788,019	3,910,300	83,500	33,637	641,900	51,800	1,591,230	2,145,200	2,196,700
Other Requirements:															
Transfers Out	381,171	-	-	221,700	295,000	327,500	-	-	-	-	-	-	26,610	168,400	-
Contingency	-	60,000	55,000	-	54,900	43,600	-	10,000	5,000	-	-	-	-	44,000	50,000
Total Other Requirements	381,171	60,000	55,000	221,700	349,900	371,100	-	10,000	5,000	-	-	-	26,610	212,400	50,000
Fund Balance:															
Restricted	-	180,000	270,000	1,442,300	546,700	508,700	-	-	100	616,090	-	-	2,672,250	602,400	925,500
Committed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	2,152,438	1,167,460	1,305,200	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	2,152,438	1,347,460	1,575,200	1,442,300	546,700	508,700	-	-	100	616,090	-	-	2,672,250	602,400	925,500
TOTAL REQUIREMENTS	\$ 10,442,061	\$ 10,329,260	\$ 11,003,500	\$ 4,815,947	\$ 3,578,500	\$ 3,357,500	\$ 788,019	\$ 3,920,300	\$ 88,600	\$ 649,727	\$ 641,900	\$ 51,800	\$ 4,290,090	\$ 2,960,000	\$ 3,172,200

Continued

Consolidated Fund Summary FY14-15

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15
RESOURCES:												
Beginning Balance:	\$ 616,647	\$ 632,600	\$ 585,600	\$ 783,636	\$ 641,400	\$ 520,300	\$ 234,397	\$ 201,400	\$ 202,700	\$ 388,946	\$ 416,300	\$ 336,600
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	825	1,100	1,100	-	-	-	-	-	-	-	-	-
Licenses & Fees	69,784	56,500	67,000	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	2,381,758	2,493,300	2,553,400	23,155	18,300	40,700	4,968,671	5,186,000	5,415,800	801,548	883,900	981,300
Miscellaneous	6,643	7,100	6,800	39,201	3,200	2,500	10,510	5,400	400	1,857	6,500	6,500
Total Revenues:	2,459,010	2,558,000	2,628,300	62,356	21,500	43,200	4,979,181	5,191,400	5,416,200	803,405	890,400	987,800
Other Resources:												
Debt Proceeds	-	-	-	-	200,000	360,000	-	-	-	-	-	-
Transfers In	-	6,600	-	220,000	163,900	90,100	-	-	-	221,700	325,000	327,500
Total Other Resources	-	6,600	-	220,000	363,900	450,100	-	-	-	221,700	325,000	327,500
TOTAL RESOURCES	3,075,657	3,197,200	3,213,900	1,065,992	1,026,800	1,013,600	5,213,578	5,392,800	5,618,900	1,414,051	1,631,700	1,651,900
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	962,155	1,123,700	856,500	-	-	-	129,408	138,600	3,400	586,618	699,900	603,100
Materials & Services	914,050	1,100,000	1,450,600	-	-	-	4,835,954	5,100,600	5,454,200	291,607	490,400	632,800
Capital Outlay	112,602	83,000	73,200	428,996	786,800	779,100	-	-	-	75,198	177,000	183,800
Debt Service	232,958	231,100	234,000	-	-	-	-	-	-	-	-	-
Total Expenditures:	2,221,765	2,537,800	2,614,300	428,996	786,800	779,100	4,965,362	5,239,200	5,457,600	953,423	1,367,300	1,419,700
Other Requirements:												
Transfers Out	220,000	163,900	90,100	-	-	-	-	-	-	-	-	-
Contingency	-	99,700	115,400	-	-	-	-	15,300	16,200	-	69,100	71,000
Total Other Requirements	220,000	263,600	205,500	-	-	-	-	15,300	16,200	-	69,100	71,000
Fund Balance:												
Restricted	633,892	395,800	394,100	636,996	240,000	234,500	-	-	-	-	-	-
Committed	-	-	-	-	-	-	248,216	138,300	145,100	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	460,628	195,300	161,200
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	633,892	395,800	394,100	636,996	240,000	234,500	248,216	138,300	145,100	460,628	195,300	161,200
TOTAL REQUIREMENTS	\$ 3,075,657	\$ 3,197,200	\$ 3,213,900	\$ 1,065,992	\$ 1,026,800	\$ 1,013,600	\$ 5,213,578	\$ 5,392,800	\$ 5,618,900	\$ 1,414,051	\$ 1,631,700	\$ 1,651,900

Continued



Consolidated Fund Summary | FY14-15

	Non Major Enterprise Funds			Internal Service Fund			Debt Service Funds					
				Administrative Services			Keizer Station Local Improvement Districts			Urban Renewal Tax Increment		
	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15	ACTUAL 2012-13	BUDGET 2013-14	BUDGET 2014-15
RESOURCES:												
Beginning Balance:	\$ 348,036	\$ 311,600	\$ 320,800	\$ 63,737	\$ 23,000	\$ 130,900	\$ 2,729,997	\$ 2,740,600	\$ 2,693,400	\$ 4,404,090	\$ 5,187,000	\$ 703,900
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	419,580	442,800	448,300	-	-	-	1,315,209	3,808,500	771,300	1,552,915	1,254,300	1,413,500
Licenses & Fees	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	112,011	196,700	210,000	1,993,868	2,352,400	3,453,700	-	-	-	-	-	-
Miscellaneous	11,076	11,200	11,200	6,054	1,700	-	1,318,989	1,638,100	925,200	14,440	561,900	1,000
Total Revenues:	542,667	650,700	669,500	1,999,922	2,354,100	3,453,700	2,634,198	5,446,600	1,696,500	1,567,355	1,816,200	1,414,500
Other Resources:												
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In	62,792	-	-	-	-	-	-	-	-	-	-	-
Total Other Resources	62,792	-	-	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	953,495	962,300	990,300	2,063,659	2,377,100	3,584,600	5,364,195	8,187,200	4,389,900	5,971,445	7,003,200	2,118,400
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	22,334	72,300	60,300	1,318,335	1,450,600	2,394,800	-	-	-	-	-	-
Materials & Services	538,027	550,800	604,000	584,029	703,400	853,500	-	-	-	-	-	-
Capital Outlay	87,412	9,300	104,500	48,002	89,100	87,500	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	2,676,320	5,506,200	1,708,900	753,841	3,298,600	2,118,400
Total Expenditures:	647,773	632,400	768,800	1,950,366	2,243,100	3,335,800	2,676,320	5,506,200	1,708,900	753,841	3,298,600	2,118,400
Other Requirements:												
Transfers Out	-	26,800	-	-	-	-	-	-	-	-	-	-
Contingency	-	26,000	29,700	-	131,900	248,800	-	-	-	-	-	-
Total Other Requirements	-	52,800	29,700	-	131,900	248,800	-	-	-	-	-	-
Fund Balance:												
Restricted	294,651	261,100	187,900	-	-	-	2,687,875	2,681,000	2,681,000	5,217,604	4,600	-
Committed	-	-	-	113,293	2,100	-	-	-	-	-	-	-
Assigned	11,071	16,000	3,900	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	305,722	277,100	191,800	113,293	2,100	-	2,687,875	2,681,000	2,681,000	5,217,604	4,600	-
TOTAL REQUIREMENTS	\$ 953,495	\$ 962,300	\$ 990,300	\$ 2,063,659	\$ 2,377,100	\$ 3,584,600	\$ 5,364,195	\$ 8,187,200	\$ 4,389,900	\$ 5,971,445	\$ 3,303,200	\$ 2,118,400

Continued

Consolidated Fund Summary FY14-15

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET
	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15
RESOURCES:															
Beginning Balance:	\$ 8,383,293	\$ 6,524,460	\$ 6,129,000	\$ 2,435,399	\$ 2,226,300	\$ 2,096,900	\$ 7,134,087	\$ 7,927,600	\$ 3,397,300	\$ -	\$ -	\$ -	\$ 17,952,779	\$ 16,678,360	\$ 11,623,200
Revenues:															
Taxes & Assessments	4,141,734	4,199,500	4,452,100	420,405	443,900	449,400	2,868,124	5,062,800	2,184,800				7,430,263	9,706,200	7,086,300
Licenses & Fees	2,648,404	2,568,200	2,802,100	69,784	56,500	67,000	-	-	-				2,718,188	2,624,700	2,869,100
Intergovernmental	3,930,906	3,349,300	3,602,200	-	-	-	-	-	-				3,930,906	3,349,300	3,602,200
Fines & Forfeits	566,938	512,700	407,000	-	-	-	-	-	-				566,938	512,700	407,000
Charges for Services	5,604	6,500	13,000	10,281,011	11,130,600	12,654,900	-	-	-	(1,993,868)	(2,352,400)	(3,453,700)	8,292,747	8,784,700	9,214,200
Miscellaneous	272,707	190,400	179,600	75,341	35,100	27,400	1,333,429	2,200,000	926,200				1,681,477	2,425,500	1,133,200
Total Revenues:	11,566,293	10,826,600	11,456,000	10,846,541	11,666,100	13,198,700	4,201,553	7,262,800	3,111,000	(1,993,868)	(2,352,400)	(3,453,700)	24,620,519	27,403,100	24,312,000
Other Resources:															
Debt Proceeds	691,270	220,300	88,600	-	200,000	360,000	-	-	-				691,270	420,300	448,600
Transfers In	344,988	158,600	-	504,492	495,500	417,600	-	-	-				849,480	654,100	417,600
Total Other Resources	1,036,258	378,900	88,600	504,492	695,500	777,600	-	-	-	-	-	-	1,540,750	1,074,400	866,200
TOTAL RESOURCES	20,985,844	17,729,960	17,673,600	13,786,432	14,587,900	16,073,200	11,335,640	15,190,400	6,508,300	(1,993,868)	(2,352,400)	(3,453,700)	44,114,048	45,155,860	36,801,400
REQUIREMENTS:															
Expenditures:															
Personnel Services	5,617,283	6,016,800	6,173,700	3,018,850	3,485,100	3,918,100	-	-	-				8,636,133	9,501,900	10,091,800
Materials & Services	3,559,137	3,736,800	4,001,100	7,163,667	7,945,200	8,995,100	-	-	-	(1,993,868)	(2,352,400)	(3,453,700)	8,728,936	9,329,600	9,542,500
Capital Outlay	4,086,993	7,555,400	4,008,200	752,210	1,145,200	1,228,100	-	-	-				4,839,203	8,700,600	5,236,300
Debt Service	209,872	992,100	-	232,958	231,100	234,000	3,430,161	8,804,800	3,827,300				3,872,991	10,028,000	4,061,300
Total Expenditures:	13,473,285	18,301,100	14,183,000	11,167,685	12,806,600	14,375,300	3,430,161	8,804,800	3,827,300	(1,993,868)	(2,352,400)	(3,453,700)	26,077,263	37,560,100	28,931,900
Other Requirements:															
Transfers Out	629,481	463,400	327,500	220,000	190,700	90,100	-	-	-				849,481	654,100	417,600
Contingency	-	168,900	153,600	-	342,000	481,100	-	-	-				-	510,900	634,700
Total Other Requirements	629,481	632,300	481,100	220,000	532,700	571,200	-	-	-	-	-	-	849,481	1,165,000	1,052,300
Fund Balance:															
Restricted	4,730,640	1,329,100	1,704,300	1,565,539	896,900	816,500	7,905,479	2,685,600	2,681,000				14,201,658	4,911,600	5,201,800
Committed	-	-	-	361,509	140,400	145,100	-	-	-				361,509	140,400	145,100
Assigned	-	-	-	471,699	211,300	165,100	-	-	-				471,699	211,300	165,100
Unassigned	2,152,438	1,167,460	1,305,200	-	-	-	-	-	-				2,152,438	1,167,460	1,305,200
Total Fund Balance	6,883,078	2,496,560	3,009,500	2,398,747	1,248,600	1,126,700	7,905,479	2,685,600	2,681,000	-	-	-	17,187,304	6,430,760	6,817,200
TOTAL REQUIREMENTS	\$ 20,985,844	\$ 21,429,960	\$ 17,673,600	\$ 13,786,432	\$ 14,587,900	\$ 16,073,200	\$ 11,335,640	\$ 11,490,400	\$ 6,508,300	\$ (1,993,868)	\$ (2,352,400)	\$ (3,453,700)	\$ 44,114,048	\$ 45,155,860	\$ 36,801,400

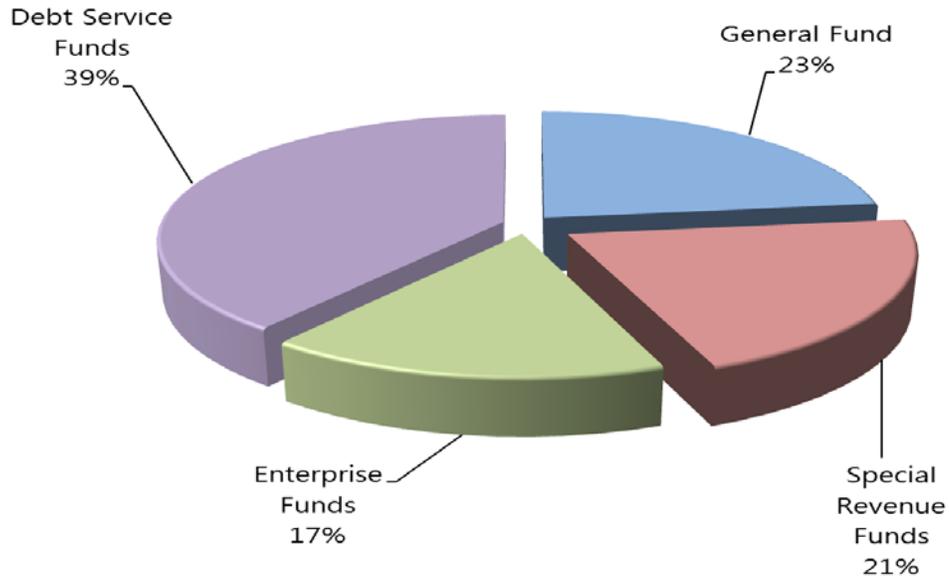
Capital Expenditures | FY14-15

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.

Street improvements planned for in fiscal year 2014-15 will require maintenance in future years and gas tax revenues are anticipated to cover maintenance costs. The "Big Toy" structure at Keizer Rapids Park will require maintenance in future years either using General Fund resources or grants and donations. The I-5/Chemawa southbound on-ramp, once completed, will be maintained by the Oregon Department of Transportation and will not require City resources for maintenance. No other non-recurring capital expenditures budgeted in fiscal year 2014-15 are expected to impact current or future operating budgets.

Routine Capital Outlay		
• General Fund	Vehicles and equipment	\$ 298,000
	Park equipment and minor park improvements	6,500
• Street Fund	Equipment, vehicles and minor improvements	255,500
	Street resurfacing	500,000
• Public Education Government	Television equipment	37,900
• Law Enforcement Grants	Police equipment	30,000
• Water Fund	Vehicles and equipment	73,200
• Stormwater Fund	Equipment, vehicles and minor improvements	33,800
	Storm sewer pipe extension or repair	150,000
• Community Center Fund	Furnishings	1,000
• Administrative Services	Office furniture & equipment	1,000
	Computer equipment	78,300
	Public Works shop flooring	5,000
	Civic center improvements	3,200
Total Routine Capital Outlay		1,473,400
Non-Routine Capital Outlay		
• Street Fund	Street improvements for Shoreline Drive	600,000
	Street improvements for a round-a-bout	250,000
• Urban Renewal Program Income Fund	Property acquisition (recording fees and title policy)	1,000
• Urban Renewal Program Income Fund	Keizer Station Area B development costs for project commitments to property owners such as a sound wall and development of open Property acquisition and development of Rawlins property - taxes	41,300 4,500
• Park Improvement Fund	'Big Toy' play structure at Keizer Rapids Park	450,000
	ADA access to amphitheater at Keizer Rapids Park	10,000
	Park improvements to be identified during FY14-15	20,600
• 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	1,000,000
• Off-Site Transportation Fund	Keizer Station Area B and Area C development costs for project commitments to property owners	52,900
• Water Facility Fund	Supply & treatment costs for the completion of the Hydrogeological study for volatile organic compound	109,000
	Transmission & distribution mains	400,000
	Standby generator and automatic transfer switch at the Reitz Pump Station, telemetry system hardware updates, and a Pressure Reducing Valve and Vault at Wiessner for emergency water supply	202,000
	Water facility improvements to be identified during FY14-15	68,100
• Sewer Reserve Fund	Sewer trunk line improvement extensions	103,500
Total Non-Routine Capital Outlay		3,659,400
Total Capital Outlay Expenditures		\$ 5,132,800

Ending Fund Balance by Fund
Fiscal Year 2014-15



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 2014-15 is \$7,451,900. The reserves in all Funds meet policy minimums for contingencies and ending fund balances, except for the Stormwater Fund. The City is building up the ending fund balance in the Stormwater Fund through its rate structure and expects to have the targeted 60-day cash supply within the next three years so as to not be too burdensome on rate payers. The City expects cash balance in this fund to be adequate during the year to cover expenses.

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.

Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2014	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2015	Change in Fund Balance	% Change
Governmental Funds:						
General	\$ 2,185,800	\$ 8,817,700	\$ 9,428,300	\$ 1,575,200	\$ (610,600)	-28%
Special Revenue Funds:						
Street	1,186,300	2,171,200	2,848,800	508,700	(677,600)	-57%
Urban Renewal Project	-	88,600	88,500	100	100	
Urban Renewal Program Income	51,800	-	51,800	-	(51,800)	-100%
Public Education Government	231,700	122,800	179,200	175,300	(56,400)	-24%
Law Enforcement Grant	-	30,000	30,000	-	-	
Housing Rehabilitation	3,600	30,000	33,600	-	(3,600)	-100%
Energy Efficiency	5,400	15,000	20,400	-	(5,400)	-100%
Park Improvement	265,000	215,600	480,600	-	(265,000)	-100%
Transportation Improvement	2,146,500	53,600	1,450,000	750,100	(1,396,400)	-65%
Off-Site Transportation	52,900	100	52,900	100	(52,800)	-100%
Total Special Revenue Funds	3,943,200	2,726,900	5,235,800	1,434,300	(2,508,900)	-64%
Total Governmental Funds	\$ 6,129,000	\$ 11,544,600	\$ 14,664,100	\$ 3,009,500	\$ (3,119,500)	-51%

General Fund - The 2014-15 ending fund balance is \$610,600 less than the beginning fund balance. Available fund balance is being used for contingency, to replenish the General Fund's share of reserves in the Administrative Services Fund and for operating expenses.

Street Fund - The 2014-15 ending fund balance is \$677,600 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

Urban Renewal Project Fund - The 2014-15 ending fund balance is \$100 more than the beginning fund balance. Expense primarily pay for the administrative costs of this fund. The Urban Renewal District is scheduled to sunset in fiscal year 2015-2016 when the mission of the district is accomplished and this fund will likely close out.

Urban Renewal Program Income Fund - The 2014-15 ending fund balance is \$51,800 less than the beginning fund balance. Available fund balance is being used for Keizer Station Area B development costs. The Urban Renewal District is scheduled to sunset in fiscal year 2015-2016 when the mission of the district is accomplished and this fund will likely close out.

Public Education Government Fund - The 2014-15 ending fund balance is \$56,400 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2014-15 ending fund balance is \$3,600 less than the beginning fund balance. Available fund balance is being used for housing rehabilitation loans to qualifying low-income homeowners.

Energy Efficiency Fund - The 2014-15 ending fund balance is \$5,400 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 2014-15 ending fund balance is \$265,000 less than the beginning fund balance. Available fund balance is being used for the Keizer Rapids Park "Big Toy" which is a one-time capital expenditure.

Transportation Improvement Fund - The 2014-15 ending fund balance is \$1,396,400 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

Off-Site Transportation Fund - The 2014-15 ending fund balance is \$52,800 less than the beginning fund balance. Available fund balance is being used for transportation improvement projects in Keizer Station Areas B and C.

Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2014	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2015	Change in Fund Balance	% Change
Proprietary Funds:						
Enterprise Funds						
Water	585,600	2,628,300	2,819,800	394,100	(191,500)	-33%
Water Facility	520,300	493,300	779,100	234,500	(285,800)	-55%
Sewer	202,700	5,416,200	5,473,800	145,100	(57,600)	-28%
Stormwater	336,600	1,315,300	1,490,700	161,200	(175,400)	-52%
Community Center	-	180,100	176,200	3,900	3,900	+
Street Lighting District	257,300	449,300	518,800	187,800	(69,500)	-27%
Sewer Reserve	63,500	40,100	103,500	100	(63,400)	-100%
Total Enterprise Funds	1,966,000	10,522,600	11,361,900	1,126,700	(839,300)	-43%
Internal Services Fund						
Administrative Services	130,900	3,453,700	3,584,600	-	(130,900)	-100%
Total Proprietary Funds	2,096,900	13,976,300	14,946,500	1,126,700	(970,200)	-46%
Debt Service Funds						
Keizer Station LID	2,693,400	1,696,500	1,708,900	2,681,000	(12,400)	0%
Urban Renewal Tax Increment	703,900	1,414,500	2,118,400	-	(703,900)	-100%
Total Debt Service Funds	3,397,300	3,111,000	3,827,300	2,681,000	(716,300)	-21%
Total All Funds	\$ 11,623,200	\$ 28,631,900	\$ 33,437,900	\$ 6,817,200	\$ (4,806,000)	-41%

Water Fund - The 2014-15 ending fund balance is \$191,500 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 2014-15 ending fund balance is \$285,800 less than the beginning fund balance. Available fund balance is being used to install a generator and transfer switch at a pump station, complete a hydrogeological study, replace water mains, and update the telemetry system.

Sewer Fund - The 2014-15 ending fund balance is \$57,600 less than the beginning fund balance. Available fund balance is being used for operating costs. Administrative fees are set to increase in January 2015 in an effort to ensure ending fund balance remain at adequate level as costs are projected to increase in future years.

Stormwater Fund - The 2014-15 ending fund balance is \$175,400 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2014-15 ending fund balance is \$3,900 more than the beginning fund balance. This fund has been subsidized by the General Fund and beginning in 2014-15 the City anticipates this to be a self-sustaining operation and will begin to build an adequate ending fund balance for cash flow requirements and contingencies.

Street Lighting District Fund - The 2014-15 ending fund balance is \$69,500 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 2014-15 is expected to be adequate operating capital for the following year.

Sewer Reserve Fund - The 2014-15 ending fund balance is \$63,400 less than the beginning fund balance. Available fund balance is being used for one-time sewer improvements to serve the subdivision on Willow Lake Road.

Administrative Services Fund - The 2014-15 ending fund balance is \$130,900 less than the beginning fund balance. Available fund balance is being used for contingency.

Urban Renewal Tax Increment Fund - The 2014-15 ending fund balance is \$703,900 less than the beginning fund balance. Available fund balance is being used to repay debt. The Urban Renewal District is scheduled to sunset in fiscal year 2015-2016 when the mission of the district is accomplished and this fund will likely close out.

Staffing History and Salary Ranges FY14-15

	Actual FY10-11	Actual FY11-12	Actual FY12-13	Actual FY13-14	Budget FY14-15	Monthly Salary Range (1.0 FTE)
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Four full-time equivalent positions have been added to the fiscal year 2014-15 budget. These positions include a Network Support position, a Code Enforcement position, a Computer Forensics position and a Traffic Officer.

CITY MANAGER

City Manager	1.0	1.0	1.0	1.0	1.0	\$9,393 - \$12,256
Assistant to the City Manager	1.0	0.0	0.0	0.0	0.0	-
Total	2.0	1.0	1.0	1.0	1.0	

CITY ATTORNEY

Attorney	1.0	1.0	1.0	1.0	1.0	\$8,521 - \$11,116
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$3,543 - \$4,623
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	\$4,983 - \$6,502
* Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$3,721 - \$4,853
Event Center Coordinator	0.0	0.0	0.0	1.0	1.0	\$2,600
Total	2.0	2.0	2.0	3.0	3.0	

HUMAN RESOURCES

Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$7,729 - \$10,083
* Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$4,519 - \$5,897
Total	2.0	2.0	2.0	2.0	2.0	

FINANCE

Finance Director	1.0	1.0	1.0	1.0	1.0	\$7,729 - \$10,083
* Assistant Controller	1.0	1.0	1.0	1.0	1.0	\$6,360 - \$8,296
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$4,983 - \$6,502
Network Support	0.0	0.0	0.0	0.0	1.0	NA
* Accounting Technician	1.0	1.0	1.0	1.0	1.0	\$3,215 - \$4,191
* Utility Billing Technician	1.0	1.0	1.0	1.0	1.0	\$3,375 - \$4,401
* Utility Billing Clerks	3.0	3.0	2.5	2.5	2.5	\$2,917 - \$3,803
Court Clerk I	1.0	1.0	1.0	1.0	1.0	\$2,917 - \$3,803
Court Clerk II	1.0	0.5	0.5	0.5	0.5	\$3,061 - \$3,994
* Administrative Specialist	1.0	1.0	1.0	1.0	1.0	\$2,917 - \$3,803
Total	11.0	10.5	10.0	10.0	11.0	

A new Network Support position has been funded for fiscal year 2014-15 to assist with increasing workload in the Information Systems Division.

*Classified as Administrative Support in line-item budgets

Staffing History and Salary Ranges FY14-15

	Actual FY10-11	Actual FY11-12	Actual FY12-13	Actual FY13-14	Budget FY14-15	Monthly Salary Range (1.0 FTE)
COMMUNITY DEVELOPMENT						
Community Development Director	1.0	1.0	1.0	1.0	1.0	\$7,729 - \$10,083
Senior Planner	1.0	1.0	1.0	1.0	1.0	\$4,983 - \$6,502
Associate Planner	1.0	1.0	1.0	1.0	1.0	\$4,304 - \$5,614
Code Enforcement	1.0	0.0	0.0	0.0	1.0	\$3,543 - \$4,623
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$3,375 - \$4,401
Total	5.0	4.0	4.0	4.0	5.0	

- The Code Enforcement Position, which has remained vacant since the beginning of fiscal year 2011-12 will be filled in fiscal year 2014-15 now that the economy is recovering and funds are sustainable for this position.

PUBLIC WORKS

Public Works Director	1.0	1.0	1.0	1.0	1.0	\$7,729 - \$10,083
Public Works Superintendent	1.0	1.0	0.0	1.0	1.0	\$6,360 - \$8,296
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$3,375 - \$4,401
Municipal Utility Worker I - Parks	1.0	1.0	1.0	1.0	1.0	\$3,106 - \$4,054
Municipal Utility Worker III - Parks	1.0	1.0	1.0	1.0	1.0	\$4,519 - \$5,897
Municipal Utility Worker I - General	8.0	8.0	8.0	8.0	8.0	\$3,262 - \$4,254
Municipal Utility Worker II - General	3.0	3.0	3.0	3.0	3.0	\$3,598 - \$4,690
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$3,425 - \$4,467
Municipal Utility Worker II - Stormwater	0.0	0.0	0.0	1.0	1.0	\$3,598 - \$4,690
Municipal Utility Worker III	3.0	3.0	3.0	3.0	3.0	\$4,746 - \$6,193
Environmental Program Coordinator	1.0	1.0	1.0	1.0	1.0	\$4,983 - \$6,502
Storm Water Technician	1.0	1.0	2.0	2.0	2.0	\$4,101 - \$5,347
Senior Storm Water Technician	1.0	1.0	1.0	1.0	1.0	\$4,519 - \$5,897
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$3,375 - \$4,401
Total	24.0	24.0	24.0	26.0	26.0	

*Classified as Administrative Support in line-item budgets

Staffing History and Salary Ranges | FY14-15

	Actual FY10-11	Actual FY11-12	Actual FY12-13	Actual FY13-14	Budget FY14-15	Monthly Salary Range (1.0 FTE)
POLICE						
Chief	1.0	1.0	1.0	1.0	1.0	\$8,521 - \$11,116
Captain(s)	1.0	1.0	1.0	1.0	1.0	\$7,363 - \$9,604
Lieutenants	2.0	2.0	2.0	3.0	3.0	\$6,675 - \$8,712
Sergeants	7.0	7.0	7.0	6.0	6.0	\$5,493 - \$7,167
Police Officers	26.0	26.0	26.0	26.0	27.0	\$4,299 - \$5,621
<i>Total Sworn Positions</i>	37.0	37.0	37.0	37.0	38.0	
* Administrative Assistant	1.0	1.0	1.0	1.0	1.0	\$3,543 - \$4,623
Crime Analyst	0.0	0.0	0.0	1.0	1.0	\$4,006 - \$5,226
Computer Forensics Position	0.0	0.0	0.0	0.0	1.0	NA
* Investigative Services Specialist	1.0	1.0	1.0	0.0	0.0	\$3,460 - \$4,512
Community Services Officer	1.0	1.0	1.0	1.0	1.0	\$3,460 - \$4,512
* Property & Evidence Specialist	1.0	1.0	1.0	1.0	1.0	\$3,297 - \$4,297
* Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$4,519 - \$5,897
* Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$3,137 - \$4,092
<i>Total Non-sworn Positions</i>	8.0	8.0	8.0	8.0	9.0	
<i>Total</i>	45.0	45.0	45.0	45.0	47.0	
<i>Grand Total</i>	93.0	90.5	90.0	93.0	97.0	

- The Computer Forensics Position has been added in fiscal year 2014-15 to assist with the growing demand to solve computer related crimes timely. The economy is recovering and funds are sustainable for this position.

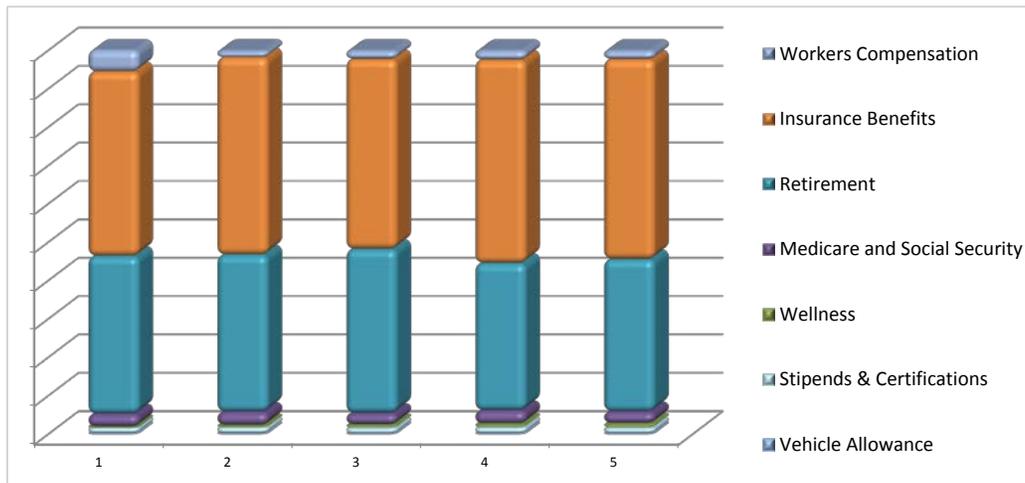
- A vacant Police Officer position is funded in fiscal year 2014-15 to work traffic. The cost will partly be offset by citation revenues. As the economy recovers funds are available to cover the cost of this position. However, long term funding will depend on whether retirement rates come in below preliminary projections.

NA - Not Available. Position is new and wages are based on estimates until a classification review can be completed.

Staffing Allocations FY14-15

	General Fund	Street Fund	Community Center	Sewer Fund	Water Fund	SLD Fund	Storm Fund	Urban Renewal
CITY MANAGER'S OFFICE								
City Manager	72%	5%	1%	2%	9%	0%	5%	5%
CITY ATTORNEY								
Attorney Staff	78%	6%	2%	2%	3%	0%	1%	10%
HUMAN RESOURCES								
Human Resource Staff	66%	4%	1%	3%	16%	0%	10%	0%
FINANCE								
Finance and Accounting Staff	48%	10%	1%	15%	15%	2%	3%	6%
Administrative Specialist	15%	3%	70%	5%	5%	0%	1%	2%
Utility Billing Staff	0%	0%	0%	47%	43%	0%	10%	0%
Court Clerks	100%	0%	0%	0%	0%	0%	0%	0%
Network Support Staff	66%	4%	1%	3%	16%	0%	10%	0%
PUBLIC WORKS								
Director	7%	40%	0%	5%	25%	5%	18%	0%
Public Works Superintendent	0%	31%	0%	7%	42%	5%	15%	0%
Public Works Permit Specialist	0%	43%	0%	12%	30%	10%	5%	0%
Storm Water Program Staff	0%	0%	0%	0%	0%	0%	100%	0%
Municipal Utility Worker I - Parks	100%	0%	0%	0%	0%	0%	0%	0%
Municipal Utility Worker I - Storm	0%	0%	0%	0%	0%	0%	100%	0%
Municipal Utility Worker I - Water, Storm	0%	0%	0%	0%	75%	0%	25%	0%
Municipal Utility Worker I - Street, Water	0%	75%	0%	0%	25%	0%	0%	0%
Municipal Utility Worker II - Street, Storm	0%	25%	0%	0%	0%	0%	75%	0%
Municipal Utility Worker I & II - Water	0%	0%	0%	0%	100%	0%	0%	0%
Municipal Utility Worker III - Street, Water, Storm	0%	25%	0%	0%	65%	0%	10%	0%
Municipal Utility Worker III - Water	0%	0%	0%	0%	100%	0%	0%	0%
Municipal Utility Worker III - Street, Storm	0%	40%	0%	0%	0%	0%	60%	0%
Municipal Utility Worker III - Parks Supervisor	100%	0%	0%	0%	0%	0%	0%	0%
Facility Maintenance Staff	66%	4%	1%	3%	16%	0%	10%	0%
CITY RECORDER								
City Recorder Staff	67%	5%	6%	2%	9%	0%	5%	5%
Community Center Coordinator	0%	0%	100%	0%	0%	0%	0%	0%
COMMUNITY DEVELOPMENT								
Community Development Director	87%	10%	0%	1%	1%	0%	1%	0%
Senior Planner	97%	0%	0%	1%	1%	0%	1%	0%
Associate Planner	100%	0%	0%	0%	0%	0%	0%	0%
Code Enforcement	85%	15%	0%	0%	0%	0%	0%	0%
Permit Specialist	100%	0%	0%	0%	0%	0%	0%	0%
POLICE								
All staff	100%	0%	0%	0%	0%	0%	0%	0%

Summary of Employee Benefits FY14-15



LINE ITEM	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14		FY14-15 BUDGETED	% CHANGE FROM PROJ
			AMENDED	PROJECTED		
1 Vehicle Allowance	\$ 4,550	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	0%
2 Stipends & Certifications	43,359	43,950	51,900	51,500	51,600	0%
3 Wellness	0	10,500	24,900	24,600	32,200	31%
4 Medicare and Social Security	90,531	93,630	102,500	110,000	102,200	-7%
5 Retirement	1,113,105	1,109,994	1,477,400	1,212,100	1,320,000	9%
6 Insurance Benefits	1,302,728	1,396,776	1,715,000	1,676,500	1,735,900	4%
7 Workers Compensation	154,584	53,816	84,000	83,700	82,800	-1%
	\$ 2,708,857	\$ 2,712,866	\$ 3,459,900	\$ 3,162,600	\$ 3,328,900	5%

Notes:

- 1 Vehicle Allowance/Tuition Assistance is for the City Manager as established in an employment contract.
- 2 The increase in the FY13-14 budget from FY12-13 is a reallocation of the Water Certifications which were previously budgeted in with Municipal Utility Worker's Salaries and totals approximately \$3,400.
- 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. The City's health insurance carrier agreed to give a 3% premium discount on rates saving the City almost \$40,000. Now that the program is up and running, employees are eligible for up to \$400 annually for meeting fitness benchmarks.
- 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 did not increase beginning July 1, 2013 as budgeted. Rates remained the same from the previous biennium and are effective through June 30, 2015. The increase in retirement costs for FY14-15 are due primarily to the addition of two FTE positions. Benefits are paid as a percentage of wages and salaries, therefore costs also increase as a result of COLA and step 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 FY13-14, the City's health insurance will increase 6% and dental insurance premiums will increase 7.5%. 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 FY14-15 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 salary by employee class. Class rates are developed using claims experience in those classes. Class rates will not increase over FY13-14 rates.

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.

COMMUNITY INVOLVMENT

- 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	10-11	11-12	12-13	13-14 est.
Number of City Council and URA Board meetings	44 meetings	39 meetings	42 meetings	40 meetings
Total Expenditures	\$24 million	\$32 million	\$27 million	\$44 million
City-wide Budgeted FTE	93.0	90.5	90.0	93.0

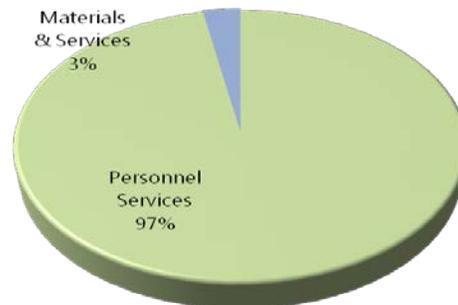
HIGHLIGHTS

- Pursued foreclosure of Keizer Station Area A property defaults
- Publish Citizen survey

GOALS AND INITATIVES

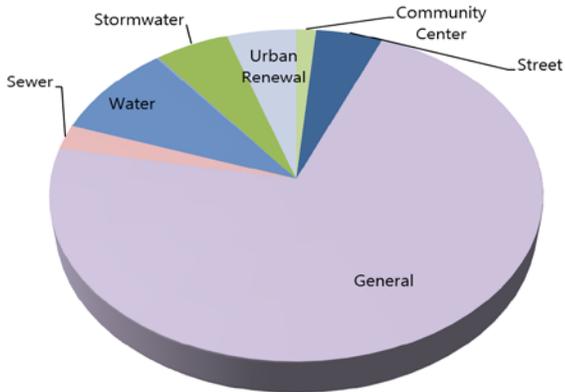
- Strengthen Code Enforcement
- Strengthen Public Safety
- Stabilize Funding Capacity
- Complete Periodic Review and proceed with urban growth boundary expansion measures
- Complete Council Goals

**TOTAL EXPENDITURES \$213,500
1.0 FTE**



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.



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.

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

COUNCIL GOALS ASSIGNED

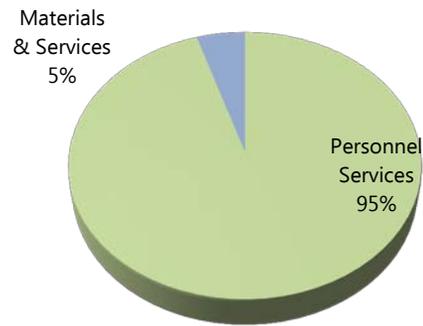
- Take appropriate steps to liquidate any Keizer Station Area-A property foreclosed upon and refund the River Road Renaissance program after completing a review of the programs goals and proposed projects. [emphasis on section of Goal assigned]
- Explore and determine policy direction regarding Urban Growth Boundary expansion
- Revisit and potentially update infill and development standards
- Create business advisory committee

ADVISORY COMMITTEES

- Planning Commission

TOTAL EXPENDITURES \$268,300

2.0 FTE

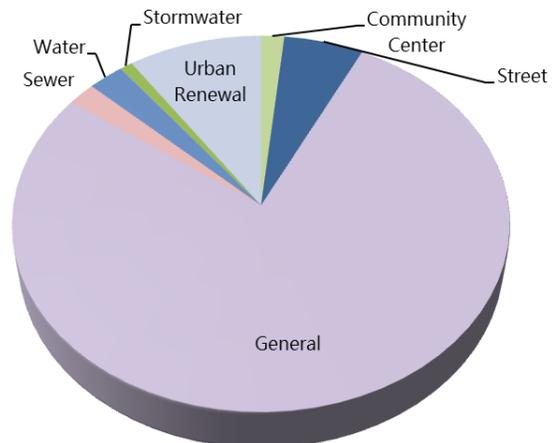


ALLOCATION OF LEGAL COSTS

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.

WORKLOAD INDICATORS

Workload Indicators	10-11	11-12	12-13	13-14 est.
City Council and URA Board meetings	44	39	42	40
City Ordinances reviewed and adopted	28	21	20	22
City Resolutions reviewed and adopted	92	104	121	100
Planning Commission Meetings	11	11	9	11



HIGHLIGHTS

- Pursued foreclosure of Keizer Station Area A property defaults
- Assisted in land use matters relating to periodic review
- Assisted in development of the Keizer Economic Development Commission

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

OVERVIEW

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.

PRIMARY FUNCTIONS

- Clerk of Keizer City Council
- Event 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 Channel 23 Advisory Committee
- Keizer Points of Interest Committee
- Keizer Festivals and Events Services Team Committee
- Keizer Parks and Recreation Advisory Committee
- Long-Range Planning Committee
- Planning Commission
- Storm Water Advisory Committee
- Traffic Safety/Bikeways/Pedestrian Committee
- Volunteer Coordinating Committee
- Various Task Forces established by City Council

COUNCIL GOALS ASSIGNED

- 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. [emphasis on section of Goal assigned]

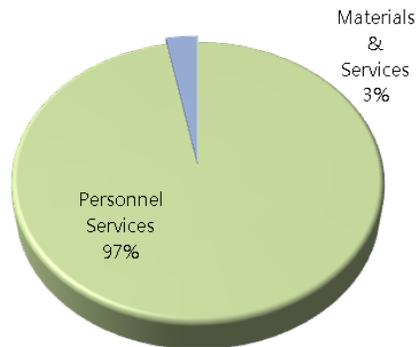
HIGHLIGHTS

- Provided elected officials, staff, and citizens of Keizer with information, both in an electronic and paper format, on current and past proceedings within their City.
- Provided city volunteers with the support and educational information they needed to carry forth the goals and objectives of the City.
- Developed a sustainable community center management plan.
- Assisted in the overhaul of the City's website.

GOALS AND INITIATIVES

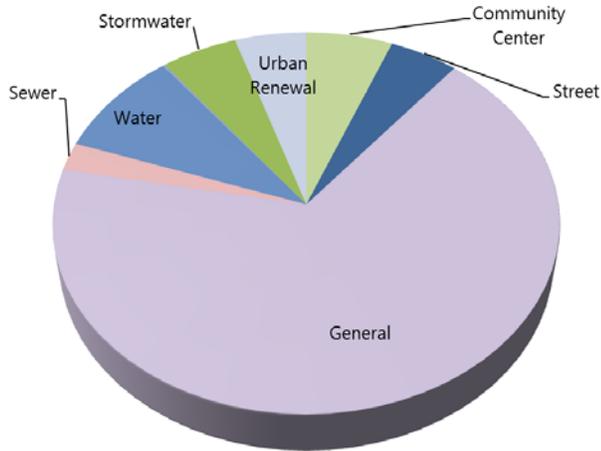
- Hired Event Center Coordinator and developing marketing strategy for Community Center.
- Update Community Center Use Agreement
- Review and participate in vendor selection for City website redesign.
- Election Information and Distribution for 2014 Council election.
- Update and revise City Public Records policy.

**TOTAL EXPENDITURES \$207,800
2.0 FTE**



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 is used as the basis for allocating costs which helps smooth out spikes in workload in any given year.



WORKLOAD INDICATORS

Workload Indicators	10-11	11-12	12-13	13-14 est.
Number of City Council and URA Board meetings	44	39	42	40
City and URA Ordinances reviewed and adopted	28	21	20	22
City and URA Resolutions reviewed and adopted	92	104	121	100
Planning Commission Meetings	11	11	9	11

OTHER BUDGETARY RESPONSIBILITIES

- Community Center Fund \$171,300
- Liability Insurance \$127,500
- City Council Expenses \$7,000
- Committee Meeting Expenses \$500
- Volunteer recognition \$200

OVERVIEW

The Community Development Department provides a variety of services that are important to the economic well being 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.

COUNCIL GOALS ASSIGNED

- Develop sustainable code enforcement strategy
- Explore and determine Policy direction regarding Urban Growth Boundary expansion
- Revisit and potentially update infill standards
- Create business advisory committee

ADVISORY COMMITTEES

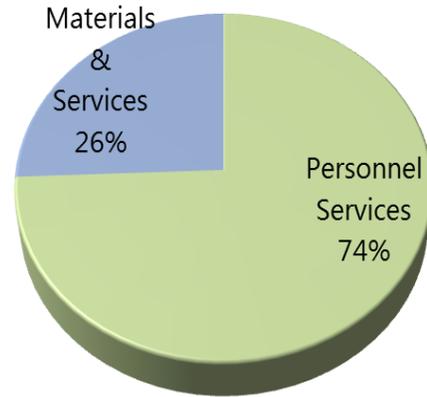
- Planning Commission
- Business Advisory Club
- Economic Development Governmental Affairs (EDGA)

PRIMARY FUNCTIONS

- Building permits
- Federal Grants
- Long-range land use planning
- Sign permits
- Subdivision administration
- Transportation planning
- Code enforcement

TOTAL EXPENDITURES \$649,300

5.0 FTE Add Code Enforcement position



WORKLOAD INDICATORS

Workload Indicators	10-11	11-12	12-13	13-14 est.
Land Use Applications	15	17	15	Not Available
Building Permits Reviewed	147	180	202	216
Single Family Permits Issued	17	24	33	37*
Multi-family Permits Issued	7	1	6	0*
Valuation of Permits Issued (in thousands)	\$13,621	\$13,036	\$17,198	Not Available

*permits issued through March 2014

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.

In coordination with the Mid-Willamette Valley Council of Governments (MWVCOG) the Department lent over \$320,000 in Housing Rehabilitation and Energy Assistance grants to 21 qualifying homeowners.

The Community Development Department continues work on strengthening communication and coordination with other departments, agencies and jurisdictions to streamline the development process 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.

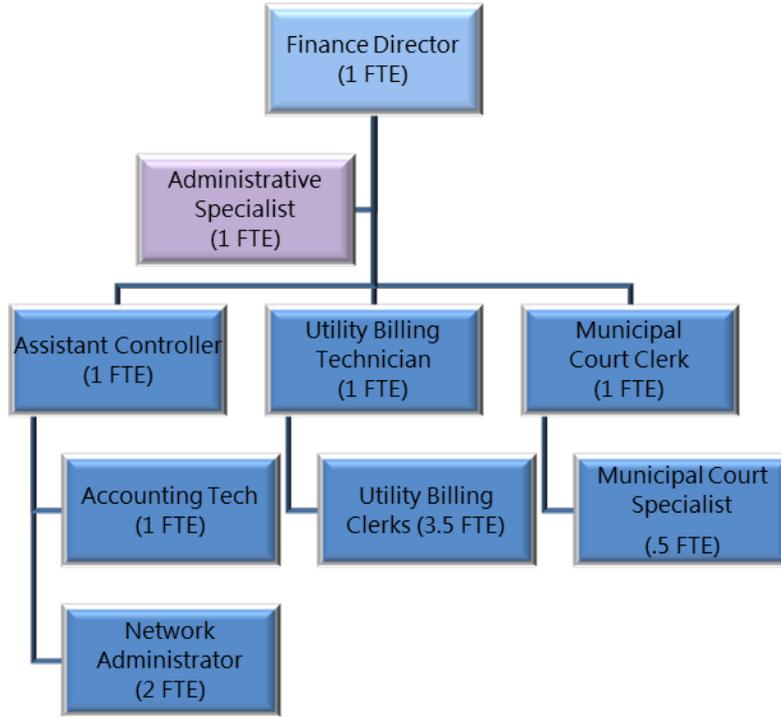
OVERVIEW

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.

ADVISORY COMMITTEES

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

DEPARTMENT-WIDE FTE 12 Add Network Support



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

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

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

- Automated the non-utility invoice generation process into the existing accounting software.
- Continued facilitating the development and implementation of a sustainable General Fund revenues and services plan
- Continued work on Keizer Station LID assessment delinquencies, including foreclosure proceedings.
- Pursued opportunities to minimize urban renewal tax increment collections. Repaid interest bearing taxing jurisdiction debt owed through June 2013
- Documented and refined financial policies
- Revised and implemented new budget document format and content, including long-range financial plan expansion, in compliance with Oregon Law and the Government Finance Officers Association Budget program
- Implemented on-line bill pay for utility customers
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association

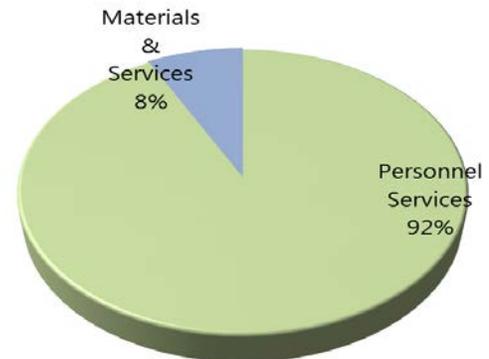
GOALS AND INITIATIVES

- Provided support for City Council Goal to generate Economic Development initiatives
- Assist in development of self-sustaining Community Center Fund
- Earn the Distinguished Budget Presentation award from the Government Finance Officers Association

Workload Indicators	11-12	12-13	13-14 project	14-15 budget
Property Taxes Levied	\$3.8 million	\$4.2 million	\$4.4 million	\$4.5 million
Tax Increment Levied	\$4.3 million	\$1.5 million	\$1.2 million	\$1.4 million
# of City Funds/ Cost Centers	24/36	24/35	21/35	21/37
Total Budget	\$41 million	\$44 million	\$49 million	\$37 million
Debt Outstanding	\$29 million	\$27 million	\$20 million	\$19 million
Total Revenues	\$25 million	\$25 million	\$27 million	\$24 million
Total Expenditures	\$22 million	\$26 million	\$33 million	\$29 million

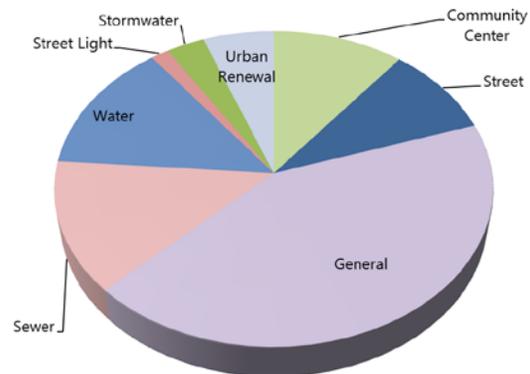
TOTAL EXPENDITURES:

**\$456,900 Administrative Services Fund
4.0 FTE**



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.



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

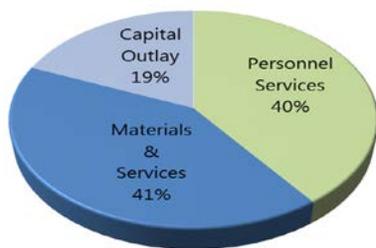
- Assist with the Municipal Court software upgrade
- Assist with the Human Resource Information System software selection and implementation process
- Continue to ensure compliance with the Department of Justice CJIS requirements

WORKLOAD INDICATORS

Workload Indicators	10-11	11-12	12-13	13-14 project
Computer Workstations supported	120	120	123	130
Telephones supported	110	110	110	110
City facilities networked	2	2	2	2
Computers installed	120	120	123	130
Operating systems installed	120	120	123	130

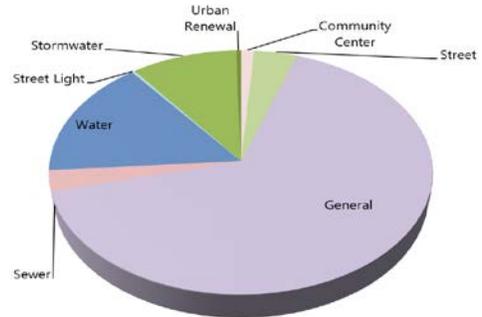
TOTAL EXPENDITURES

**\$420,500 Administrative Services Fund
2.0 FTE**



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.



UTILITY BILLING

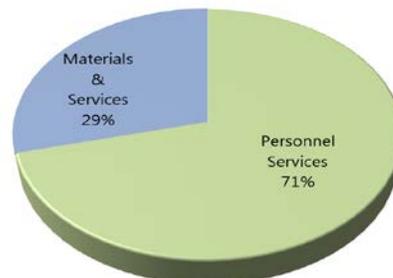
Utility Billing operates and maintains the billing function for the City's water, sewer, and storm water utilities. The City bills active accounts bi-monthly, billing one-half of the City one month and alternating billing the other half of the City the following month. Emphasis is on excellence in customer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

HIGHLIGHTS

- Continued commitment to providing excellent customer service
- Create new procedures manual for Springbrook Version 7 software
- Provide customers an option to be notified by email or by an automated phone call when their bill is past due and they are scheduled for disconnect
- Cross train UB staff in the upgraded billing system to have full coverage during absences

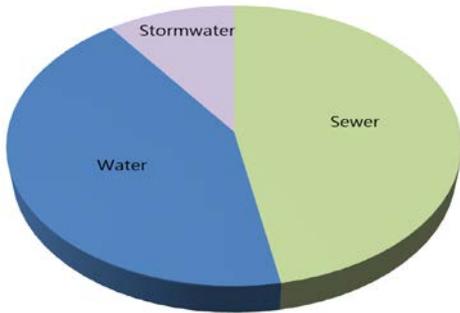
TOTAL EXPENDITURES

**\$355,600 Administrative Services Fund
3.5 FTE**



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% storm water.



WORKLOAD INDICATORS

Workload Indicators	10-11	11-12	12-13	13-14 est.
Utility Bills processed	73,691	79,519	79,780	80,750
Utility accounts maintained	10,394	10,393	10,410	10,457
Water leak notifications	142	144	130	129
Shut-offs processed	1,485	1,236	1,155	1,205
Service Requests	2,576	2,640	2,698	2,780

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.

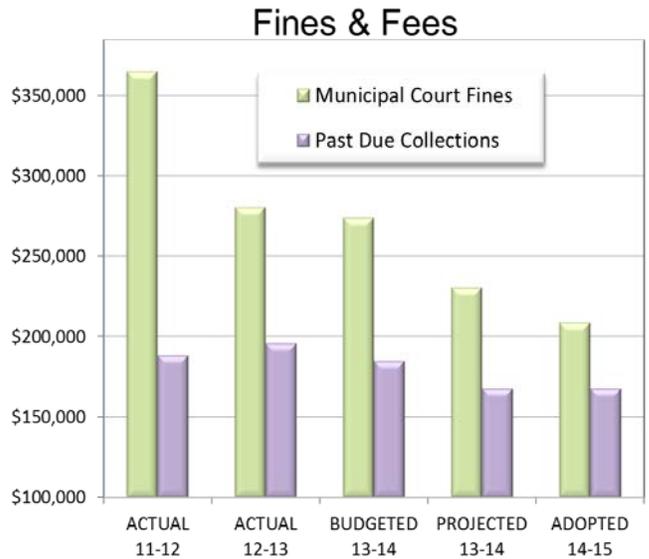
GOALS AND INITIATIVES

- Remain current in upcoming legislative changes
- Implement Justice Systems software upgrade

WORKLOAD INDICATORS

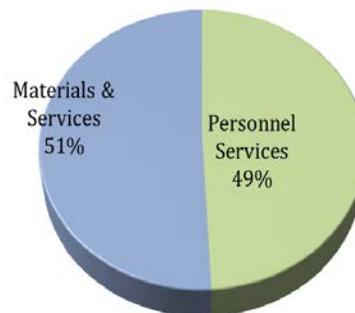
Workload Indicators	10-11	11-12	12-13	13-14 est.
Citations Processed	3,831	4,050	2,024	2,300
Accounts sent to Collections	1032	681	583	500

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

\$225,700 General Fund
1.5 FTE



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 and implemented Salary Survey for all City classifications except Keizer Police Association (previously completed last year).
- Implemented Health & Wellness program for City employees, including newly established incentive program.
- Assisted with organizational structure changes in Police and Public Works.

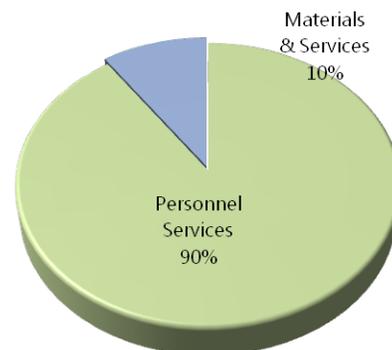
- Facilitated executive recruitment processes for Public Works Director and Police Chief.
- Revised and automated numerous HR forms and processes.
- Conducted annual hearing tests and partnered with Keizer Police Department to deliver annual CPR/First Aid/AED training.
- In partnership with IT and CIS, launched online employee training resource providing quality course material at no additional cost.
- Launched formal blood-borne pathogen vaccination and case management program for designated employees.
- Facilitated completion of required training in Bloodborne Pathogens & Harassment.
- Posted updated Job Descriptions online for ease of access and information.
- Updating Personnel Policy Manual with completion anticipated within FY 2013-14.

GOALS AND INITIATIVES

- In partnership with Safety Committee, CIS and Leadership, develop & distribute City of Keizer Safety Manual.
- Utilize employee advisory committees to review the City’s health benefits and performance management programs.
- Establish HR Metrics reports useful to Department Directors and Supervisors.
- Establish Benefit Education and Training programs and materials.
- Continue self-audits of internal processes and controls.

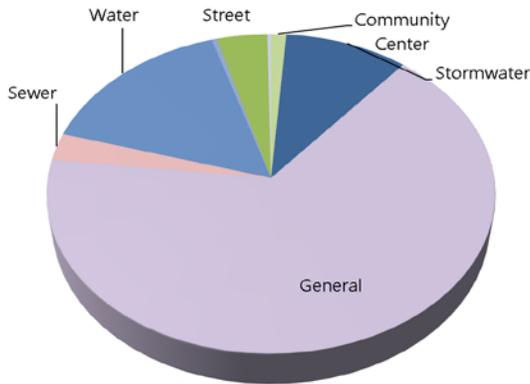
TOTAL EXPENDITURES \$274,800

2.0 FTE



ALLOCATION OF HUMAN RESOURCE COSTS

Costs are allocated based on City-wide FTE allocations.



OTHER BUDGETARY RESPONSIBILITIES

- Wages & Salaries \$6,555,400
- Insurance premiums \$1,731,000
- Retirement \$1,292,300
- Workers' Compensation \$82,400
- Wellness programs \$31,700
- Labor Attorney \$37,900

Workload Indicators*	10-11	11-12	12-13	13-14 est.
Budgeted Positions Served	93.0	90.5	90.0	93.0
Recruitments Posted	5	5	9	15
Employment Applications Processed	N/A	N/A	N/A	469
Personnel Action Forms Completed	N/A	N/A	173	315
FMLA/OFLA Claims Managed	8	20	15	25
Workers' Compensation Claims Managed	4	5	7	3
Identified Unsafe Conditions Eliminated	N/A	N/A	N/A	26
Number of Classification Reviews Completed	6	2	8	5

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	10-11	11-12	12-13	13-14 est.
% of Regular Status Position Employees Who Pass Probation	N/A	N/A	86%	100%
Average Number of Weeks from Recruitment Close to Contingent Offer	N/A	N/A	N/A	TBD
Percentage of Current Job Descriptions	N/A	N/A	N/A	100%
Percentage of Employees with Current Performance Evaluations	98%	99%	100%	100%
Percentage of Employees Participating in Wellness Programs	N/A	N/A	25%	61%

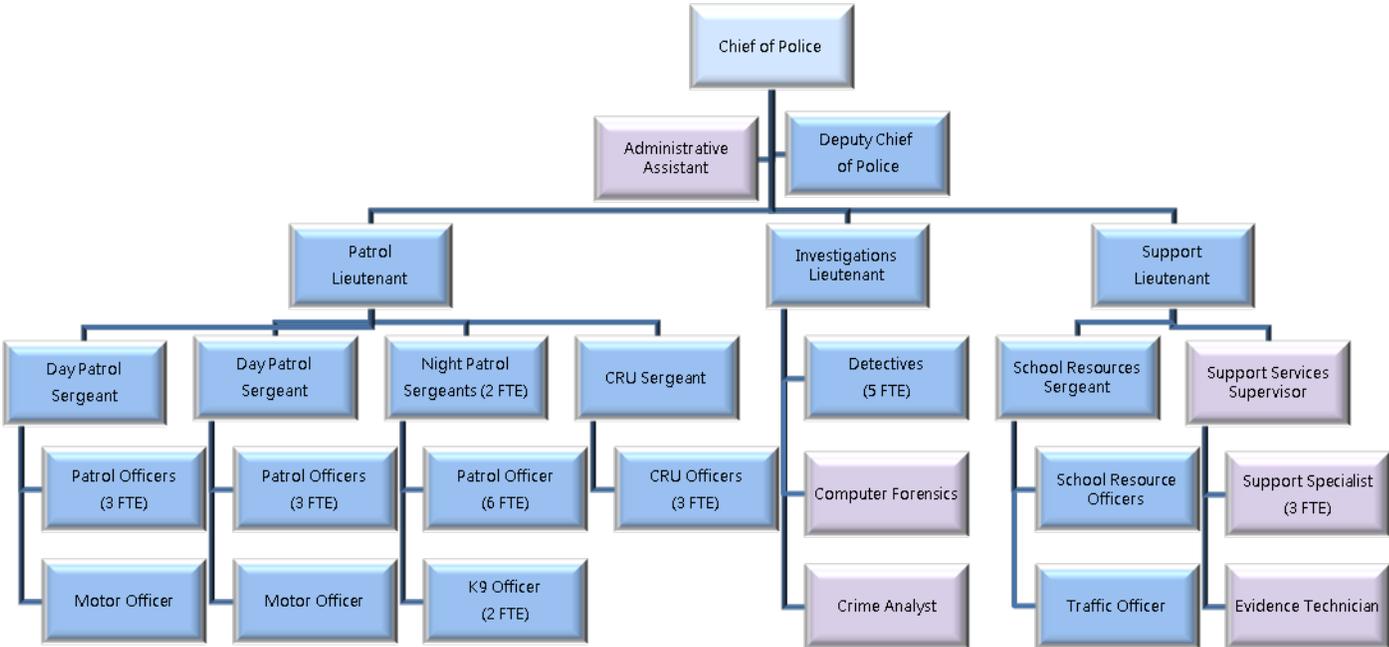
Performance Measures Comments:

- 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 begun tracking workload indicators; therefore some information is not available for previous years.

OVERVIEW

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



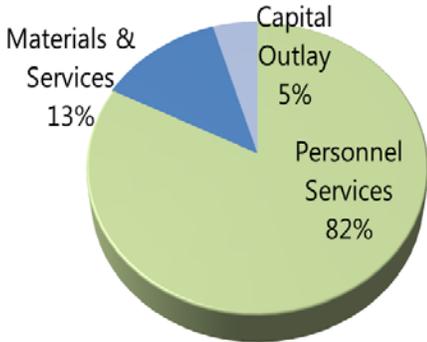
COUNCIL GOALS ASSIGNED

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

DEPARTMENT-WIDE 47 FTE including additional Computer Forensics position and a Traffic Officer to be hired during FY14-15

TOTAL EXPENDITURES:

- \$6,113,900 General Fund – Police Operations
- \$ 268,000 General Fund – Revenue Sharing (fleet and police equipment)
- \$ 30,000 Law Enforcement Grant Fund



Performance Measurements

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

Output Measurements

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

Outcome Measurements

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

Though not as discrete as outputs, we can measure outcomes. The police department is especially interested in the responses to 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
Calls for service	22,281	21,282		
Adult arrests	1,404	1,593		
Juvenile referrals (for crimes and status offenses)	481	312		
Violent crimes clearance rate (UCR)*: US cities pop. 25-50k	50.3%	+		
Violent crimes clearance rate (NIBRS): Keizer	70.8%	66.1%		
Property crimes clearance rate (UCR)**: US cities pop. 25-50k	23.3%	+		
Property crimes clearance rate (NIBRS): Keizer	20.5%	21.9%		
Traffic citations	2,360	1,977		
Traffic warnings	2,969	2,622		
Officers/1,000 residents: Oregon cities pop. 12-16,000	1.35	1.35		
Officers/1,000 residents: Keizer	1.00	1.00		

* 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

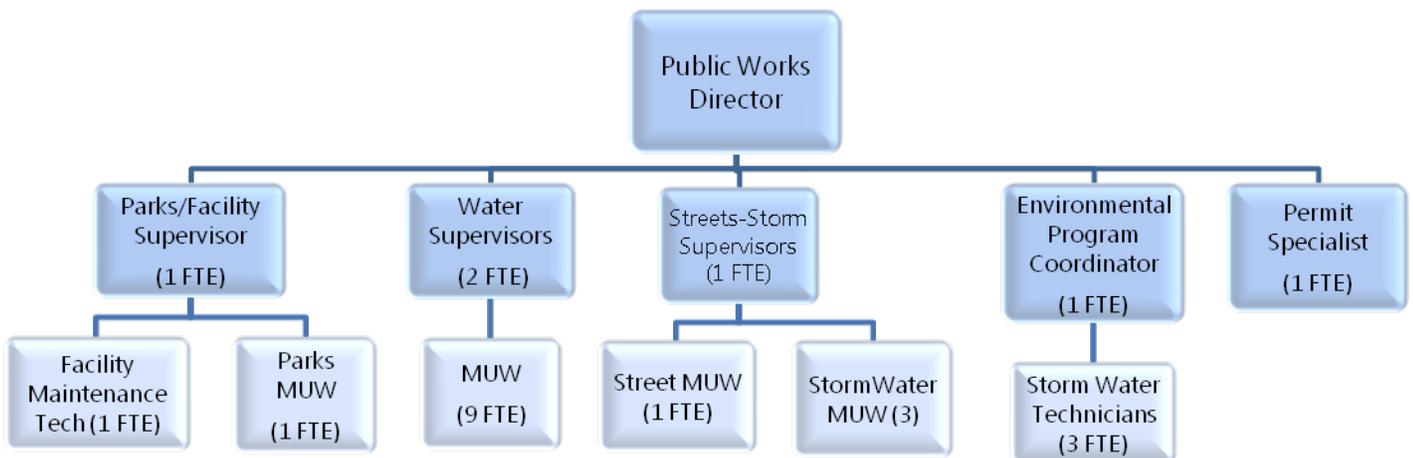
+ Information not yet published

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

- Keizer Rapids Park/Keizer Little League Park Master Plan update
- Prepare and adopt a water system emergency plan
- 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
- Continue and effectively advertise the Sidewalk LID program



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 Safety/Bikeways/Pedestrian Committee

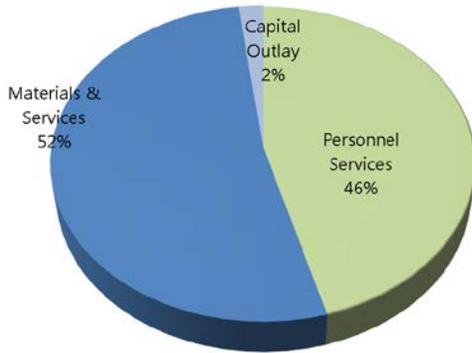
PARKS DIVISION

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

HIGHLIGHTS

- Connected the Keizer Little League Complex irrigation system to City water
- Replaced drinking fountain at Carlson Skate Park
- Replaced roof of covered shelter at Claggett Creek Park
- Replaced 10 picnic tables

TOTAL EXPENDITURES
\$337,500 General Fund (Parks Operating Fund)



\$480,600 Park Improvement Fund (Capital Outlay)

Park Improvement Revenues \$215,600

INFRASTRUCTURE OPERATED and MAINTAINED

- 19 Individual Parks Totaling 239 Acres
- 8 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.

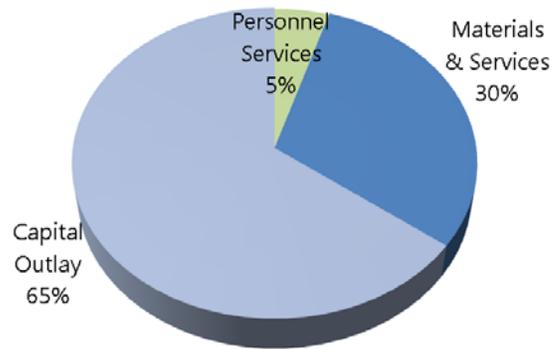
HIGHLIGHTS

- Construction of the Chemawa Road North Improvement Project using awarded Federal Grant funds and local matching funds.
- Continue Planning and Design of the Verda/Chemawa Roundabout Project using Federal Grant funds and local matching funds.
- Resurface various streets as indicated from the Pavement Condition Index (PCI).
- Citywide replacement of traffic signal LED's contracted with the City of Salem.

TOTAL REVENUES

\$2,171,200 - primary source State Fuel tax

TOTAL EXPENDITURES
\$2,805,200 Street Fund (including transfer)



INFRASTRUCTURE OPERATED and MAINTAINED

- 100.2 Miles of Streets
- 213.5 Lane Miles of Streets
- 20 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

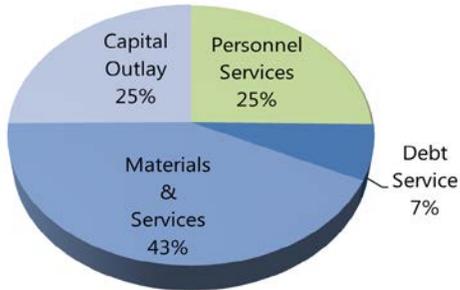
- Replace 1998 van
- Replace water main on Northshire Court N
- Continue updating distribution system to ensure adequate volume and pressure delivery to residents
- Began construction of the Wiessner/Ridge Drive loop waterline
- Installed "jockey" pump at the Reitz Pump Station
- Installed standby generator and automatic transfer switch at the Reitz Pump Station

INFRASTRUCTURE OPERATED and MAINTAINED

- 16 Individual Pump Station Facilities
- 3 Reservoirs
- 125 Miles of Pipe
- 875 Fire Hydrants
- 1,659 Valves
- 10,360 Service Connections

TOTAL REVENUES (Water & Water Facility Funds)
\$3,407,300 - primarily user charges

TOTAL EXPENDITURES
\$2,614,300 Water Fund
\$ 779,100 Water Facility Fund



INFRASTRUCTURE OPERATED and MAINTAINED

- 16 Individual Pump Station Facilities
- 3 Reservoirs
- 125 Miles of Pipe
- 875 Fire Hydrants
- 1,659 Valves
- 10,360 Service Connections

STORM WATER DIVISION

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

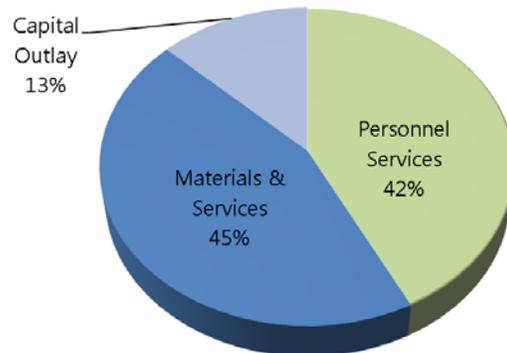
HIGHLIGHTS

- Complete the Groundwater Protectiveness Model
- Complete UIC Management Plan required for the Water Pollution Facilities Permit (WPCF)
- Develop action plan for UICs that are not protective of groundwater based on groundwater model findings
- Revise existing erosion control ordinance and fee schedule
- Continue TV inspection work of storm line. Annual goal is 10%

- Complete priority 1 repairs as a result of TV inspection work
- Implement revised TMDL Implementation Plan
- Completed repair of failing 30" pipe discovered during routine TV inspection work.

TOTAL REVENUES
\$1,315,300 - primarily user charges

TOTAL EXPENDITURES
\$1,419,700 Storm Water Fund



INFRASTRUCTURE OPERATED and MAINTAINED

- 79.6 Miles of Pipe
- 86 Underground Injection Control Systems (UIC's)
- 1,084 Manholes
- 2,242 Catch Basins
- 134 Outfalls

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

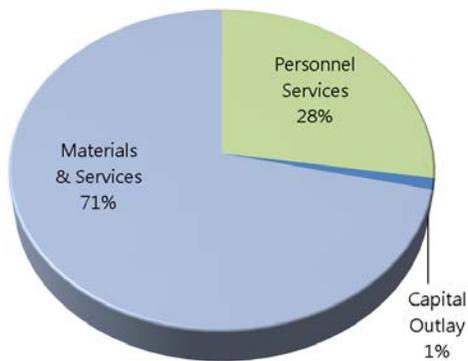
- Upgraded HVAC programming software
- Resealing exterior of the Civic Center building
- Refinishing of pergolas

GOALS AND INITATIVES

- HVAC coil cleaning
- Planting new shrubs around City Hall patio
- Replacing Plants in the swales with dwarf shrubs
- Cleaning the interior of exterior windows
- Removal of dying trees along Chemawa and Bailey

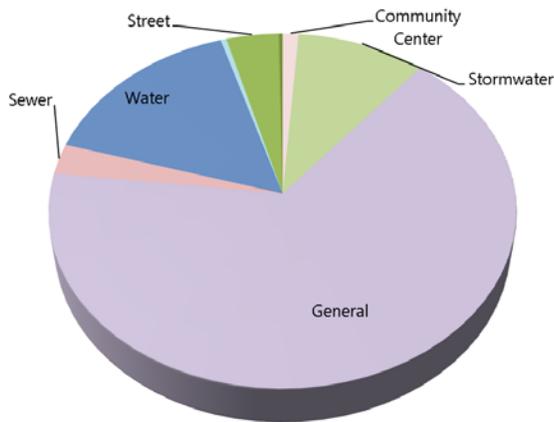
TOTAL EXPENDITURES

\$280,200 Administrative Services Fund
FTE 1.0



ALLOCATION OF FACILITY MAINTENANCE COSTS

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



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

PUBLIC WORKS NON-DEPARTMENTAL

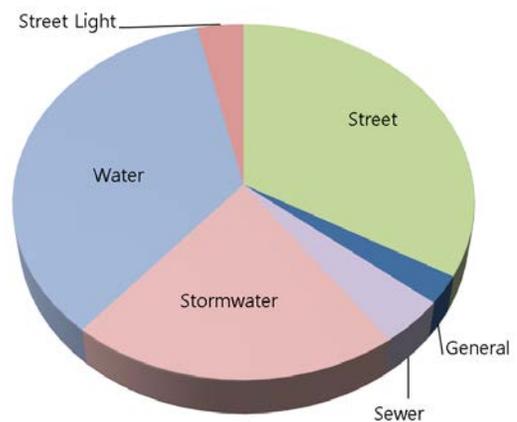
Beginnings in FY14-15 shared overhead costs are tracked in the Administrative Services fund and include those staff which supports all or most Public Works funds. Shared Materials and Services costs are also tracked in this cost center and include the Public Works Shop building costs and other overhead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

TOTAL EXPENDITURES

\$611,500 Administrative Services Fund
5.0 FTE

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.





Funds & Departments

Administrative Services	89-110
Public Works	
Streets.....	111-114
Street Lighting.....	115-116
Transportation Improvements.....	117
Off-Site Transportation.....	118
Stormwater	119-121
Sewer	122-124
Water.....	125-130
Park Improvements	131
General Fund.....	132-149
Urban Renewal.....	150-154
Other Funds	155-163

Administrative Services Fund Summary FY14-15

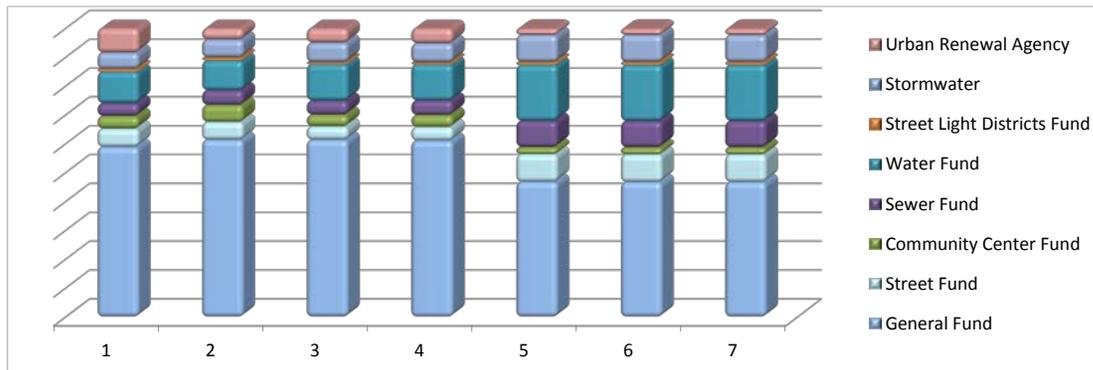
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

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 (and Urban Renewal Agency'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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 23,759	\$ 63,737	\$ 23,000	\$ 113,300	\$ 130,900	\$ 130,900	\$ 130,900	16%
3 Revenues:								
4 Charges for Services:								
5 Charges for Services	2,035,426	1,993,868	2,352,400	2,220,700	3,455,700	3,453,700	3,453,700	56%
6 Miscellaneous:								
7 Miscellaneous Revenue	230	6,054	1,700	-	-	-	-	
8 Total Revenues	2,035,656	1,999,922	2,354,100	2,220,700	3,455,700	3,453,700	3,453,700	56%
9 TOTAL RESOURCES	2,059,415	2,063,659	2,377,100	2,334,000	3,586,600	3,584,600	3,584,600	54%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 City Manager	173,457	182,712	197,200	196,000	207,200	207,200	207,200	6%
14 City Attorney's Office	215,963	229,061	246,800	241,300	255,200	255,200	255,200	6%
15 City Recorder's Office	170,148	179,198	188,700	192,500	201,600	201,600	201,600	5%
16 Human Resources	202,440	198,386	233,500	232,900	247,200	247,200	247,200	6%
17 Finance - Non-Departmental	360,883	379,320	400,000	400,900	424,400	424,400	424,400	6%
18 Finance - Information Systems	100,808	89,511	100,900	98,800	174,000	167,200	167,200	69%
19 Finance - Utility Billing	-	-	-	-	252,700	252,700	252,700	
20 Civic Center Facilities	60,634	60,147	83,500	69,300	76,900	76,900	76,900	11%
21 Public Works	-	-	-	-	562,400	562,400	562,400	
22 Total Personnel Services	1,284,333	1,318,335	1,450,600	1,431,700	2,401,600	2,394,800	2,394,800	67%
23 Materials & Services:								
24 General Administration	200,174	193,380	248,500	248,500	245,700	245,700	245,700	-1%
25 City Manager	3,292	3,951	6,300	6,300	6,300	6,300	6,300	0%
26 City Attorney's Office	4,330	6,134	13,200	9,200	13,100	13,100	13,100	42%
27 City Recorder's Office	2,973	5,039	5,800	5,800	6,200	6,200	6,200	7%
28 Human Resources	25,817	13,486	37,500	37,500	26,500	26,500	27,600	-26%
29 Finance - Non-Departmental	28,067	27,367	32,800	32,800	33,600	33,600	32,500	-1%
30 Finance - Information Systems	144,962	154,615	164,200	164,200	174,900	174,900	174,900	7%
31 Finance - Utility Billing	-	-	-	-	102,900	102,900	102,900	
32 Civic Center Facilities	188,543	180,057	195,100	185,600	200,100	200,100	200,100	8%
33 Public Works	-	-	-	-	44,200	44,200	44,200	
34 Total Materials & Services	598,158	584,029	703,400	689,900	853,500	853,500	853,500	24%
35 Capital Outlay:								
36 General Administration	-	-	1,000	-	1,000	1,000	1,000	
37 Finance - Information Systems	113,187	45,048	63,100	63,100	78,300	78,300	78,300	24%
38 Public Works Administration	-	-	-	-	-	5,000	5,000	
39 Civic Center Facilities	-	2,954	25,000	18,500	3,200	3,200	3,200	-83%
40 Total Capital Outlay	113,187	48,002	89,100	81,600	82,500	87,500	87,500	7%
41 Total Expenditures	1,995,678	1,950,366	2,243,100	2,203,200	3,337,600	3,335,800	3,335,800	51%
42 Other Requirements:								
43 Contingencies	-	-	131,900	-	248,800	248,800	248,800	
44 Fund Balance:								
45 Committed	63,737	113,293	2,100	130,800	200	-	-	-100%
46 TOTAL REQUIREMENTS	\$2,059,415	\$2,063,659	\$ 2,377,100	\$ 2,334,000	\$ 3,586,600	\$ 3,584,600	\$ 3,584,600	54%

Administrative Services Fund Summary FY14-15



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

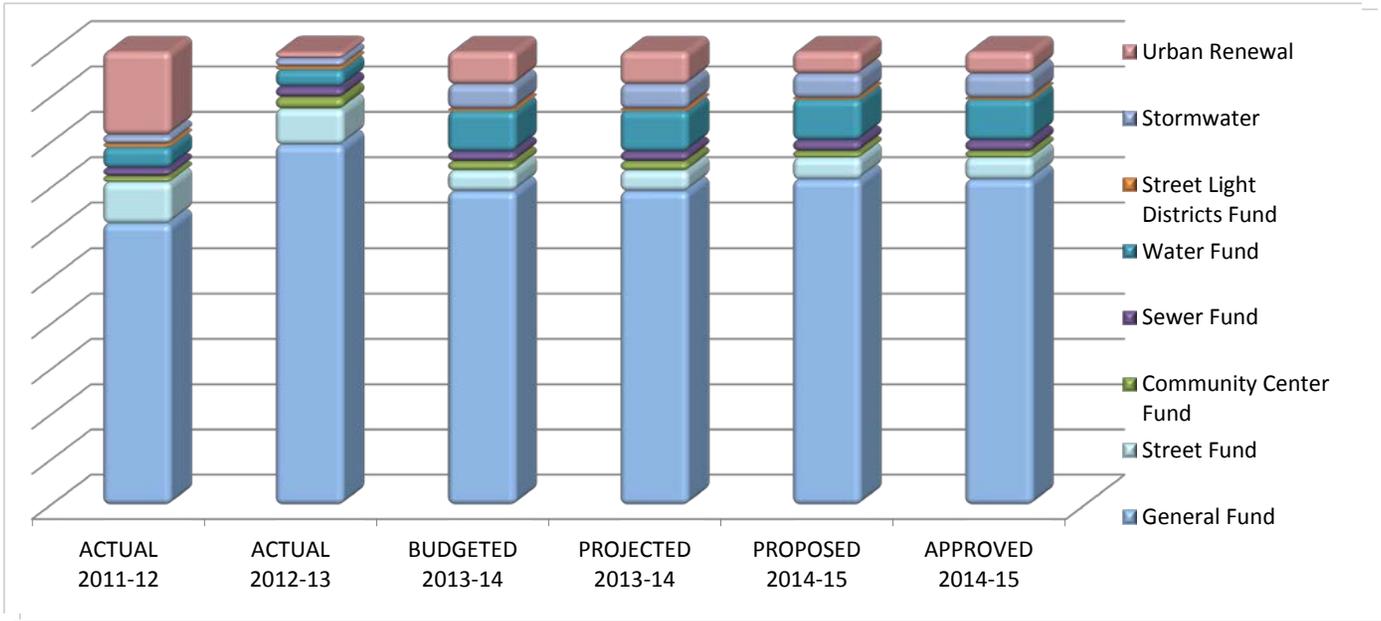
	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
CHARGES FOR SERVICES BY FUND								
General Fund	\$ 1,197,122	\$ 1,222,651	\$ 1,441,700	\$ 1,354,900	\$ 1,615,000	\$ 1,611,100	\$ 1,611,100	18.91%
Street Fund	129,197	122,717	109,400	104,400	331,600	331,700	331,700	217.72%
Community Center Fund	89,102	117,500	95,100	92,600	85,100	85,000	85,000	-8.21%
Sewer Fund	90,039	101,534	115,200	111,800	313,800	313,600	313,600	180.50%
Water Fund	222,966	206,518	298,700	279,300	672,500	674,300	674,300	141.42%
Street Light Districts Fund	20,046	20,834	14,400	14,000	33,200	33,200	33,200	137.14%
Stormwater	114,800	122,943	159,300	147,200	324,600	325,000	325,000	120.79%
Urban Renewal Agency	172,155	79,170	118,400	116,300	80,000	79,900	79,900	-31.30%
Adjustments	-	1	200	200	(100)	(100)	(100)	-150.00%
Total Allocation by Fund	\$ 2,035,427	\$ 1,993,868	\$ 2,352,400	\$ 2,220,700	\$ 3,455,700	\$ 3,453,700	\$ 3,453,700	55.52%

City Manager's Office | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 5,148	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	181,897	181,515	203,500	202,300	213,500	213,500	213,500	6%
6 TOTAL RESOURCES	181,897	186,663	203,500	202,300	213,500	213,500	213,500	6%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Manager	123,651	130,062	137,100	139,300	147,500	147,500	147,500	6%
11 Vehicle Allowance	4,550	4,200	4,200	4,200	4,200	4,200	4,200	0%
12 Cell Phone Stipend	-	-	-	-	-	-	-	-
13 Wellness	-	-	300	300	400	400	400	33%
14 Medicare	1,972	2,064	2,200	2,200	2,400	2,400	2,400	9%
15 Retirement	29,143	30,355	36,400	33,000	34,600	34,600	34,600	5%
16 Insurance Benefits	14,025	15,922	16,900	16,900	18,000	18,000	18,000	7%
17 Workers Compensation	116	109	100	100	100	100	100	0%
18 Total Personnel Services	173,457	182,712	197,200	196,000	207,200	207,200	207,200	6%
19 Materials & Services:								
20 Meetings, Travel & Training	2,992	3,651	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	3,292	3,951	6,300	6,300	6,300	6,300	6,300	0%
23 Total Expenditures:	176,749	186,663	203,500	202,300	213,500	213,500	213,500	6%
24 Fund Balance:								
25 Committed for Operations	5,148	-	-	-	-	-	-	-
26 TOTAL REQUIREMENTS	\$ 181,897	\$ 186,663	\$ 203,500	\$ 202,300	\$ 213,500	\$ 213,500	\$ 213,500	6%



SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	FTE/ Project Time
General Fund	\$ 112,867	\$ 144,077	\$ 140,700	\$ 139,900	\$ 153,200	\$ 153,200	\$ 153,200	72%
Street Fund	16,571	14,438	9,300	9,200	10,300	10,300	10,300	5%
Community Center Fund	2,510	4,691	4,200	4,200	3,100	3,100	3,100	1%
Sewer Fund	3,147	4,057	4,300	4,300	5,100	5,100	5,100	2%
Water Fund	8,422	6,935	18,300	18,200	19,400	19,400	19,400	9%
Street Light Districts Fund	1,310	1,316	800	800	400	400	400	0%
Stormwater	3,565	3,218	11,000	10,900	11,400	11,400	11,400	5%
Urban Renewal	33,505	2,785	14,900	14,800	10,700	10,700	10,700	5%
Adjustments	-	(2)	-	-	(100)	(100)	(100)	
TOTAL CHARGES BY FUND	\$ 181,897	\$ 181,515	\$ 203,500	\$ 202,300	\$ 213,500	\$ 213,500	\$ 213,500	100%

Budget Notes:

Expenditures:

9 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

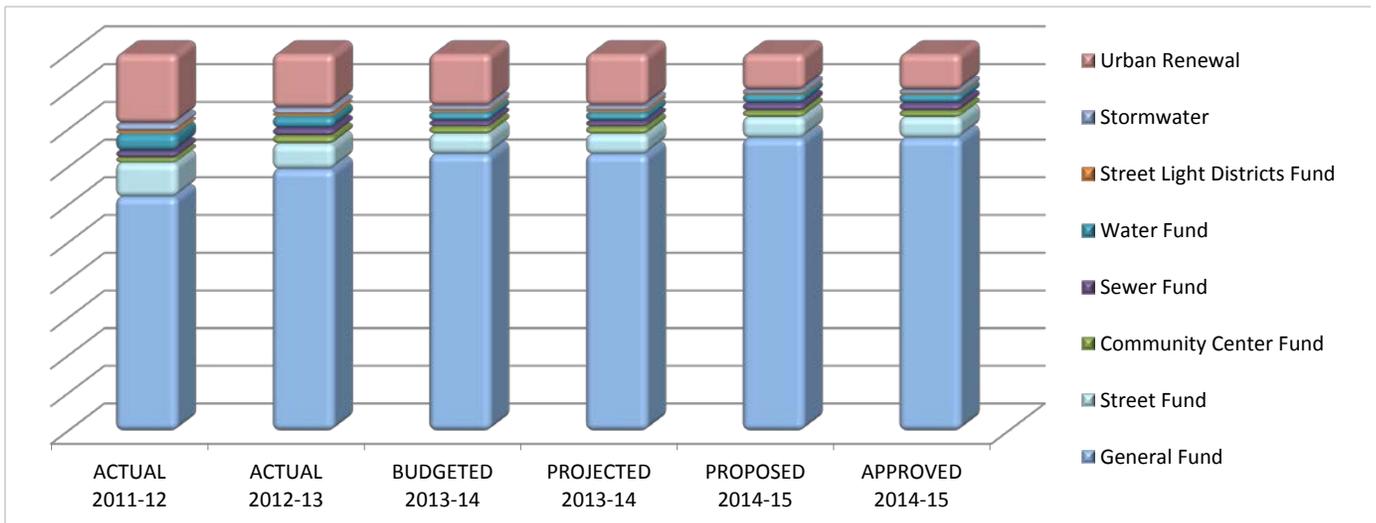
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 6,378	\$ -	\$ 100	\$ 200	\$ 200	\$ 200	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	226,671	228,873	260,000	250,600	268,100	268,100	268,100	7%
6 TOTAL RESOURCES	226,671	235,251	260,000	250,700	268,300	268,300	268,300	7%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Attorney	114,339	120,245	126,700	126,700	133,800	133,800	133,800	6%
11 Administrative Support	46,124	48,526	51,200	51,200	54,000	54,000	54,000	5%
12 Cell Phone Stipend	660	660	800	800	700	700	700	-13%
13 Wellness	-	-	500	500	800	800	800	60%
14 Medicare	2,493	2,619	2,800	2,800	2,900	2,900	2,900	4%
15 Retirement	24,074	25,135	30,800	25,300	26,900	26,900	26,900	6%
16 Insurance Benefits	28,049	31,745	33,800	33,800	35,900	35,900	35,900	6%
17 Workers Compensation	224	131	200	200	200	200	200	0%
18 Total Personal Services	215,963	229,061	246,800	241,300	255,200	255,200	255,200	6%
19 Materials & Services:								
20 Meetings, Travel & Training	3,770	5,054	8,100	7,100	8,500	8,500	8,500	20%
21 Legal Services Contracts	-	1,080	4,000	1,000	4,000	4,000	4,000	300%
22 Law Library Maintenance	560	-	1,100	1,100	600	600	600	-45%
23 Total Materials & Services	4,330	6,134	13,200	9,200	13,100	13,100	13,100	42%
24 Total Expenditures:	220,293	235,195	260,000	250,500	268,300	268,300	268,300	7%
25 Fund Balance:								
26 Committed for Operations	6,378	56	-	200	-	-	-	-100%
27 TOTAL REQUIREMENTS	\$ 226,671	\$ 235,251	\$ 260,000	\$ 250,700	\$ 268,300	\$ 268,300	\$ 268,300	7%



SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	Project Time
General Fund	\$ 140,649	\$ 158,838	\$ 190,700	\$ 183,700	\$ 208,100	\$ 208,100	\$ 208,100	78%
Street Fund	20,650	15,490	14,100	13,600	15,200	15,200	15,200	6%
Community Center Fund	3,128	5,045	5,200	5,000	4,400	4,400	4,400	2%
Sewer Fund	3,921	4,360	3,800	3,700	5,400	5,400	5,400	2%
Water Fund	10,495	7,438	6,300	6,100	6,800	6,800	6,800	3%
Street Light Districts Fund	1,632	1,412	1,300	1,300	200	200	200	0%
Stormwater	4,443	3,453	2,800	2,700	2,300	2,300	2,300	1%
Urban Renewal	41,753	32,836	35,800	34,500	25,700	25,700	25,700	10%
Adjustments	-	1	-	-	-	-	-	0%
TOTAL CHARGES BY FUND	\$ 226,671	\$ 228,873	\$ 260,000	\$ 250,600	\$ 268,100	\$ 268,100	\$ 268,100	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 2.5% wage and salary increase for all staff and 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).

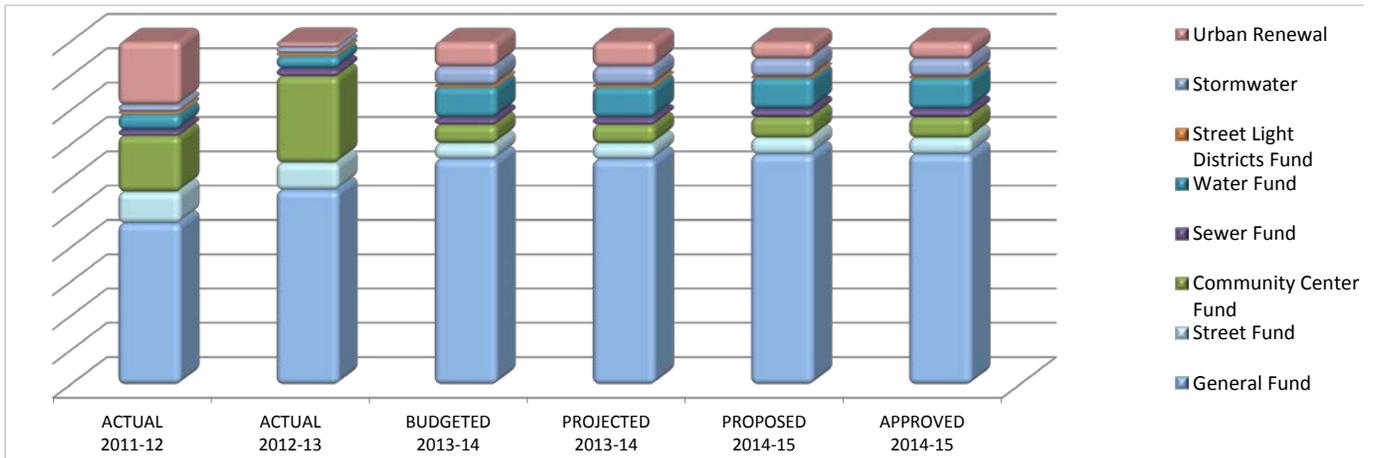
City Records Department | FY14-15

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 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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 4,839	\$ -	\$ -	\$ (100)	\$ (100)	\$ (100)	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	177,960	179,455	194,600	198,200	207,900	207,900	207,900	5%
6 TOTAL RESOURCES	177,960	184,294	194,600	198,200	207,800	207,800	207,800	5%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Recorder	73,059	74,610	76,400	79,900	82,200	82,200	82,200	3%
11 Administrative Support	45,727	48,090	49,200	52,200	55,100	55,100	55,100	6%
12 Overtime	-	-	-	-	-	-	-	-
13 Cell Phone Stipend	-	660	700	700	700	700	700	0%
14 Wellness	-	-	500	500	800	800	800	60%
15 Medicare	1,828	1,898	2,000	2,000	2,200	2,200	2,200	10%
16 Retirement	21,319	22,045	26,000	23,300	24,500	24,500	24,500	5%
17 Insurance Benefits	28,049	31,745	33,800	33,800	35,900	35,900	35,900	6%
18 Workers Compensation	166	150	100	100	200	200	200	100%
19 Total Personnel Services	170,148	179,198	188,700	192,500	201,600	201,600	201,600	5%
20 Materials & Services:								
21 Meetings, Travel & Training	2,973	5,039	5,800	5,800	6,200	6,200	6,200	7%
22 Total Expenditures:	173,121	184,237	194,500	198,300	207,800	207,800	207,800	5%
23 Fund Balance:								
24 Committed for Operations	4,839	57	100	(100)	-	-	-	-100%
25 TOTAL REQUIREMENTS	\$ 177,960	\$ 184,294	\$ 194,600	\$ 198,200	\$ 207,800	\$ 207,800	\$ 207,800	5%

City Records Department FY14-15



SUMMARY OF CITY RECORDS DEPARTMENT CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	Time Spent
General Fund	\$ 83,730	\$ 101,746	\$ 127,800	\$ 130,100	\$ 139,500	\$ 139,500	\$ 139,500	67%
Street Fund	16,212	14,277	8,900	9,100	10,000	10,000	10,000	5%
Community Center Fund	29,150	45,276	10,700	10,900	12,600	12,600	12,600	6%
Sewer Fund	3,079	4,009	4,100	4,200	5,000	5,000	5,000	2%
Water Fund	8,240	6,859	17,500	17,800	18,900	18,900	18,900	9%
Street Light Districts Fund	1,281	1,301	800	800	400	400	400	0%
Stormwater	3,488	3,182	10,500	10,700	11,100	11,100	11,100	5%
Urban Renewal	32,780	2,804	14,300	14,600	10,400	10,400	10,400	5%
Adjustments	-	1	-	-	-	-	-	0%
TOTAL CHARGES BY FUND	\$ 177,960	\$ 179,455	\$ 194,600	\$ 198,200	\$ 207,900	\$ 207,900	\$ 207,900	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 2.5% wage and salary increase for all staff and 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 The increase in Meetings, Travel & Training accounts for the increase in registration costs for the annual City Records conference.

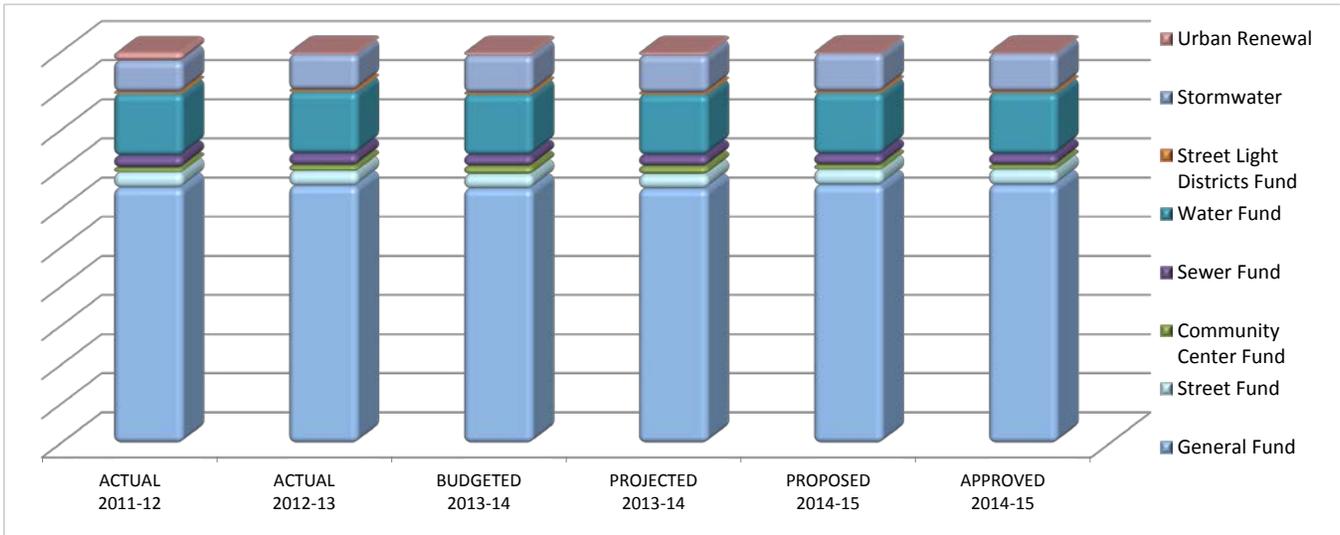
Human Resources Department | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 5,890	\$ 3,000	\$ 3,100	\$ -	\$ -	\$ -	-100%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	234,147	209,056	268,000	267,300	273,700	273,700	274,800	3%
6 TOTAL RESOURCES	234,147	214,946	271,000	270,400	273,700	273,700	274,800	2%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	52,925	36,183	56,800	57,600	61,300	61,300	61,300	6%
11 Human Resources Director	92,269	97,053	102,300	104,900	111,100	111,100	111,100	6%
12 Cell Phone Stipend	900	900	1,000	1,000	900	900	900	-10%
13 Wellness Program	-	-	500	500	800	800	800	60%
14 Medicare/Social Security	2,201	2,772	2,500	2,500	2,700	2,700	2,700	8%
15 Retirement	25,931	25,378	36,500	32,500	34,300	34,300	34,300	6%
16 Insurance Benefits	28,049	22,325	33,800	33,800	35,900	35,900	35,900	6%
17 Workers Compensation	165	151	100	100	200	200	200	100%
18 Unemployment	-	13,624	-	-	-	-	-	
19 Total Personnel Services	202,440	198,386	233,500	232,900	247,200	247,200	247,200	6%
20 Materials & Services:								
21 Safety & Wellness	2,082	1,672	13,400	13,400	9,500	9,500	9,500	-29%
22 Meetings, Travel & Training	3,983	4,532	10,500	10,500	7,500	7,500	8,600	-18%
23 Labor Attorney -- City-wide	15,910	2,963	8,000	8,000	5,000	5,000	5,000	-38%
24 Medical Testing	-	1,125	1,200	1,200	2,000	2,000	2,000	67%
25 Contractual Services	3,842	3,194	4,400	4,400	2,500	2,500	2,500	-43%
26 Total Materials & Services	25,817	13,486	37,500	37,500	26,500	26,500	27,600	-26%
27 Total Expenditures:	228,257	211,872	271,000	270,400	273,700	273,700	274,800	2%
28 Fund Balance:								
29 Committed for Training	-	3,000	-	-	-	-	-	
30 Committed for Operations	5,890	74	-	-	-	-	-	
31 Total Fund Balance	5,890	3,074	-	-	-	-	-	
32 TOTAL REQUIREMENTS	\$ 234,147	\$ 214,946	\$ 271,000	\$ 270,400	\$ 273,700	\$ 273,700	\$ 274,800	2%

Human Resources Department FY14-15



SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	FTE
General Fund	\$ 152,557	\$ 137,250	\$ 174,000	\$ 173,500	\$ 180,200	\$ 180,200	\$ 181,000	\$ -
Street Fund	9,357	7,985	10,000	10,000	10,900	10,900	10,900	4%
Community Center Fund	2,821	3,151	5,600	5,600	3,300	3,300	3,300	1%
Sewer Fund	7,114	6,207	7,500	7,500	7,500	7,500	7,600	3%
Water Fund	37,192	33,101	41,600	41,500	42,900	42,900	43,100	16%
Street Light Districts Fund	940	925	900	900	800	800	800	0%
Stormwater	18,779	19,088	25,900	25,800	26,800	26,800	26,900	10%
Urban Renewal	5,387	1,349	2,400	2,400	1,200	1,200	1,200	0%
Adjustments	-	-	100	100	100	100		0%
TOTAL CHARGES BY FUND	\$ 234,147	\$ 209,056	\$ 268,000	\$ 267,300	\$ 273,700	\$ 273,700	\$ 274,800	34%

Budget Notes:

Expenditures:

- 9 The Budget provides a 2.5% wage and salary increase for all staff and 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.

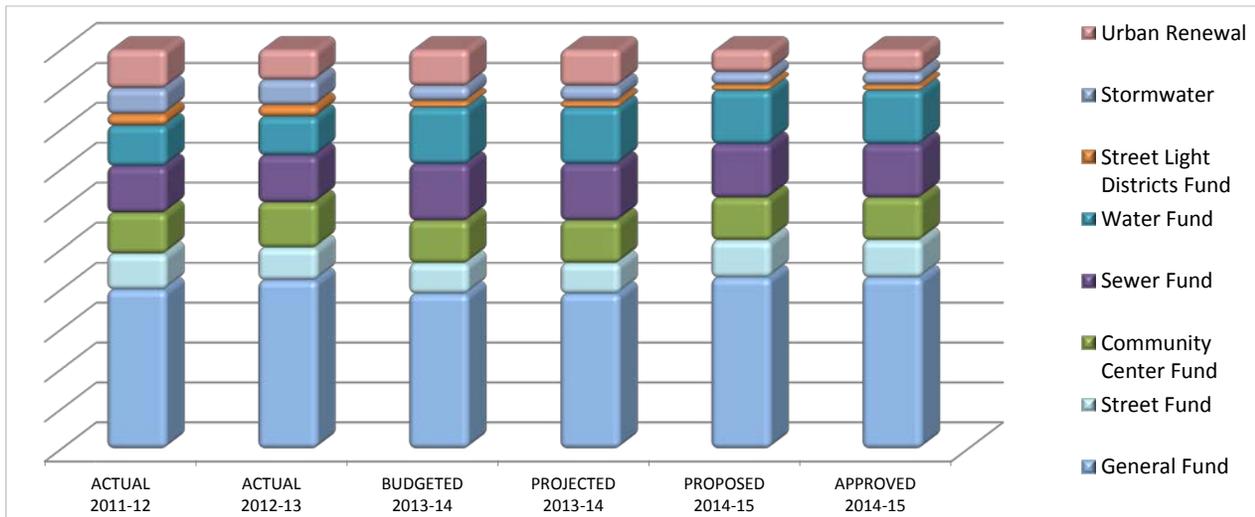
Finance - Non-Departmental | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 10,410	\$ 2,300	\$ 2,300	\$ -	\$ -	\$ -	-100%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	399,360	398,577	430,600	431,400	458,000	458,000	456,900	6%
6 TOTAL RESOURCES	399,360	408,987	432,900	433,700	458,000	458,000	456,900	5%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	156,642	163,321	170,700	172,400	181,100	181,100	181,100	5%
11 Finance Director	102,792	104,977	107,400	111,300	117,800	117,800	117,800	6%
12 Overtime	-	59	-	-	-	-	-	
13 Medicare	3,978	4,126	4,300	4,300	4,600	4,600	4,600	7%
14 Wellness	-	-	1,000	1,000	1,600	1,600	1,600	60%
15 Retirement	41,142	43,132	48,900	44,200	47,200	47,200	47,200	7%
16 Insurance Benefits	55,998	63,390	67,500	67,500	71,700	71,700	71,700	6%
17 Workers Compensation	331	315	200	200	400	400	400	100%
18 Total Personnel Services	360,883	379,320	400,000	400,900	424,400	424,400	424,400	6%
19 Materials & Services:								
20 Office Materials and Supplies	-	58	-	-	800	800	800	
21 Meetings, Travel & Training	2,282	1,524	6,100	6,100	6,100	6,100	5,000	-18%
22 Audit Fees	25,785	25,785	26,700	26,700	26,700	26,700	26,700	0%
23 Total Materials & Services	28,067	27,367	32,800	32,800	33,600	33,600	32,500	-1%
24 Total Expenditures:	388,950	406,687	432,800	433,700	458,000	458,000	456,900	5%
25 Fund Balance:								
26 Committed for Training	-	2,300	-	-	-	-	-	
27 Committed for Operations	10,410	-	100	-	-	-	-	
28 Total Fund Balance	10,410	2,300	100	-	-	-	-	
29 TOTAL REQUIREMENTS	\$ 399,360	\$ 408,987	\$ 432,900	\$ 433,700	\$ 458,100	\$ 458,100	\$ 456,900	5%

Finance - Non-Departmental | FY14-15



SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	Average Revenue/ Expense
General Fund	\$ 158,984	\$ 168,111	\$ 167,000	\$ 167,300	\$ 196,300	\$ 196,300	\$ 195,800	43%
Street Fund	35,896	32,488	33,000	33,100	42,400	42,400	42,200	9%
Community Center Fund	40,738	44,851	45,600	45,700	48,800	48,800	48,800	11%
Sewer Fund	46,605	47,001	61,100	61,200	61,700	61,700	61,500	13%
Water Fund	40,678	38,790	61,100	61,200	61,700	61,700	61,500	13%
Street Light Districts Fund	11,646	11,522	7,100	7,100	6,700	6,700	6,700	1%
Stormwater	25,696	25,129	16,200	16,200	14,200	14,200	14,200	3%
Urban Renewal	39,117	30,684	39,500	39,600	26,300	26,300	26,200	6%
Adjustments	-	1	-	-	(100)	(100)		0%
TOTAL CHARGES BY FUND	\$ 399,360	\$ 398,577	\$ 430,600	\$ 431,400	\$ 458,000	\$ 458,000	\$ 456,900	100%

Budget Notes:

Expenditures:

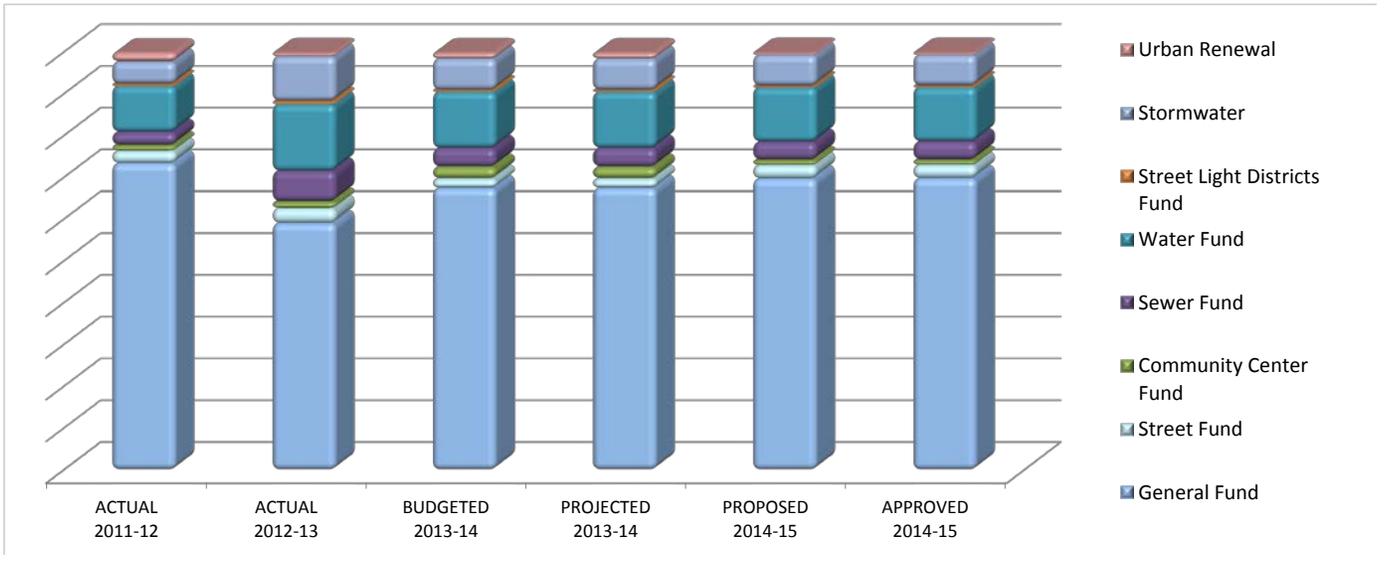
- 6 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 20 The Department is in need of a new shredder to safely discard sensitive payroll, banking and other financial information.

Finance - Information Systems | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 5,382	\$ 2,400	\$ 2,500	\$ 100	\$ 100	\$ 100	-96%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	364,339	286,247	323,000	323,700	427,300	420,400	420,400	30%
6 TOTAL RESOURCES	364,339	291,629	325,400	326,200	427,400	420,500	420,500	29%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Assistant to the City Manager	13,058	-	-	-	-	-	-	
11 Network Administrator	59,403	62,483	65,900	65,900	69,500	69,500	69,500	5%
12 Network Support	-	-	-	-	44,200	39,900	39,900	
13 Temporary Help	-	-	4,400	4,400	2,400	2,400	2,400	-45%
14 Cell Phone Stipend	220	660	700	700	1,400	1,400	1,400	100%
15 Wellness	-	-	300	300	800	800	800	167%
16 Medicare	1,118	971	1,100	1,100	1,800	1,800	1,800	64%
17 Retirement	10,561	9,366	11,500	9,400	20,700	19,700	19,700	110%
18 Insurance Benefits	16,329	15,922	16,900	16,900	33,000	31,500	31,500	86%
19 Workers Compensation	119	109	100	100	200	200	200	100%
20 Total Personnel Services	100,808	89,511	100,900	98,800	174,000	167,200	167,200	69%
21 Materials & Services:								
22 Travel & Training	-	-	500	500	600	600	600	20%
23 Contractual Services	1,264	-	300	300	300	300	300	0%
24 Telephone	27,689	14,331	16,300	16,300	16,300	16,300	16,300	0%
25 Computer Software & Maintenance	93,453	119,105	128,200	128,200	138,800	138,800	138,800	8%
26 Office Equipment Maintenance	22,556	21,179	18,900	18,900	18,900	18,900	18,900	0%
27 Total Materials & Services	144,962	154,615	164,200	164,200	174,900	174,900	174,900	7%
28 Capital Outlay:								
29 Computer Hardware	113,187	45,048	63,100	63,100	78,300	78,300	78,300	24%
30 Total Expenditures:	358,957	289,174	328,200	326,100	427,200	420,400	420,400	29%
31 Fund Balance:								
32 Committed for Software	-	2,400	-	-	-	-	-	
33 Committed for Operations	5,382	55	(2,800)	100	200	100	100	0%
34 Total Fund Balance	5,382	2,455	(2,800)	100	200	100	100	0%
35 TOTAL REQUIREMENTS	\$ 364,339	\$ 291,629	\$ 325,400	\$ 326,200	\$ 427,400	\$ 420,500	\$ 420,500	29%



SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	FTE
General Fund	\$ 267,285	\$ 168,947	\$ 217,800	\$ 218,300	\$ 297,800	\$ 293,300	\$ 293,300	66%
Street Fund	11,016	10,369	7,500	7,500	14,000	13,700	13,700	4%
Community Center Fund	4,876	4,590	8,900	8,900	5,200	5,100	5,100	1%
Sewer Fund	11,349	20,857	14,500	14,500	18,300	18,100	18,100	3%
Water Fund	40,447	45,841	43,700	43,800	56,100	55,000	55,000	16%
Street Light Districts Fund	1,280	1,924	1,200	1,200	1,100	1,100	1,100	0%
Stormwater	19,701	30,862	24,300	24,400	31,900	31,300	31,300	10%
Urban Renewal	8,385	2,857	5,100	5,100	2,900	2,800	2,800	0%
Adjustments	-	-	-	-	-	-	-	0%
TOTAL CHARGES BY FUND	\$ 364,339	\$ 286,247	\$ 323,000	\$ 323,700	\$ 427,300	\$ 420,400	\$ 420,400	100%

Budget Notes:

Expenditures:

- 9 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
- 12 The FY14-15 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.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 26 The increase in Computer Software & Maintenance is primarily for: an upgrade in the municipal court software
 - an upgrade in the municipal court software. Current software is so old it will no longer be supported by the software vendor within the next year or two.
 - replacement of the Human Resources software. Existing software is not compatible with the City's Finance system and the two systems need to share payroll and personnel data.
- 29 The increase in Computer Hardware is primarily for replacement computers and a Police Disk Array system.

Finance - Utility Billing | FY14-15

Utility Billing operates and maintains the billing function for the City's water, sewer, and storm water 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% storm water. Allocation of costs is authorized by Council Resolution.

*Note: The Finance - Utility Billing unit is a new cost center beginning FY14-15. The "Budgeted 2013-14" and "Projected 2013-14" numbers are italicized and are for comparison purposes only. These costs were previously accounted for directly in the Public Works funds referenced above.

	ACTUAL 2011-12	ACTUAL 2012-13	*BUDGETED <i>2013-14</i>	*PROJECTED <i>2013-14</i>	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	\$ -	\$ -	\$ <i>339,300</i>	\$ <i>326,900</i>	\$ 355,600	\$ 355,600	\$ 355,600	9%
6 TOTAL RESOURCES	-	-	<i>339,300</i>	<i>326,900</i>	355,600	355,600	355,600	9%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	-	-	<i>156,400</i>	<i>156,400</i>	162,400	162,400	162,400	4%
11 Wellness	-	-	<i>900</i>	<i>900</i>	1,400	1,400	1,400	56%
12 Medicare	-	-	<i>2,400</i>	<i>2,400</i>	2,500	2,500	2,500	4%
13 Retirement	-	-	<i>27,100</i>	<i>22,300</i>	23,300	23,300	23,300	4%
14 Insurance Benefits	-	-	<i>59,100</i>	<i>59,100</i>	62,700	62,700	62,700	6%
15 Workers Compensation	-	-	<i>200</i>	<i>200</i>	400	400	400	100%
16 Total Personnel Services	-	-	<i>246,100</i>	<i>241,300</i>	252,700	252,700	252,700	5%
17 Materials & Services:								
18 Postage & Printing	-	-	<i>54,100</i>	<i>46,500</i>	54,100	54,100	54,100	16%
19 Contractual Services	-	-	<i>37,100</i>	<i>37,100</i>	46,800	46,800	46,800	26%
20 Meetings, Travel & Training	-	-	<i>2,000</i>	<i>2,000</i>	2,000	2,000	2,000	0%
21 Total Materials & Services	-	-	<i>93,200</i>	<i>85,600</i>	102,900	102,900	102,900	20%
22 Total Expenditures	-	-	<i>339,300</i>	<i>326,900</i>	355,600	355,600	355,600	9%
23 Fund Balance:								
24 Committed for Operations	-	-	-	-	-	-	-	-
25 Total Fund Balance								
26 TOTAL REQUIREMENTS	\$ -	\$ -	<i>\$ 339,300</i>	<i>\$ 326,900</i>	\$ 355,600	\$ 355,600	\$ 355,600	9%

Finance - Utility Billing | FY14-15

SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	Utility Account
Sewer Fund	-	-	-	-	167,100	167,100	167,100	47%
Water Fund	-	-	-	-	152,900	152,900	152,900	43%
Stormwater	-	-	-	-	35,600	35,600	35,600	10%
Adjustments	-	-	-	-	-	-	-	
TOTAL CHARGES BY FUND	\$ -	\$ -	\$ -	\$ -	\$ 355,600	\$ 355,600	\$ 355,600	100%

Budget Notes:

The Utility Billing function was previously budgeted proportionately to the Sewer, Water and Storm Water 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 2.5% wage and salary increase for all staff and 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 | FY14-15

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 is a new cost center beginning FY14-15. The "Budgeted 2013-14" and "Projected 2013-14" numbers are italicized and are for comparison purposes only. 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 2011-12	ACTUAL 2012-13	<i>*BUDGETED 2013-14</i>	<i>*PROJECTED 2013-14</i>	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	\$ -	\$ -	<i>\$ 534,400</i>	<i>\$ 446,600</i>	\$ 606,600	\$ 611,500	\$ 611,500	37%
6 TOTAL RESOURCES	-	-	<i>534,400</i>	<i>446,600</i>	606,600	611,500	611,500	37%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Public Works Director	-	-	<i>100,600</i>	<i>101,800</i>	107,900	107,900	107,900	6%
11 Public Works Superintendent	-	-	<i>53,700</i>	-	91,300	91,300	91,300	
12 Municipal Utility Workers	-	-	<i>137,500</i>	<i>137,500</i>	140,800	140,800	140,800	2%
13 Administrative Support	-	-	<i>47,100</i>	<i>48,500</i>	51,400	51,400	51,400	6%
14 Overtime	-	-	-	-	-	-	-	
15 Cell Phone Stipend	-	-	<i>1,400</i>	<i>1,400</i>	2,200	2,200	2,200	57%
16 Wellness	-	-	<i>1,300</i>	<i>1,000</i>	2,000	2,000	2,000	100%
17 Medicare	-	-	<i>5,300</i>	<i>4,400</i>	6,100	6,100	6,100	39%
18 Retirement	-	-	<i>63,300</i>	<i>44,700</i>	66,100	66,100	66,100	48%
19 Insurance Benefits	-	-	<i>80,300</i>	<i>67,500</i>	89,600	89,600	89,600	33%
20 Workers Compensation	-	-	<i>2,900</i>	<i>2,600</i>	5,000	5,000	5,000	92%
21 Total Personnel Services	-	-	<i>493,400</i>	<i>409,400</i>	562,400	562,400	562,400	37%
22 Materials & Services:								
23 Shop Operations and Supplies	-	-	<i>10,300</i>	<i>10,300</i>	10,300	10,300	10,300	0%
24 Labor Attorney	-	-	<i>2,200</i>	-	7,900	7,900	7,900	
25 Janitorial Services	-	-	<i>4,300</i>	<i>2,700</i>	2,500	2,500	2,500	-7%
26 Shop Utilities	-	-	<i>8,400</i>	<i>8,400</i>	8,400	8,400	8,400	0%
27 Telephone, Telemetry & Fire Alarm	-	-	<i>1,800</i>	<i>1,800</i>	1,600	1,600	1,600	-11%
28 Insurance - Auto	-	-	<i>14,000</i>	<i>14,000</i>	13,500	13,500	13,500	-4%
29 Total Materials & Services	-	-	<i>41,000</i>	<i>37,200</i>	44,200	44,200	44,200	19%
Capital Outlay:								
Shop Flooring	-	-	-	-	-	5,000	5,000	
30 Total Expenditures	-	-	<i>534,400</i>	<i>446,600</i>	606,600	611,600	611,600	37%
31 Fund Balance:								
32 Committed for Operations	-	-	-	-	-	(100)	(100)	
33 Total Fund Balance								
34 TOTAL REQUIREMENTS	\$ -	\$ -	<i>\$ 534,400</i>	<i>\$ 446,600</i>	\$ 606,600	\$ 611,500	\$ 611,500	37%

Public Works - Non-Departmental | FY14-15

SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	Allocation
General Fund Parks	\$ -	\$ -	\$ -	\$ -	\$ 15,100	\$ 15,700	\$ 15,700	3%
Street Fund	-	-	-	-	203,100	203,500	203,500	33%
Sewer Fund	-	-	-	-	25,900	25,900	25,900	4%
Water Fund	-	-	-	-	212,600	215,500	215,500	35%
Street Light Districts Fund	-	-	-	-	21,700	21,700	21,700	4%
Stormwater	-	-	-	-	128,200	129,200	129,200	21%
TOTAL CHARGES BY FUND	\$ -	\$ -	\$ -	\$ -	\$ 606,600	\$ 611,500	\$ 611,500	100%

Budget Notes:

Expenditures:

Personnel Services:

- 9 The Budget provides a 2.5% wage and salary increase for all staff and 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:

- 24 The current Local 320 contract expires June 30, 2015. Negotiations are planned for spring 2015.

Public Works - Civic Center Facilities FY14-15

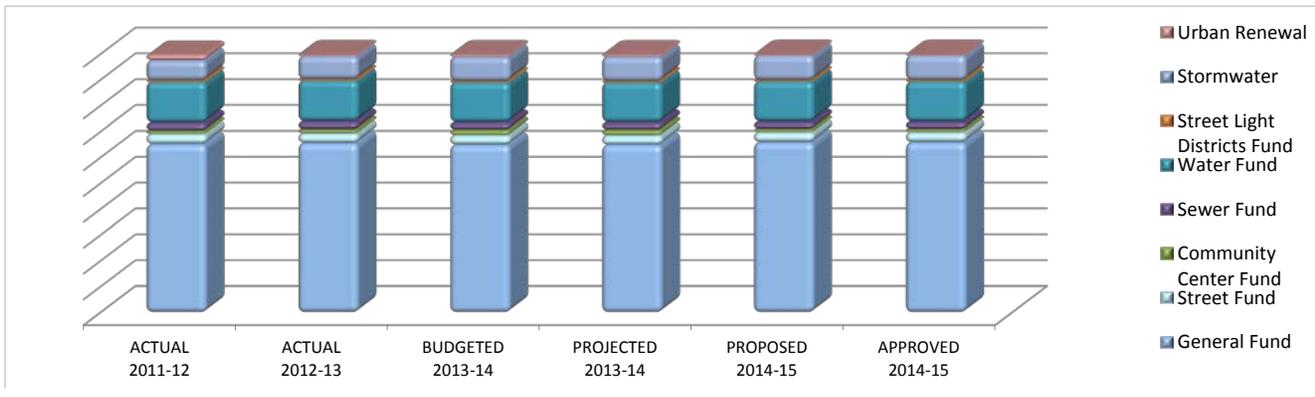
The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units 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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Restricted for Civic Center Improvements	\$ 23,761	\$ 23,761	\$ 13,600	\$ 98,800	\$ 130,500	\$ 130,500	\$ 130,500	32%
4 Unrestricted	-	1,739	-	-	100	100	100	
5 Total Beginning Balances	23,761	25,500	13,600	98,800	130,600	130,600	130,600	32%
6 Revenues:								
7 Charges for Services:								
8 Administrative Service Charges	250,978	316,465	430,600	305,100	343,500	343,500	343,500	13%
9 TOTAL RESOURCES	274,739	341,965	444,200	403,900	474,100	474,100	474,100	17%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Public Works Superintendent	3,934	-	3,800	-	-	-	-	
14 Municipal Utility Worker	-	-	-	3,700	5,600	5,600	5,600	51%
15 Facility Maintenance Technician	30,014	35,731	38,200	39,500	41,900	41,900	41,900	6%
16 Overtime	-	-	-	-	400	400	400	
17 Clothing Allowance	400	400	400	400	500	500	500	25%
18 Wellness	-	-	300	300	500	500	500	67%
19 Medicare	637	544	900	900	800	800	800	-11%
20 Retirement	4,782	4,275	8,500	6,300	7,000	7,000	7,000	11%
21 Insurance Benefits	9,829	16,365	17,800	17,800	19,700	19,700	19,700	11%
22 Workers Compensation	391	2,535	400	400	500	500	500	25%
23 Unemployment Insurance	10,647	297	13,200	-	-	-	-	
24 Total Personnel Services	60,634	60,147	83,500	69,300	76,900	76,900	76,900	11%
25 Materials & Services:								
26 Materials & Supplies	137	9	-	-	-	-	-	
27 Contractual Services	2,526	3,980	9,600	9,600	9,600	9,600	9,600	0%
28 Janitorial Services	57,816	59,198	55,000	55,000	60,000	60,000	60,000	9%
29 Utilities	107,450	98,795	108,000	100,000	105,000	105,000	105,000	5%
30 Equipment Maintenance & Replacement	222	1,742	4,500	10,000	12,000	12,000	12,000	20%
31 Maintenance Supplies	13,010	11,192	12,000	6,000	8,000	8,000	8,000	33%
32 Janitorial Supplies	7,382	5,141	6,000	5,000	5,500	5,500	5,500	10%
33 Total Materials & Services	188,543	180,057	195,100	185,600	200,100	200,100	200,100	8%
34 Capital Outlay:								
35 Civic Center Improvements	-	2,954	25,000	18,500	3,200	3,200	3,200	-83%
36 Total Expenditures	249,177	243,158	303,600	273,400	280,200	280,200	280,200	2%
37 Other Requirements:								
38 Contingency:								
39 Operating Contingency	-	-	1,500	-	1,500	1,500	1,500	
40 Civic Center Improvements	-	-	130,400	-	192,400	192,400	192,400	
41 Total Contingency	-	-	131,900	-	193,900	193,900	193,900	

Public Works - Civic Center Facilities | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
42 Fund Balance:								
43 Committed for Civic Center Improvements	-	75,610	-	130,400	-	-	-	-100%
44 Committed for Operations	25,562	23,197	8,700	100	-	-	-	-100%
45 Total Fund Balance	25,562	98,807	8,700	130,500	-	-	-	-100%
46 TOTAL REQUIREMENTS	\$ 274,739	\$ 341,965	\$ 444,200	\$ 403,900	\$ 474,100	\$ 474,100	\$ 474,100	17%



PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	FTE
General Fund	\$ 163,523	\$ 207,469	\$ 279,400	\$ 197,900	\$ 226,200	\$ 226,200	\$ 226,200	66%
Street Fund	10,029	12,174	16,100	11,400	13,700	13,700	13,700	4%
Community Center Fund	3,024	4,778	9,000	6,400	4,100	4,100	4,100	1%
Sewer Fund	7,626	9,460	12,100	8,600	9,500	9,500	9,500	3%
Water Fund	39,865	50,421	66,900	47,400	53,900	53,900	53,900	16%
Street Light Districts Fund	1,007	997	1,400	1,000	1,000	1,000	1,000	0%
Stormwater	20,129	28,996	41,600	29,500	33,600	33,600	33,600	10%
Urban Renewal	5,776	2,170	3,900	2,800	1,500	1,500	1,500	0%
Adjustments	(1)	-	200	100	-	-	-	0%
TOTAL CHARGES BY FUND	\$ 250,978	\$ 316,465	\$ 430,600	\$ 305,100	\$ 343,500	\$ 343,500	\$ 343,500	100%

Budget Notes:

Expenditures:

Personnel Services:

- 12 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
- 14 The Public Works Department reorganized during the year and beginning November 2013 the Parks Supervisor began managing the Civic Center Facilities.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 27 Contractual Services include six year breakdown service on fire extinguishers (\$650), fire alarm annual service (\$250), inside window cleaning for entire building (\$2,000), and tree removal for two fir trees on Chemawa Road and one tree on Bailey Rd (\$2,200) . An additional \$1,000 is for furniture for the Code Enforcement position.
- 28 The Janitorial Services contract is up for renewal and costs are expected to increase.
- 30 Equipment Maintenance & Replacement costs include lighting ballast replacements.
- 31 In addition to routine costs, Maintenance Supplies include \$500 for tools and \$650 for paint for public hallway and restrooms and coil cleaner for the HVAC systems (\$500).

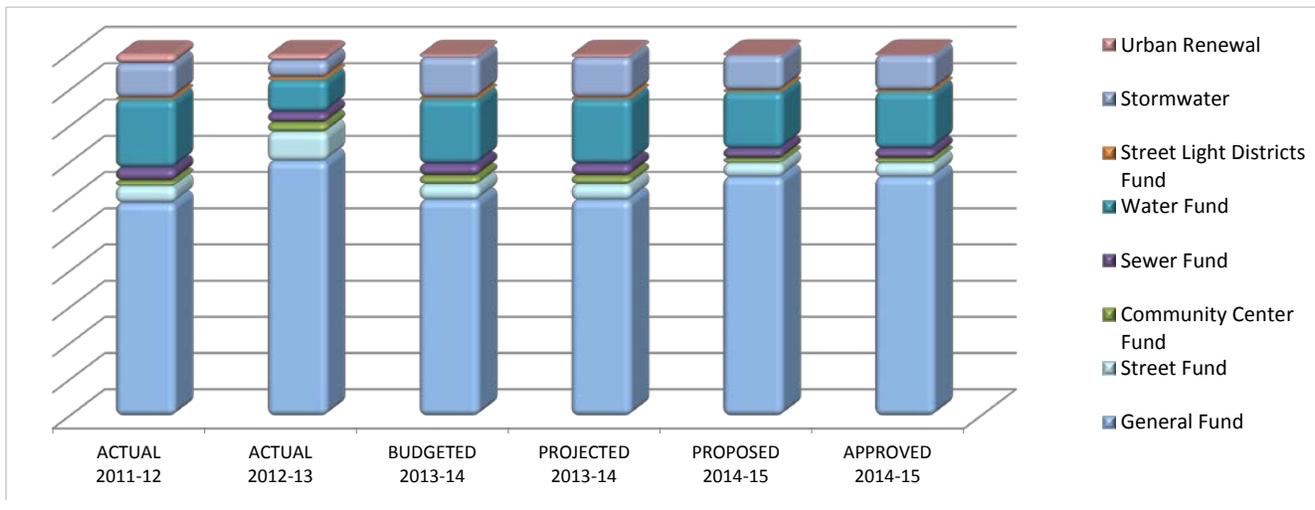
Capital Outlay:

- 35 Civic Center Improvements include replacement pump for front porch fountain (\$800), replace plants in swales on Rickman and parking lot (\$1,000), and a plant hedge along breakroom patio (\$400).

General Administration | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ (2)	\$ 190	\$ 1,700	\$ 6,500	\$ 100	\$ 100	\$ 100	-98%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	200,074	193,680	242,100	242,100	301,500	301,500	301,500	25%
6 Miscellaneous:								
7 Interest	230	6,054	1,700	-	-	-	-	
8 TOTAL RESOURCES	200,302	199,924	245,500	248,600	301,600	301,600	301,600	21%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Office Materials & Supplies	20,404	18,930	17,000	17,000	27,000	27,000	27,000	59%
13 Postage & Printing	18,865	13,546	23,900	23,900	31,500	31,500	31,500	32%
14 Association Memberships	48,087	47,475	48,000	48,000	49,600	49,600	49,600	3%
15 City Council Expenses	3,251	4,686	7,000	7,000	7,000	7,000	7,000	0%
16 Committee Meeting Expense	566	822	800	800	500	500	500	-38%
17 Public Notices	269	628	1,000	1,000	1,000	1,000	1,000	0%
18 Contractual Services	736	793	1,000	1,000	1,100	1,100	1,100	10%
19 Liability Insurance	107,996	106,137	149,300	149,300	127,500	127,500	127,500	-15%
20 Miscellaneous Expense	-	363	500	500	500	500	500	0%
21 Total Materials & Services	200,174	193,380	248,500	248,500	245,700	245,700	245,700	-1%
22 Capital Outlay:								
23 Office Furniture & Equipment	-	-	1,000	-	1,000	1,000	1,000	
24 Total Expenditures	-	-	1,000	-	1,000	1,000	1,000	
25 Other Requirements:								
26 Contingency:								
27 Liability Retro Plan	-	-	-	-	54,900	54,900	54,900	
28 Fund Balance:								
29 Committed for Operations	128	6,544	(4,000)	100	-	-	-	-100%
30 TOTAL REQUIREMENTS	\$200,302	\$199,924	\$245,500	\$248,600	\$301,600	\$301,600	\$301,600	21%



SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	FTE
General Fund	\$ 117,527	\$ 136,213	\$ 144,300	\$ 144,200	\$ 198,600	\$ 198,600	\$ 198,600	66%
Street Fund	9,466	15,496	10,500	10,500	12,000	12,000	12,000	4%
Community Center Fund	2,855	5,118	5,900	5,900	3,600	3,600	3,600	1%
Sewer Fund	7,198	5,583	7,800	7,800	8,300	8,300	8,300	3%
Water Fund	37,627	17,133	43,300	43,300	47,300	47,300	47,300	16%
Street Light Districts Fund	950	1,437	900	900	900	900	900	0%
Stormwater	18,999	9,015	27,000	27,000	29,500	29,500	29,500	10%
Urban Renewal	5,452	3,685	2,500	2,500	1,300	1,300	1,300	0%
Adjustments	-	-	(100)	-	-	-	-	0%
TOTAL CHARGES BY FUND	\$ 200,074	\$ 193,680	\$ 242,100	\$ 242,100	\$ 301,500	\$ 301,500	\$ 301,500	100%

Budget Notes:

Expenditures:

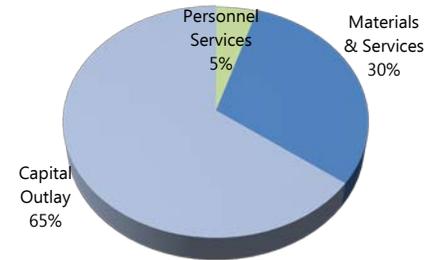
- 12 Police Department Office Materials & Supplies are now budgeted in the Administrative Services Fund as a City-Wide shared cost and the General Fund's portion is charged back to that fund.
- 13 Police Department Postage & Printing are now budgeted in the Administrative Services Fund as a City-Wide 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.
- 19 The City's Liability Insurance is expected to increase up to 11.5%. The City had a large claim in FY13-14 which caused the decline in cost anticipated in FY14-15.
- 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 | FY14-15

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 FY 13-14

- Planning and Design of the Verda/Chemawa Roundabout Project using Federal Grant funds and local matching funds continued in anticipation of construction beginning in 2015.
- Resurfaced approximately 1.9 miles of City streets.
- Replaced traffic signal LED's citywide.



Goals for FY14-15

- Construction of the Chemawa Road North Improvement Project will be completed in FY 14-15.
- Rebuild Shoreline Drive including new curbs, sidewalks, and ADA compliant ramps at intersections.
- Continue annual resurfacing of various City streets.

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Unrestricted Beginning Balance	\$ 2,458,626	\$ 2,740,132	\$ 1,421,800	\$ 1,440,800	\$ 1,185,500	\$ 1,185,500	\$ 1,185,500	-18%
4 Bike Safety Donations	1,956	1,856	1,500	1,500	800	800	800	-47%
5 Total Beginning Balances	2,460,582	2,741,988	1,423,300	1,442,300	1,186,300	1,186,300	1,186,300	-18%
6 Revenues:								
7 Taxes & Assessments:								
8 Assessments	24,567	4,530	2,200	2,200	2,200	2,200	2,200	0%
9 Licenses & Fees:								
10 Planning Construction Fees	123	2,965	1,000	13,500	5,000	5,000	5,000	-63%
11 Driveway Permit Fees	2,210	4,260	2,000	4,500	2,800	2,800	2,800	-38%
12 Total Licenses & Fees	2,333	7,225	3,000	18,000	7,800	7,800	7,800	-57%
13 Intergovernmental:								
14 Grants	25,440	21,887	-	-	-	-	-	-
15 State Fuel Tax	1,995,907	2,008,545	2,125,400	2,109,000	2,158,800	2,158,800	2,158,800	2%
16 Total Intergovernmental	2,021,347	2,030,432	2,125,400	2,109,000	2,158,800	2,158,800	2,158,800	2%
17 Miscellaneous:								
18 Property Sales	5,120	-	-	-	-	-	-	-
19 Bike Safety Donations	-	215	-	-	-	-	-	-
20 Assessment Interest	57	186	100	200	200	200	200	0%
21 Interest	8,869	5,605	7,000	2,200	2,200	2,200	2,200	0%
22 Rental Property	10,304	8,517	-	-	-	-	-	-
23 Miscellaneous Revenue	77,698	17,249	17,500	-	-	-	-	-
24 Total Miscellaneous	102,048	31,772	24,600	2,400	2,400	2,400	2,400	0%
25 TOTAL RESOURCES	4,610,877	4,815,947	3,578,500	3,573,900	3,357,500	3,357,500	3,357,500	-6%

Public Works
Street Fund | **FY14-15**

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	%	
	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15	2014-15	CHANGE	
26	REQUIREMENTS:								
27	Expenditures:								
28	Personnel Services:								
29	Public Works Director	39,522	41,356	40,100	40,100	-	-	-	-100%
30	Public Works Superintendent	22,672	-	15,000	-	-	-	-	
31	Municipal Utility Workers	70,471	70,598	86,100	86,100	46,000	46,000	46,000	-47%
32	Community Development Director	5,666	11,571	11,900	11,900	12,200	12,200	12,200	3%
33	Code Enforcement/Zoning Technician	-	-	-	-	5,500	5,000	5,000	
34	Administrative Support	18,720	19,695	20,200	20,200	-	-	-	-100%
35	Overtime	4,370	4,788	4,000	4,000	5,200	5,200	5,200	30%
36	Parade Overtime	180	506	2,200	2,200	2,200	2,200	2,200	0%
37	Duty Pay	4,920	6,600	6,500	6,500	7,800	7,800	7,800	20%
38	Clothing Allowance/Cell Phone Stipend	611	1,243	1,300	1,300	900	900	900	-31%
39	Wellness	-	-	800	800	500	500	500	-38%
40	Medicare	3,226	2,373	2,800	2,800	1,200	1,100	1,100	-61%
41	Retirement	22,356	22,511	36,100	24,900	13,600	13,500	13,500	-46%
42	Insurance Benefits	37,566	33,059	48,100	46,800	23,000	22,800	22,800	-51%
43	Workers Compensation	1,305	357	2,400	2,400	2,100	2,100	2,100	-13%
44	Total Personnel Services	231,585	214,657	277,500	250,000	120,200	119,300	119,300	-52%
45	Materials & Services:								
46	Helmets	100	332	1,500	700	800	800	800	14%
47	Postage & Printing	149	-	200	100	-	-	-	-100%
48	Meetings, Travel & Training	1,154	693	2,000	2,000	2,000	2,000	2,000	0%
49	Public Notices	765	257	500	-	500	500	500	
50	Labor Attorney	-	8	500	-	-	-	-	
51	Administrative Services Charges	129,199	122,717	109,400	104,400	331,600	331,700	331,700	218%
52	Parade Traffic Control	-	2,643	2,700	2,700	2,700	2,700	2,700	0%
53	Contractual Services	16,787	38,739	92,000	57,000	97,000	97,000	97,000	70%
54	Engineering Services	20,982	10,125	25,000	25,000	25,000	25,000	25,000	0%
55	Traffic Engineering SDC Review	600	1,875	5,000	2,000	2,500	2,500	2,500	25%
56	Janitorial	398	340	400	400	-	-	-	-100%
57	Utilities	851	948	1,100	1,500	-	-	-	-100%
58	Telephone	1,606	1,131	1,700	1,300	-	-	-	-100%
59	Auto Insurance	311	349	500	500	600	600	600	20%
60	Gasoline/Diesel	807	2,320	2,200	2,350	2,500	2,500	2,500	6%
61	Equipment Maintenance	1,893	2,044	3,000	4,000	5,000	5,000	5,000	25%
62	Sidewalk Maintenance	634	78	5,000	2,500	5,000	5,000	5,000	100%
63	Operating Materials and Supplies	7,997	8,720	15,000	12,000	15,000	15,000	15,000	25%
64	Street Sweeping	79,632	72,815	-	-	-	-	-	
65	Street Maintenance & Repair	138,001	106,485	155,000	130,000	155,000	155,000	155,000	19%
66	Street Light Utilities	65,003	67,801	65,500	65,500	70,000	70,000	70,000	7%
67	Traffic Light Utilities	23,611	22,439	25,000	25,000	27,000	27,000	27,000	8%
68	Medical Testing	-	205	200	200	200	200	200	0%
69	Rental Property Expenses	4,137	4,309	5,000	850	500	500	500	-41%
70	MPO Support/ SKATS	7,367	5,722	7,000	7,000	9,900	9,900	9,900	41%
71	Total Materials & Services	501,984	473,095	525,400	447,000	752,800	752,900	752,900	68%

Public Works
Street Fund | FY14-15

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	%	
	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15	2014-15	CHANGE	
72	Capital Outlay:								
73	Heavy Equipment/Vehicles	-	12,897	7,500	7,500	26,300	26,300	26,300	251%
74	Bike Paths & Lanes	7,174	-	-	-	-	-	-	
75	Street Improvements	256,528	1,217,474	225,000	68,000	850,000	850,000	850,000	1150%
76	Infill and ADA Sidewalk Completions	37,072	-	25,000	25,000	25,000	25,000	25,000	0%
77	Street Resurfacing	120,486	979,288	800,000	635,000	500,000	500,000	500,000	-21%
78	Signage & Signal Upgrades	136,629	43,825	60,000	60,000	15,000	15,000	15,000	-75%
79	Field Equipment	3,419	701	-	-	2,000	2,000	2,000	
80	Area B Development Costs	84,715	138	40,000	-	41,200	41,200	41,200	
81	Seiberg LID	25,478	-	-	-	-	-	-	
82	Hornet CT LID	43,411	-	-	-	-	-	-	
83	Unanticipated Expense	-	-	115,800	-	146,000	146,000	146,000	
84	Total Capital Outlay	714,912	2,254,323	1,273,300	795,500	1,605,500	1,605,500	1,605,500	102%
85	Debt Service:								
86	Principal	176,000	183,000	594,000	594,000	-	-	-	-100%
87	Interest	33,908	26,872	11,700	6,100	-	-	-	-100%
88	Total Debt Service	209,908	209,872	605,700	600,100	-	-	-	-100%
89	Total Expenditures	1,658,389	3,151,947	2,681,900	2,092,600	2,478,500	2,477,700	2,477,700	18%
90	Other Requirements:								
91	Contingency:								
92	Operating Contingency	-	-	54,900	-	43,700	43,600	43,600	
93	Transfers Out:								
94	Storm Water Fund	210,500	221,700	295,000	295,000	327,500	327,500	327,500	11%
95	Fund Balance:								
96	Restricted Property Sales Proceeds	143,100	143,100	143,100	143,100	143,100	143,100	143,100	0%
97	Restricted for Street Improvements	-	-	150,000	150,000	-	-	-	-100%
98	Restricted for Operations	2,598,888	1,299,200	253,600	893,200	364,700	365,600	365,600	-59%
99	Total Fund Balance	2,741,988	1,442,300	546,700	1,186,300	507,800	508,700	508,700	-57%
100	TOTAL REQUIREMENTS	\$ 4,610,877	\$ 4,815,947	\$ 3,578,500	\$ 3,573,900	\$ 3,357,500	\$ 3,357,500	\$ 3,357,500	-6%

Summary of Administrative Service Fund Charges

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
City-Wide Administration	\$ 9,466	\$ 15,496	\$ 10,500	\$ 10,500	\$ 12,000	\$ 12,000	\$ 12,000	14%
City Manager	16,571	14,438	9,300	9,200	10,300	10,300	10,300	12%
Information Systems	11,016	10,369	7,500	7,500	14,000	13,700	13,700	83%
Attorney's Office	20,650	15,490	14,100	13,600	15,200	15,200	15,200	12%
City Recorder	16,212	14,277	8,900	9,100	10,000	10,000	10,000	10%
Human Resources	9,357	7,985	10,000	10,000	10,900	10,900	10,900	9%
Finance	35,896	32,488	33,000	33,100	42,400	42,400	42,400	28%
Facility Maintenance	10,029	12,174	16,100	11,400	13,700	13,700	13,700	20%
Public Works	-	-	-	-	203,100	203,500	203,500	
Administrative Services Charges	\$ 129,197	\$ 122,717	\$ 109,400	\$ 104,400	\$ 331,600	\$ 331,700	\$ 331,700	218%

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. The FY14-15 projections appear to be more conservative.

Expenditures:

Personnel Services:

28 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

29 The Public Works Director, Superintendent, one Municipal Utility Worker and the Administrative Service positions are now budgeted
30 in the Public Works section of the Administrative Services Fund and costs are charged back to the Street Fund based on estimated
31 time spent in the Division.
34

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:

- moving supervisory and administrative position costs to the Public Works Administrative Services Fund.
- funding the Public Works Superintendent position which has been held vacant for over a year
- moving shared costs such as janitorial, utilities and telephone expenses to the Public Works Administrative Services Fund

53 Contractual services include \$75,000 for payment markings and \$22,000 for routine costs such as landscaping services.

56 Janitorial, utilities, and telephone costs have been moved to the Public Works Administration Fund
57
58
66 Street Light and Traffic Light utilities include a 7% rate increase as projected by Portland General Electric for commercial accounts.
67

Capital Outlay:

73 The Public Works Department needs a new vehicle to replace its 1999 van. The Street Fund share is 75% and the remaining 25% will be paid from the Water Fund.

75 Street Improvements include \$600,000 for Shoreline Drive and \$250,000 for a round-a-bout.

78 Signage upgrades are to replace protective and permissive left turn signal heads on River Road.

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

94 The transfer to the Storm Water Fund is the Street Fund's share of Storm Water costs. The Storm Water Fund rate slope provides for an 11% rate increase in FY14-15.

Public Works

Street Lighting District Fund | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 301,682	\$ 297,362	\$ 291,800	\$ 294,700	\$ 257,300	\$ 257,300	\$ 257,300	-13%
3 Revenues:								
4 Taxes & Assessments:								
5 Lighting District Assessments	426,494	409,795	442,800	409,900	448,300	448,300	448,300	9%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	1,154	1,062	1,000	1,000	1,000	1,000	1,000	0%
8 Total Revenues	427,648	410,857	443,800	410,900	449,300	449,300	449,300	9%
9 TOTAL RESOURCES	729,330	708,219	735,600	705,600	706,600	706,600	706,600	0%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Public Works Director	4,491	4,700	5,100	5,100	-	-	-	-100%
14 Public Works Superintendent	3,788	-	2,700	-	-	-	-	-
15 Administrative Support Staff	4,338	4,580	4,700	4,700	-	-	-	-100%
16 Cell Phone Stipend	-	66	100	100	-	-	-	-100%
17 Wellness	-	-	100	100	-	-	-	-100%
18 Medicare	274	140	200	200	-	-	-	-100%
19 Retirement	1,810	1,147	2,400	1,200	-	-	-	-100%
20 Insurance Benefits	2,805	1,914	3,200	3,200	-	-	-	-100%
21 Workers Compensation	87	62	200	200	-	-	-	-100%
22 Total Personnel Services	17,593	12,609	18,700	14,800	-	-	-	-100%
23 Materials & Services:								
24 Public Notices	390	707	300	800	800	800	800	0%
25 Administrative Services Charges	20,048	20,834	14,400	14,000	33,200	33,200	33,200	137%
26 Engineering Costs	-	335	3,000	3,000	3,000	3,000	3,000	0%
27 Lighting Costs	385,812	371,846	412,000	412,000	452,000	452,000	452,000	10%
28 Street Lighting Maintenance - KS Area A	8,125	7,235	5,100	3,600	5,100	5,100	5,100	42%
29 Miscellaneous Expense	-	2	-	100	-	-	-	-100%
30 Total Materials & Services	414,375	400,959	434,800	433,500	494,100	494,100	494,100	14%
31 Total Expenditures	431,968	413,568	453,500	448,300	494,100	494,100	494,100	10%
32 Other Requirements:								
33 Contingency	-	-	21,000	-	24,700	24,700	24,700	
34 Fund Balance:								
35 Restricted:								
36 Pole Replacement at KS Area A	-	-	23,400	23,400	27,300	27,300	27,300	17%
37 Pole Replacement Option B Districts	-	-	10,000	10,000	10,000	10,000	10,000	0%
38 Total Restricted Fund Balance	-	-	33,400	33,400	37,300	37,300	37,300	
39 Unrestricted:								
40 Restricted for Operations	297,362	294,651	227,700	223,900	150,500	150,500	150,500	-33%
41 Total Fund Balance	297,362	294,651	261,100	257,300	187,800	187,800	187,800	-27%
42 TOTAL REQUIREMENTS	\$ 729,330	\$ 708,219	\$ 735,600	\$ 705,600	\$ 706,600	\$ 706,600	\$ 706,600	0%

Public Works
Street Lighting District Fund | **FY14-15**

Summary of Administrative Service Fund Charges

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
City-Wide Administration	\$ 950	\$ 1,437	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	0%
City Manager	1,310	1,316	800	800	400	400	400	-50%
Information Systems	1,280	1,924	1,200	1,200	1,100	1,100	1,100	-8%
Attorney's Office	1,632	1,412	1,300	1,300	200	200	200	-85%
City Recorder	1,281	1,301	800	800	400	400	400	-50%
Human Resources	940	925	900	900	800	800	800	-11%
Finance	11,646	11,522	7,100	7,100	6,700	6,700	6,700	-6%
Facility Maintenance	1,007	997	1,400	1,000	1,000	1,000	1,000	0%
Public Works	-	-	-	-	21,700	21,700	21,700	
Administrative Services Charges	\$ 20,046	\$ 20,834	\$ 14,400	\$ 14,000	\$ 33,200	\$ 33,200	\$ 33,200	137%

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. Electricity costs increased 10% in FY13-14 and are expected to increase another 4.6% in FY14-15.

Expenditures:

- 12 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.
- 25 Administrative Service Charges increased primarily due to moving Public Works staff costs to the Public Works Administrative Services Fund.

Public Works Transportation Improvement Fund | FY14-15

The Transportation Improvement Fund was established in Fiscal Year 2004-2005 to account for system development fees. The city charges a system development fee to help cover the cost of transportation improvements resulting from development. The fee varies depending on the land use being developed and the location of the development. The system development 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 FY14/15:

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$1,820,508	\$1,888,228	\$1,956,400	\$1,980,200	\$2,146,500	\$2,146,500	\$2,146,500	8%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	61,457	112,685	24,300	133,500	47,500	47,500	47,500	-64%
6 Miscellaneous:								
7 Interest	6,263	5,931	6,000	6,100	6,100	6,100	6,100	0%
8 Total Revenues	67,720	118,616	30,300	139,600	53,600	53,600	53,600	
9 Other Resources:								
10 Sewer Reserve Fund Loan Repayment	-	-	26,800	26,700	-	-	-	
11 Total Other Resources	-	-	26,800	26,700	-	-	-	-100%
12 TOTAL RESOURCES	1,888,228	2,006,844	2,013,500	2,146,500	2,200,100	2,200,100	2,200,100	2%
13 REQUIREMENTS:								
14 Expenditures:								
15 Capital Outlay:								
16 Improvements	-	-	440,000	-	450,000	450,000	450,000	
17 Unanticipated Expenses	-	-	1,003,900	-	1,000,000	1,000,000	1,000,000	
18 Total Capital Outlay	-	-	1,443,900	-	1,450,000	1,450,000	1,450,000	
19 Total Expenditures								
20 Other Requirements:								
21 Transfers Out:								
22 Interfund loan to General Fund	-	-	131,800	-	-	-	-	
23 Interfund loan to Storm Water Fund	-	-	30,000	-	-	-	-	
24 Interfund loan to Sewer Reserve Fund	-	26,610	-	-	-	-	-	
25 Total Transfers Out	-	26,610	161,800	-	-	-	-	
26 Fund Balance:								
27 Restricted for Improvements	1,888,228	1,980,234	407,800	2,146,500	750,100	750,100	750,100	-65%
28 TOTAL REQUIREMENTS	\$1,888,228	\$2,006,844	\$2,013,500	\$2,146,500	\$2,200,100	\$2,200,100	\$2,200,100	2%

Budget Notes:

Revenues:

5 The System Development Fee projections for FY14-15 assume 40 new single family homes starts 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

FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 52,418	\$ 52,594	\$ 52,700	\$ 52,800	\$ 52,900	\$ 52,900	\$ 52,900	0%
3 Revenues:								
4 Licenses & Fees:								
5 Off-Site Transportation Fees	-	-	-	-	-	-	-	
6 Miscellaneous:								
7 Interest	176	160	100	100	100	100	100	0%
8 Total Revenues	176	160	100	100	100	100	100	0%
9 TOTAL RESOURCES	52,594	52,754	52,800	52,900	53,000	53,000	53,000	0%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Off-Site Transportation Improvements	-		52,800	-	52,900	52,900	52,900	
14 Fund Balance:								
15 Restricted for Improvements	52,594	52,754	-	52,900	100	100	100	-100%
16 TOTAL REQUIREMENTS	\$ 52,594	\$ 52,754	\$ 52,800	\$ 52,900	\$ 53,000	\$ 53,000	\$ 53,000	0%

Budget Notes:

Revenues:

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

Expenditures:

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

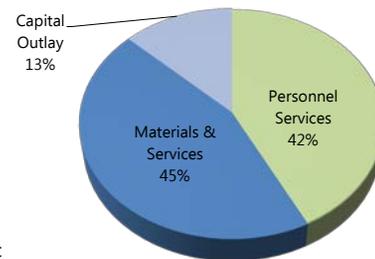
Public Works Stormwater Fund | FY14-15

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 2012/2013 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 FY 13-14

- Groundwater protectiveness model completed and approved by DEQ
- UIC Management Plan and associated documents completed and approved by DEQ
- Issuance of WPCF permit in October 2014
- Completion of DEQ approved stormwater sampling for the permit year
- 17 system repairs completed identified by the TV inspection program
- 75 catch basins retrofitted
- 30" pipe replacement. Failure identified by TV inspection work
- Approximately 31,000 ft of storm line inspected in FY 13-14 (9%)
- Maintenance Utility Worker II hired to expand stormwater maintenance and regulatory requirement
- Installation of new public vegetated stormwater facilities for drainage and treatment at Aldine Meadows



Division Goals for FY 14-15

- Continue repair work identified by the TV inspection contract
- Continue implementation of the TV inspection contract (goal is 10%)
- Development of a 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
- Amend the Erosion Control Ordinance
- Acquisition of a new vehicle
- Preliminary design work for realignment of storm system in Terrace Green
- Installation of public vegetated stormwater facilities for drainage and treatment at Windsor Island Estates

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 398,576	\$ 388,946	\$ 416,300	\$ 460,600	\$ 336,600	\$ 336,600	\$ 336,600	-27%
3 Revenues:								
4 Intergovernmental:								
5 Grants	1,500	-	-	-	-	-	-	
6 Charges for Services:								
7 Planning & Construction Fees	4,871	8,764	3,900	9,800	7,800	7,800	7,800	-20%
8 Service Fees	756,220	792,784	880,000	877,000	973,500	973,500	973,500	11%
9 Total Charges for Services	761,091	801,548	883,900	886,800	981,300	981,300	981,300	11%
10 Miscellaneous:								
11 Interest	911	762	6,500	6,500	6,500	6,500	6,500	0%
12 Miscellaneous Revenue	6,028	1,095	-	-	-	-	-	
13 Total Miscellaneous	6,939	1,857	6,500	6,500	6,500	6,500	6,500	0%
14 Total Revenues	769,530	803,405	890,400	893,300	987,800	987,800	987,800	11%
15 Other Resources:								
16 Transfers In:								
17 From the Street Fund	210,500	221,700	295,000	295,000	327,500	327,500	327,500	11%
18 Interfund Loan From Transportation Fund	-	-	30,000	-	-	-	-	
19 Total Transfers In	210,500	221,700	325,000	295,000	327,500	327,500	327,500	11%
20 TOTAL RESOURCES	1,378,606	1,414,051	1,631,700	1,648,900	1,651,900	1,651,900	1,651,900	0%

Public Works Stormwater Fund | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
21 REQUIREMENTS:								
22 Expenditures:								
23 Personnel Services:								
24 Public Works Director	13,473	16,918	18,100	18,300	-	-	-	-100%
25 Public Works Superintendent	3,701	-	5,400	-	-	-	-	
26 Municipal Utility Workers	140,816	145,251	187,900	187,900	152,000	152,000	152,000	-19%
27 Community Development Staff	-	1,827	2,000	2,000	2,100	2,100	2,100	5%
28 Environmental Program Staff	150,087	190,796	203,200	211,300	222,700	222,700	222,700	5%
29 Administrative Support	18,940	16,781	18,200	18,200	-	-	-	-100%
30 Temporary Employee	26,860	-	-	-	-	-	-	
31 Overtime	1,983	2,054	3,000	3,000	4,600	4,600	4,600	53%
32 Duty Pay	5,220	6,600	6,500	6,500	7,800	7,800	7,800	20%
33 Cell Phone - Clothing Allowances	1,180	1,428	1,800	1,800	2,100	2,100	2,100	17%
34 Wellness	-	-	2,100	2,100	2,800	2,800	2,800	33%
35 Medicare	7,420	6,112	6,800	6,800	6,000	6,000	6,000	-12%
36 Retirement	58,290	61,798	91,900	69,700	68,300	68,300	68,300	-2%
37 Insurance Benefits	94,366	116,613	143,300	143,300	127,800	127,800	127,800	-11%
38 Workers Compensation	85,902	20,440	9,700	9,700	6,900	6,900	6,900	-29%
39 Unemployment	-	-	-	-	-	-	-	
40 Total Personnel Services	608,238	586,618	699,900	680,600	603,100	603,100	603,100	-11%
41 Materials & Services:								
42 Postage & Printing	5,318	4,697	5,400	5,700	-	-	-	-100%
43 Concrete	-	196	1,100	2,500	3,000	3,000	3,000	20%
44 Rock & Backfill	711	209	1,500	900	1,200	1,200	1,200	33%
45 Paving	4,903	1,136	3,000	3,000	4,500	4,500	4,500	50%
46 Meetings, Travel & Training	3,487	3,564	5,000	9,000	6,000	6,000	6,000	-33%
47 Public Notices	181	163	400	-	-	-	-	
48 Labor Attorney	81	22	-	-	-	-	-	
49 Administrative Services Charges	114,798	122,943	159,300	147,200	324,600	325,000	325,000	121%
50 Contractual Services	29,272	72,253	108,300	108,300	93,300	93,300	93,300	-14%
51 Engineering Services	7,741	11,635	10,000	10,000	15,000	15,000	15,000	50%
52 Janitorial	839	735	900	800	-	-	-	-100%
53 Utilities	1,792	1,389	1,700	1,600	-	-	-	-100%
54 Storm Drain Utilities	3,967	4,542	4,200	4,900	5,000	5,000	5,000	2%
55 Telephone	2,647	2,603	2,500	2,400	-	-	-	-100%
56 Auto Insurance	287	977	4,800	4,100	-	-	-	-100%
57 Gasoline	1,802	1,492	2,200	1,800	2,200	2,200	2,200	22%
58 Diesel Fuel	8,588	8,660	13,000	10,000	11,000	11,000	11,000	10%
59 Vehicle Maintenance	3,005	3,135	3,000	3,000	3,500	3,500	3,500	17%
60 Equipment Maintenance	10,908	4,657	14,000	10,000	14,000	14,000	14,000	40%
61 Storm Sewer Dumping Costs	781	490	1,500	100	-	-	-	-100%
62 Permit Renewal & Registration Fees	2,710	4,052	4,000	2,600	4,000	4,000	4,000	54%
63 Plant Maintenance	4,475	5,676	15,300	7,500	10,000	10,000	10,000	33%
64 Pump Maintenance	4,992	2,438	10,000	5,000	10,000	10,000	10,000	100%
65 Operating Materials & Supplies	11,146	7,008	15,300	12,000	15,300	15,300	15,300	28%
66 Street Sweeping	19,906	18,448	95,000	97,200	98,000	98,000	98,000	1%
67 Medical Testing	4	45	-	400	400	400	400	0%
68 Lab Tests	874	7,572	8,000	3,700	8,000	8,000	8,000	116%
69 Consumer Confidence Report/ Public Education	962	870	1,000	1,000	3,400	3,400	3,400	240%
70 Total Materials & Services	246,177	291,607	490,400	454,700	632,400	632,800	632,800	39%

Public Works Stormwater Fund | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
71 Capital Outlay:								
72 Field Equipment	6,363	-	4,500	4,500	3,800	3,800	3,800	-16%
73 Heavy Equipment/Service Vehicle	-	12,897	22,500	22,500	30,000	30,000	30,000	33%
74 Storm Sewer Pipe Extension or Repair	128,882	62,301	150,000	150,000	150,000	150,000	150,000	0%
75 Total Capital Outlay	135,245	75,198	177,000	177,000	183,800	183,800	183,800	4%
76 Total Expenditures	989,660	953,423	1,367,300	1,312,300	1,419,300	1,419,700	1,419,700	8%
77 Other Requirements:								
78 Contingency	-	-	69,100	-	71,000	71,000	71,000	
79 Fund Balance:								
80 Assigned	388,946	460,628	195,300	336,600	161,600	161,200	161,200	-52%
81 TOTAL REQUIREMENTS	\$ 1,378,606	\$ 1,414,051	\$ 1,631,700	\$ 1,648,900	\$ 1,651,900	\$ 1,651,900	\$ 1,651,900	0%

Summary of Administrative Service Fund Charges

City-Wide Administration	\$ 18,999	\$ 9,015	\$ 27,000	\$ 27,000	\$ 29,500	\$ 29,500	\$ 29,500	9%
City Manager	3,565	3,218	11,000	10,900	11,400	11,400	11,400	5%
Information Systems	19,701	30,862	24,300	24,400	31,900	31,300	31,300	28%
Attorney's Office	4,443	3,453	2,800	2,700	2,300	2,300	2,300	-15%
City Recorder	3,488	3,182	10,500	10,700	11,100	11,100	11,100	4%
Human Resources	18,779	19,088	25,900	25,800	26,800	26,800	26,800	4%
Finance	25,696	25,129	16,200	16,200	14,200	14,200	14,200	-12%
Utility Billing	-	-	-	-	35,600	35,600	35,600	
Facility Maintenance	20,129	28,996	41,600	29,500	33,600	33,600	33,600	14%
Public Works	-	-	-	-	128,200	129,200	129,200	
Administrative Services Charges	\$ 114,800	\$ 122,943	\$ 159,300	\$ 147,200	\$ 324,600	\$ 325,000	\$ 325,000	121%

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 FY14-15 increase is anticipated in January 2015.

Expenditures:

Personnel Services:

- 23 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

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

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

Materials & Services:

- 48 Labor Attorney Costs have moved to the Public Works Administrative Services Fund.
- 49 Administrative Service Charges increased primarily due to:
- moving supervisory and administrative position costs to the Utility Billing and Public Works Administrative Services Fund.
 - funding the Public Works Superintendent position which has been held vacant for over a year
 - moving shared costs such as janitorial, utilities and telephone expenses to the Public Works Administrative Services Fund
- 50 Contractual services include \$90,000 for video inspection of pipes and \$3,300 for routine costs such as bank card fees for stormwater payments made with debit and credit cards.

52 Janitorial, utility and telephone costs have been moved to the Public Works Administration Fund
53
55

- 68 The Stormwater Division anticipates increasing the amount of testing in FY14-15.

Capital Outlay:

- 73 For the past several years, Stormwater staff has shared an old vehicle with the Code Enforcement position. With a new full-time Code Enforcement position recommended for FY14-15 Stormwater will need its own vehicle.

Public Works Sewer Fund | FY14-15

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 manage the billing function and remit Sewer Charges to City of Salem each month.

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
RESOURCES:								
1 Beginning Balance:	\$ 239,892	\$ 234,397	\$ 201,400	\$ 248,200	\$ 202,700	\$ 202,700	\$ 202,700	-18%
2 Revenues:								
3 Charges for Services:								
4 Plan/Construction Fees	-	491	-	3,000	-	-	-	
5 Salem Sewer Billing	4,569,987	4,673,101	4,888,000	4,839,500	5,081,500	5,081,500	5,081,500	5%
6 Sewer Administration Fee	291,531	295,079	298,000	302,800	334,300	334,300	334,300	10%
7 Total Charges for Services	4,861,518	4,968,671	5,186,000	5,145,300	5,415,800	5,415,800	5,415,800	5%
8 Miscellaneous:								
9 Miscellaneous	5,436	10,294	5,000	-	-	-	-	
10 Interest Earnings	245	216	400	400	400	400	400	0%
11 Total Miscellaneous	5,681	10,510	5,400	400	400	400	400	0%
12 Total Revenues	4,867,199	4,979,181	5,191,400	5,145,700	5,416,200	5,416,200	5,416,200	5%
13 TOTAL RESOURCES	5,107,091	5,213,578	5,392,800	5,393,900	5,618,900	5,618,900	5,618,900	4%
REQUIREMENTS:								
15 Expenditures:								
16 Personnel Services:								
17 Public Works Director	2,695	4,700	5,100	5,100	-	-	-	-100%
18 Public Works Superintendent	3,788	-	2,700	2,700	-	-	-	-100%
19 Community Development Staff	-	1,827	2,000	2,000	2,100	2,100	2,100	5%
20 Administrative Support	80,149	76,162	79,100	79,100	-	-	-	-100%
21 Overtime	330	396	-	-	-	-	-	
22 Cell Phone Stipend	-	76	100	100	100	100	100	0%
23 Medicare	1,396	1,316	1,400	1,400	100	100	100	-93%
24 Wellness	-	-	500	500	100	100	100	-80%
25 Retirement	12,816	11,148	15,800	15,800	500	500	500	-97%
26 Insurance Benefits	29,452	33,594	31,600	31,600	400	400	400	-99%
27 Workers Compensation	219	189	300	300	100	100	100	-67%
28 Total Personnel Services	130,845	129,408	138,600	138,600	3,400	3,400	3,400	-98%
29 Materials & Services:								
30 Postage & Printing	19,582	22,080	24,200	24,200	-	-	-	-100%
31 Meetings, Travel & Training	16	511	1,400	1,400	200	200	200	-86%
32 Public Notices	23	31	100	100	100	100	100	0%
33 Administrative Services Charges	90,039	101,534	115,200	111,800	313,800	313,600	313,600	181%
34 Contractual Services	21,221	16,491	21,200	21,200	-	-	-	-100%
35 Engineering Services	1,329	1,302	5,000	5,000	5,000	5,000	5,000	0%
36 Salem Sewer Payments	4,604,839	4,694,005	4,932,500	4,888,900	5,133,300	5,133,300	5,133,300	5%
37 Emergency Management Expense	-	-	1,000	-	1,000	1,000	1,000	
38 Miscellaneous Expense	4,800	-	-	-	1,000	1,000	1,000	
39 Total Materials & Services	4,741,849	4,835,954	5,100,600	5,052,600	5,454,400	5,454,200	5,454,200	8%
40 Total Expenditures	4,872,694	4,965,362	5,239,200	5,191,200	5,457,800	5,457,600	5,457,600	5%
41 Other Requirements:								
42 Contingency	-	-	15,300	-	16,200	16,200	16,200	
43 Total Other Requirements	-	-	15,300	-	16,200	16,200	16,200	
44 Fund Balance:								
45 Committed for Future Operations	234,397	248,216	138,300	202,700	144,900	145,100	145,100	-28%
46 TOTAL REQUIREMENTS	\$ 5,107,091	\$ 5,213,578	\$ 5,392,800	\$ 5,393,900	\$ 5,618,900	\$ 5,618,900	\$ 5,618,900	4%

Public Works
Sewer Fund | FY14-15

Summary of Administrative Service Fund Charges

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM
City-Wide Administration	\$ 7,198	\$ 5,583	\$ 7,800	\$ 7,800	\$ 8,300	\$ 8,300	\$ 8,300	6%
City Manager	3,147	4,057	4,300	4,300	5,100	5,100	5,100	19%
Information Systems	11,349	20,857	14,500	14,500	18,300	18,100	18,100	25%
Attorney's Office	3,921	4,360	3,800	3,700	5,400	5,400	5,400	46%
City Recorder	3,079	4,009	4,100	4,200	5,000	5,000	5,000	19%
Human Resources	7,114	6,207	7,500	7,500	7,500	7,500	7,500	0%
Finance	46,605	47,001	61,100	61,200	61,700	61,700	61,700	1%
Utility Billing	-	-	-	-	167,100	167,100	167,100	
Facility Maintenance	7,626	9,460	12,100	8,600	9,500	9,500	9,500	10%
Public Works	-	-	-	-	25,900	25,900	25,900	
Administrative Services Charges	\$ 90,039	\$ 101,534	\$ 115,200	\$ 111,800	\$ 313,800	\$ 313,600	\$ 313,600	181%

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 5% 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 marks the last year the remaining 1% surcharge will be included in Keizer rates.
- 6 The Sewer Administration Fee was set at \$4.85 in 2006 and has only increased slightly to \$4.94 currently. To keep up with costs and restore the ending fund balance to a healthy level, a \$1.00 bi-monthly fee increase is proposed beginning January 2015.

Expenditures:

Personnel Services:

- 16 The Public Works and Administrative Service staff are now budgeted in the Administrative Services Fund and costs are charged back to the Sewer Fund based on estimated time spent in the Division.
- 30 Postage & Printing and Contractual Services are costs associated with generating and sending utility bills. These costs are
- 34 now budgeted in the Utility Billing Administrative Services Fund and charged back to the Sewer Fund.
- 33 Administrative Service Charges increased primarily due to:
 - moving public works administrative position costs to the Administrative Services Fund.
 - moving postage & printing and contractual service expenses to the Utility Billing Administrative Services Fund
- 36 The 5% increase in Salem Sewer Payments reflects the rate increase anticipated in FY14-15.

Public Works

Sewer Reserve Fund | FY14-15

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 additional capacity improvements are planned in Fiscal Year 14/15.

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 54,397	\$ 26,027	\$ 11,600	\$ -	\$ 63,500	\$ 63,500	\$ 63,500	
3 Revenues:								
4 Intergovernmental:								
5 City of Salem Reimbursement	50,000	-	-	-				
6 Charges for Services:								
7 Sewer System Development Fee	14,024	25,737	23,700	98,800	40,000	40,000	40,000	-60%
8 Miscellaneous:								
9 Interest	157	8	100	100	100	100	100	0%
10 Total Revenues	64,181	25,745	23,800	98,900	40,100	40,100	40,100	-59%
11 Other Resources:								
12 Transfers In:								
13 Transportation Interfund Loan	-	26,610	-	-	-	-	-	
14 TOTAL RESOURCES	118,578	78,382	35,400	98,900	103,600	103,600	103,600	5%
15 REQUIREMENTS:								
16 Expenditures:								
17 Capital Outlay:								
18 Sewer Line Extensions	92,551	3,382	-	-				
19 Reimburse Sewer SDC Fees	-	75,000	-	-				
20 Unanticipated Expense	-	-	8,600	8,700	103,500	103,500	103,500	1090%
21 Total Capital Outlay	92,551	78,382	8,600	8,700	103,500	103,500	103,500	1090%
22 Other Requirements:								
23 Transfers Out:								
24 Transportation Fund Interfund Loan	-	-	26,800	26,700	-	-	-	-100%
25 Fund Balance:								
26 Restricted for Improvements	26,027	-	-	63,500	100	100	100	-100%
27 TOTAL REQUIREMENTS	\$ 118,578	\$ 78,382	\$ 35,400	\$ 98,900	\$ 103,600	\$ 103,600	\$ 103,600	5%

Budget Notes:

Revenues:

7 The System Development Fee projections for FY14-15 assume the subdivision on Willow Lake Road begins development.

Public Works Water Fund | FY14-15

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.

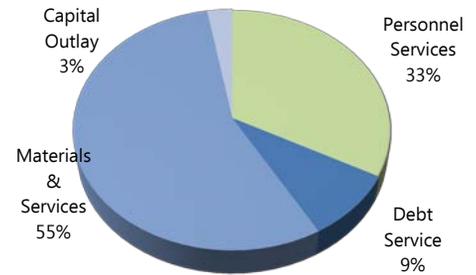
Accomplishments for FY 13-14

- Completed Water System Operations and Maintenance Manual and Emergency Response Plan
- Rehabilitate McNary well including a new drive shaft
- Replaced 1998 van with new Ford F-350 and service body
- Replaced water main on Northshire Ct.
- Instituted low-lead brass standards as required by SB 3874
- Repaired 21 water main leaks
- Installed 21 water services

Division Goals for FY 14-15

- Replace water main on Ivy Way
- Connect to new water main intertie with City of Salem at Wiessner Pump Station
- Continue updating distribution system to ensure adequate volume and pressure delivery to residents
- Develop a comprehensive integrated public education program with the Stormwater Division
- Clean water storage reservoirs
- Test all 3" and larger meters
- Paint fire hydrants

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 613,623	\$ 616,647	\$ 632,600	\$ 633,900	\$ 585,600	\$ 585,600	\$ 585,600	-8%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	705	825	1,100	1,100	1,100	1,100	1,100	0%
6 Licenses & Fees:								
7 Planning & Construction Fees	62	2,960	1,500	11,400	10,000	10,000	10,000	-12%
8 Service Fees	6,876	22,288	15,000	17,800	15,000	15,000	15,000	-16%
9 Diesel Fuel Sales	35,991	38,732	35,000	35,000	37,000	37,000	37,000	6%
10 Live Tap Reimbursement	2,755	5,804	5,000	17,800	5,000	5,000	5,000	-72%
11 Total Licenses & Fees	45,684	69,784	56,500	82,000	67,000	67,000	67,000	-18%
12 Charges for Services:								
13 Water Sales	2,339,180	2,381,758	2,493,300	2,443,400	2,553,400	2,553,400	2,553,400	5%
14 Miscellaneous:								
15 Assessment Interest	33	18	100	100	100	100	100	0%
16 Interest	2,159	1,923	2,000	1,700	1,700	1,700	1,700	0%
17 Miscellaneous	17,244	4,702	5,000	5,000	5,000	5,000	5,000	0%
18 Total Miscellaneous	19,436	6,643	7,100	6,800	6,800	6,800	6,800	0%
19 Other Resources:								
20 Transfers In:								
21 Transfer from Park Improvement Fund	-	-	6,600	6,600	-	-	-	-100%
22 TOTAL RESOURCES	3,018,628	3,075,657	3,197,200	3,173,800	3,213,900	3,213,900	3,213,900	1%

Public Works Water Fund | FY14-15

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2011-12	2012-13	2013-14	2013-14	2014-15	2014-15	2014-15	FROM PROJ
23 REQUIREMENTS:								
24 Expenditures:								
25 Personnel Services:								
26 Public Works Director	24,252	25,378	25,100	25,100	-	-	-	-100%
27 Public Works Superintendent	30,307	-	21,400	-	-	-	-	
28 Municipal Utility Workers	495,476	518,256	545,500	545,500	508,500	508,500	508,500	-7%
29 Community Development Staff	2,266	1,827	2,000	2,000	2,100	2,100	2,100	5%
30 Administrative Support	81,570	78,692	81,300	81,300	-	-	-	-100%
31 Overtime	17,179	17,741	25,000	25,000	25,500	25,500	25,500	2%
32 Duty Pay	10,740	13,200	13,000	13,000	15,600	15,600	15,600	20%
33 Cell Phone/Clothing Allowance	3,860	4,627	8,100	8,100	6,300	6,300	6,300	-22%
34 Wellness	-	-	3,300	3,300	4,100	4,100	4,100	24%
35 Medicare	10,448	10,030	10,900	10,900	8,200	8,200	8,200	-25%
36 Retirement	92,345	89,247	135,200	93,600	88,200	88,200	88,200	-6%
37 Insurance Benefits	189,485	192,975	228,300	228,300	188,400	188,400	188,400	-17%
38 Unemployment	14,620	7,594	13,200	13,200	-	-	-	-100%
39 Workers Compensation	11,210	2,588	11,400	11,400	9,600	9,600	9,600	-16%
40 Total Personnel Services	983,758	962,155	1,123,700	1,060,700	856,500	856,500	856,500	-19%
41 Materials & Services:								
42 Postage & Printing	18,269	20,198	27,000	25,000	-	-	-	-100%
43 Concrete	7,205	14,761	10,000	8,000	10,000	10,000	10,000	25%
44 Rock & Backfill	3,044	4,566	5,500	4,500	5,500	5,500	5,500	22%
45 Paving	15,887	14,558	16,500	16,500	16,500	16,500	16,500	0%
46 Sequestering Agent	17,153	14,509	28,000	28,000	28,000	28,000	28,000	0%
47 Fluoride	7,250	6,974	10,000	10,000	15,000	15,000	15,000	50%
48 Meetings, Travel & Training	11,448	12,975	15,800	15,800	15,000	15,000	15,000	-5%
49 Public Notices	205	389	300	200	300	300	300	50%
50 Labor Attorney	44,040	1,783	1,500	1,500	-	-	-	-100%
51 Administrative Services Charges	222,965	206,518	298,800	279,300	672,500	674,300	674,300	141%
52 Contractual Services	18,280	52,617	25,000	25,000	35,000	35,000	35,000	40%
53 Flagging	522	4,983	1,500	1,800	2,000	2,000	2,000	11%
54 Engineering Services	6,269	6,695	20,000	18,000	20,000	20,000	20,000	11%
55 Janitorial	2,885	2,563	3,000	1,700	-	-	-	-100%
56 Electricity	200,530	204,966	211,000	211,000	226,000	226,000	226,000	7%
57 Natural Gas	1,160	2,351	2,200	2,400	2,500	2,500	2,500	4%
58 Telephone	6,191	6,069	6,500	5,800	-	-	-	-100%
59 Telemetry	1,989	3,617	10,000	10,000	10,000	10,000	10,000	0%
60 Auto Insurance	5,525	3,909	6,400	6,400	-	-	-	-100%
61 Gasoline	17,798	18,599	17,500	17,500	18,000	18,000	18,000	3%
62 Diesel Fuel	41,165	47,270	48,000	48,000	50,000	50,000	50,000	4%
63 Vehicle Maintenance	11,433	14,963	15,000	7,500	15,000	15,000	15,000	100%
64 Equipment Maintenance	6,869	3,792	12,000	20,000	12,000	12,000	12,000	-40%
65 Plant Maintenance	34,816	50,653	65,000	65,000	55,000	55,000	55,000	-15%
66 Live Taps	4,370	11,020	10,000	12,500	10,000	10,000	10,000	-20%
67 Pump House Maintenance	9,908	7,417	15,000	18,000	15,000	15,000	15,000	-17%
68 Pump Maintenance	70,385	38,848	65,000	65,000	65,000	65,000	65,000	0%
69 Operating Materials & Supplies	24,696	24,433	30,000	25,000	30,000	30,000	30,000	20%
70 Medical Testing	17	558	500	600	500	500	500	-17%
71 Water Mains	16,850	16,927	20,000	19,000	35,000	35,000	35,000	84%
72 Well Property Lease	4,275	1,069	-	-	-	-	-	
73 Lab Tests	35,643	42,101	58,500	56,500	38,000	38,000	38,000	-33%
74 Contract Meter Reading	33,280	33,990	33,500	34,000	34,000	34,000	34,000	0%
75 Consumer Confidence Report	7,469	7,830	10,000	10,000	12,000	12,000	12,000	20%
76 Miscellaneous	9,782	9,579	1,000	-	1,000	1,000	1,000	
77 Total Materials & Services	919,573	914,050	1,100,000	1,069,500	1,448,800	1,450,600	1,450,600	36%

Public Works Water Fund | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
78 Capital Outlay:								
79 Field Equipment	12,639	6,521	5,000	5,000	11,000	11,000	11,000	120%
80 Water Meters	6,493	7,589	45,000	25,000	45,000	45,000	45,000	80%
81 Acquisition & Development	-	28,752	-	-	-	-	-	
82 Heavy Equipment/Vehicle	-	69,740	33,000	33,000	8,800	8,800	8,800	-73%
83 Unanticipated Expense	-	-	-	-	8,400	8,400	8,400	
84 Total Capital Outlay	19,132	112,602	83,000	63,000	73,200	73,200	73,200	16%
85 Debt Service:								
86 Principal	155,000	165,000	170,000	170,000	180,000	180,000	180,000	6%
87 Interest	74,518	67,958	61,100	61,100	54,000	54,000	54,000	-12%
88 Total Debt Service	229,518	232,958	231,100	231,100	234,000	234,000	234,000	1%
89 Total Expenditures	2,151,981	2,221,765	2,537,800	2,424,300	2,612,500	2,614,300	2,614,300	8%
90 Other Requirements:								
91 Contingency	-	-	99,700	-	115,300	115,400	115,400	
92 Transfer to Water Facility Replacement Reserve	250,000	220,000	163,900	163,900	90,100	90,100	90,100	-45%
93 Total Other Requirements	250,000	220,000	263,600	163,900	205,400	205,500	205,500	25%
94 Fund Balance:								
95 Restricted for Operations	616,647	633,892	395,800	585,600	396,000	394,100	394,100	-33%
96 TOTAL REQUIREMENTS	\$3,018,628	\$3,075,657	\$3,197,200	\$3,173,800	\$3,213,900	\$3,213,900	\$3,213,900	1%

Summary of Administrative Service Fund Charges

City-Wide Administration	\$ 37,627	\$ 17,133	\$ 43,300	\$ 43,300	\$ 47,300	\$ 47,300	\$ 47,300	9%
City Manager	8,422	6,935	18,300	18,200	19,400	19,400	19,400	7%
Information Systems	40,447	45,841	43,700	43,800	56,100	55,000	55,000	26%
Attorney's Office	10,495	7,438	6,300	6,100	6,800	6,800	6,800	11%
City Recorder	8,240	6,859	17,500	17,800	18,900	18,900	18,900	6%
Human Resources	37,192	33,101	41,600	41,500	42,900	42,900	42,900	3%
Finance	40,678	38,790	61,100	61,200	61,700	61,700	61,700	1%
Utility Billing	-	-	-	-	152,900	152,900	152,900	
Facility Maintenance	39,865	50,421	66,900	47,400	53,900	53,900	53,900	14%
Public Works	-	-	-	-	212,600	215,500	215,500	
Administrative Service Charges	\$ 222,966	\$ 206,518	\$ 298,700	\$ 279,300	\$ 672,500	\$ 674,300	\$ 674,300	141%

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 FY14-15 increase is anticipated in January 2015.

Expenditures:

Personnel Services:

25 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

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

- moving supervisory and administrative position costs to the Utility Billing and Public Works Administrative Services Fund.
- funding the Public Works Superintendent position which has been held vacant for over a year
- moving shared costs such as janitorial, utilities and telephone expenses to the Public Works Administrative Services Fund

52 Contractual services include \$11,000 for temporary employees, \$5,000 for meter testing, \$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 and telephone costs have been moved to the Public Works Administration Fund
58

56 Electricity includes a 7% rate increase as projected by Portland General Electric for commercial accounts.

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

Capital Outlay:

79 Field equipment includes \$2,600 for trash pumps, \$1,800 for remote lighting, \$6,600 for a concrete saw and trailer.

82 The Public Works Department needs a new vehicle to replace its 1999 van. The Street Fund share is 75% and the remaining 25% will be paid from the Water Fund.

Debt Service:

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

	Principal	Interest
09/01/14	180,000	28,803
03/01/15		25,113
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	\$ 1,405,000	\$ 210,433

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

Public Works Water Facility Fund | FY14-15

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 2014/2015 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 FY 2013/2014

- Constructed Wiessner/Ridge Dr. Loop Waterline
- Install "Jockey" Pump at Reitz Pump Station

Capital Improvements Planned FY 2014/2015

- Install Standby Generator and Automatic Transfer Switch at Reitz Pump Station
- Complete Hydrogeological study for volatile organic compound contamination
- Continue steel water main replacement plan as identified in 2012 Water Master Plan Update
- Telemetry and Supervisory Control and Data Acquisition system update

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 933,710	\$ 783,636	\$ 641,400	\$ 637,000	\$ 490,300	\$ 490,300	\$ 520,300	-18%
3 Revenues:								
4 Charges for Services:								
5 System Development Charges	17,483	23,155	18,300	27,400	40,700	40,700	40,700	49%
6 Miscellaneous:								
7 Interest	3,040	2,611	3,200	2,200	2,500	2,500	2,500	14%
8 Miscellaneous	-	36,590	-	-	-	-	-	-
9 Total Miscellaneous	3,040	39,201	3,200	2,200	2,500	2,500	2,500	14%
10 Total Revenues	20,523	62,356	21,500	29,600	43,200	43,200	43,200	46%
11 Other Resources:								
12 Debt Proceeds:								
13 Bank Loan	-	-	200,000	-	360,000	360,000	360,000	-
14 Transfers In:								
15 Transfer from Water Fund	250,000	220,000	163,900	163,900	90,100	90,100	90,100	-45%
16 Total Other Resources	250,000	220,000	363,900	163,900	450,100	450,100	450,100	175%
17 TOTAL RESOURCES	\$ 1,204,233	\$ 1,065,992	\$ 1,026,800	\$ 830,500	\$ 983,600	\$ 983,600	\$ 1,013,600	22%
18 REQUIREMENTS:								
19 Expenditures:								
20 Capital Outlay:								
21 Supply/Treatment	420,519	428,996	39,600	60,200	79,000	79,000	109,000	81%
22 Transmission & Distribution Mains	78	-	439,200	250,000	400,000	400,000	400,000	60%
23 General Plant	-	-	132,000	-	202,000	202,000	202,000	-
24 Storage	-	-	-	-	-	-	-	-
25 Unanticipated Expenses	-	-	176,000	-	68,100	68,100	68,100	-
26 Total Capital Outlay	420,597	428,996	786,800	310,200	749,100	749,100	779,100	151%
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	549,536	402,896	5,900	286,200	400	400	400	-100%
30 Total Fund Balance	783,636	636,996	240,000	520,300	234,500	234,500	234,500	-55%
31 TOTAL REQUIREMENTS	\$ 1,204,233	\$ 1,065,992	\$ 1,026,800	\$ 830,500	\$ 983,600	\$ 983,600	\$ 1,013,600	22%

Public Works
Water Facility Fund | FY14-15

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY14-15 assume 40 new single family homes starts during the year and one commercial development for Kaiser Permanente.
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 completion of the Hydrogeological study for volatile organic compound contamination.
23 General Plant costs include a standby generator and automatic transfer switch at the Reitz Pump Station, telemetry system hardware updates, and for a Pressure Reducing Valve and Vault at Wiessner for emergency water supply from City of Salem.

Public Works Park Improvement Fund | FY14-15

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 FY 13/14

Planning and design work for the Community Build Big Toy project at Keizer Rapids Park began.

Improvements Planned for FY 14/15

Completion of the Community Build Big Toy project at Keizer Rapids Park.

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 590,689	\$ 493,862	\$ 375,200	\$ 388,600	\$ 265,000	\$ 265,000	\$ 265,000	-32%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	5,166	26,334	29,300	37,800	64,400	64,400	64,400	70%
6 Intergovernmental:								
7 Grants	-	650,360	-	-	150,000	150,000	150,000	
8 Miscellaneous:								
9 Interest	1,922	310	1,200	1,200	1,200	1,200	1,200	0%
10 Miscellaneous Revenue	-	140	-	-	-	-	-	
11 Total Miscellaneous	1,922	450	1,200	1,200	1,200	1,200	1,200	0%
12 Total Revenues	7,088	677,144	30,500	39,000	215,600	215,600	215,600	453%
13 TOTAL RESOURCES	\$ 597,777	\$ 1,171,006	\$ 405,700	\$ 427,600	\$ 480,600	\$ 480,600	\$ 480,600	12%
14 REQUIREMENTS:								
15 Expenditures:								
16 Capital Outlay:								
17 Grant Expenditures	88,388	760,804	40,000	40,700	150,000	150,000	150,000	269%
18 Improvements	15,527	21,597	116,000	115,300	300,000	300,000	300,000	160%
19 Unanticipated Expenses:								
20 Roadway Extension & Parking	-	-	45,000	-	-	-	-	
21 ADA Access to Amphitheater	-	-	10,000	-	10,000	10,000	10,000	
22 KRP Playground	-	-	95,600	-	-	-	-	
23 "New" SDC Money	-	-	92,500	-	20,600	20,600	20,600	
24 Total Unanticipated Expenses	-	-	243,100	-	30,600	30,600	30,600	
25 Total Capital Outlay	103,915	782,401	399,100	156,000	480,600	480,600	480,600	208%
26 Other Requirements:								
27 Transfers Out:								
28 Transfer to Water Fund	-	-	6,600	6,600	-	-	-	-100%
29 Fund Balance:								
30 Restricted for Improvements	493,862	388,605	-	265,000	-	-	-	-100%
31 TOTAL REQUIREMENTS	\$ 597,777	\$ 1,171,006	\$ 405,700	\$ 427,600	\$ 480,600	\$ 480,600	\$ 480,600	12%

Budget Notes:

Revenues:

5 The System Development Fee projections for FY14-15 assume 40 new single family homes starts during the year.

7

This City has applied for a grant with the Oregon Parks and Recreation Department to help fund the "Big Toy" project at Keizer Rapids Park.

Expenditures:

17

18

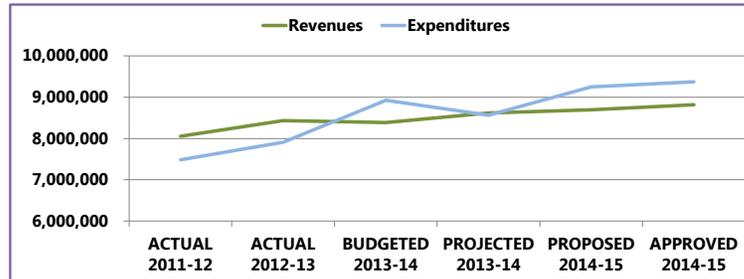
Capital outlay expenditures are for the "Big Toy" project at Keizer Rapids Park.
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General Fund Summary | FY14-15

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.

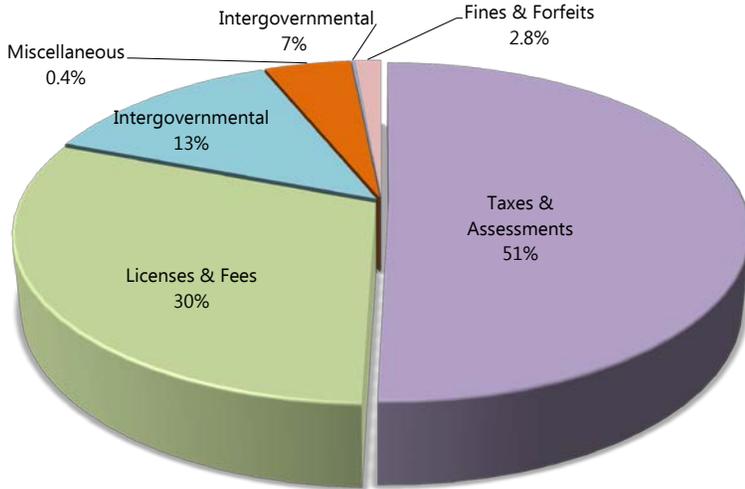
General Fund Revenues and Expenditures



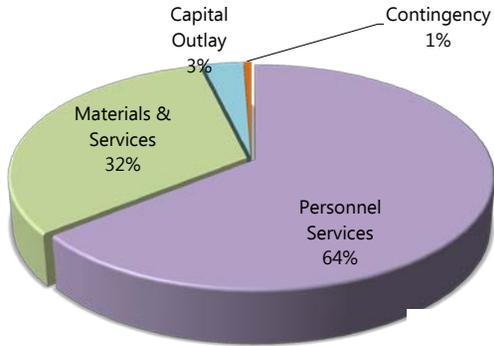
	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 1,690,605	\$ 1,976,295	\$ 1,812,360	\$ 2,152,100	\$ 2,201,800	\$ 2,185,800	\$ 2,185,800	2%
3 Revenues:								
4 Taxes & Assessments	3,744,901	4,137,204	4,197,300	4,352,500	4,449,900	4,449,900	4,449,900	2%
5 Licenses & Fees	2,516,987	2,502,160	2,511,600	2,614,600	2,682,400	2,682,400	2,682,400	3%
6 Intergovernmental	998,735	1,084,107	1,029,000	1,053,100	1,041,200	1,141,200	1,141,200	8%
7 Fines & Forfeitures	652,096	566,938	512,700	451,700	385,100	407,000	407,000	-10%
8 Charges for Services	8,517	5,604	6,500	9,000	13,000	13,000	13,000	44%
9 Miscellaneous	136,654	134,630	128,000	137,300	124,200	124,200	124,200	-10%
10 Total Revenues	8,057,890	8,430,643	8,385,100	8,618,200	8,695,800	8,817,700	8,817,700	2%
11 Other Resources:								
12 Transfers In	11,571	35,123	131,800	-	-	-	-	
13 Debt Proceeds	-	-	-	-	-	-	-	
14 Total Other Resources:	11,571	35,123	131,800	-	-	-	-	
15 TOTAL RESOURCES	9,760,066	10,442,061	10,329,260	10,770,300	10,897,600	11,003,500	11,003,500	2%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services	5,265,684	5,402,683	5,739,300	5,555,900	6,009,900	6,054,400	6,054,400	9%
19 Materials & Services	1,984,597	2,060,404	2,697,000	2,504,400	2,918,000	3,009,400	3,014,400	20%
20 Capital Outlay	237,490	445,365	485,500	501,000	320,500	304,500	304,500	-39%
21 Total Expenditures	7,487,771	7,908,452	8,921,800	8,561,300	9,248,400	9,368,300	9,373,300	9%
22 Other Requirements:								
23 Transfers Out	296,000	381,171	-	23,200	-	-	-	-100%
24 Contingency	-	-	60,000	-	60,000	60,000	55,000	
25 Total Other Requirements	296,000	381,171	60,000	23,200	60,000	60,000	55,000	137%
26 Fund Balance:								
27 Committed	-	-	180,000	180,000	290,200	270,000	270,000	50%
28 Unassigned	1,976,295	2,152,438	1,167,460	2,005,800	1,299,000	1,305,200	1,305,200	-35%
29 Total Fund Balance	1,976,295	2,152,438	1,347,460	2,185,800	1,589,200	1,575,200	1,575,200	-28%
30 TOTAL REQUIREMENTS	\$9,760,066	\$10,442,061	\$ 10,329,260	\$ 10,770,300	\$ 10,897,600	\$ 11,003,500	\$ 11,003,500	2%

General Fund Revenues & Expenditures Summary FY14-15

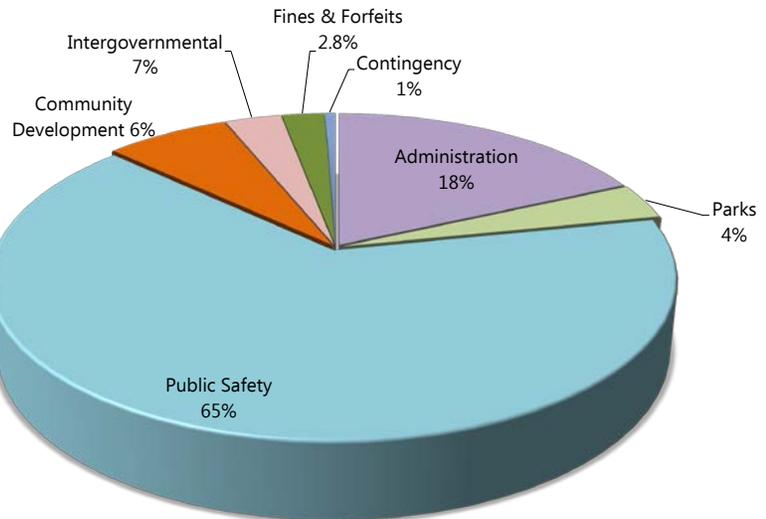
Revenues by Major Category



Expenditures by Major Category

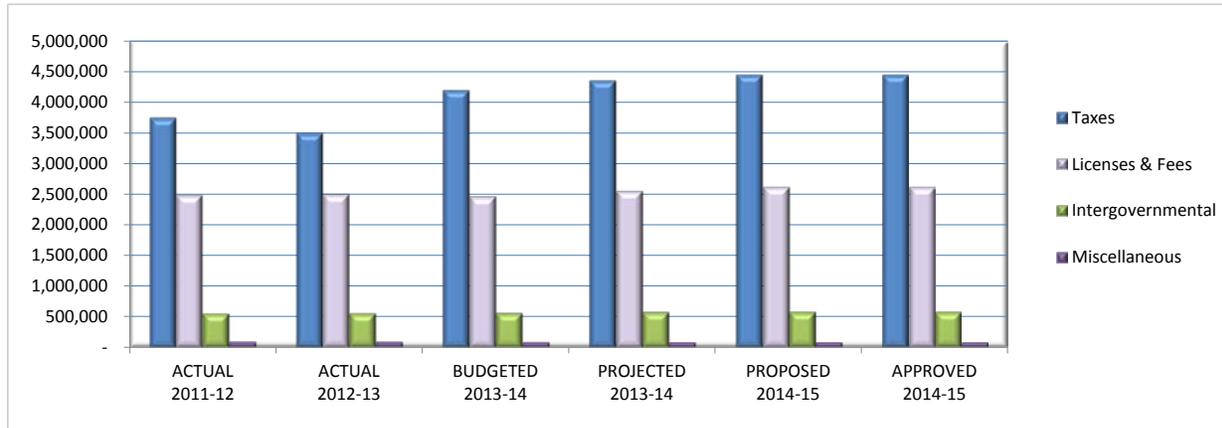


Expenditures by Function



General Fund Non-Departmental Resources

FY14-15



	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 1,452,343	\$ 1,720,395	\$ 1,637,760	\$ 2,000,400	\$ 2,029,000	\$ 2,029,000	\$ 2,029,000	1%
3 Taxes:								
4 Hotel/Motel Tax	45,659	39,140	36,600	48,800	48,800	48,800	48,800	0%
5 Prior Year Taxes	138,895	147,710	146,800	160,700	160,700	160,700	160,700	0%
6 Tax Base	3,560,347	3,950,354	4,013,900	4,143,000	4,240,400	4,240,400	4,240,400	2%
7 Total Taxes	3,744,901	4,137,204	4,197,300	4,352,500	4,449,900	4,449,900	4,449,900	2%
8 Licenses & Fees:								
9 Electric Franchise	1,029,612	1,009,244	1,010,600	1,066,600	1,115,700	1,115,700	1,115,700	5%
10 Natural Gas Franchise	358,858	334,001	297,000	349,000	349,000	349,000	349,000	0%
11 Telephone Franchise	67,924	61,347	55,400	53,400	48,200	48,200	48,200	-10%
12 Cable Television Franchise	381,509	396,863	399,800	406,500	406,500	406,500	406,500	0%
13 Sanitation Franchise	195,414	195,114	192,400	197,800	197,800	197,800	197,800	0%
14 Water Sales Assessments	124,140	123,888	132,000	130,300	135,800	135,800	135,800	4%
15 Sewer License Fee	255,067	261,485	275,700	270,600	284,100	284,100	284,100	5%
16 Storm Water Franchise	39,767	41,406	64,800	45,800	50,700	50,700	50,700	11%
17 Wireless Franchise	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0%
18 Liquor Licenses	2,525	2,642	2,500	2,500	2,500	2,500	2,500	0%
19 Lien Search Fee	21,937	19,768	20,900	18,800	18,800	18,800	18,800	0%
20 Total Licenses & Fees	2,486,753	2,455,758	2,461,100	2,551,300	2,619,100	2,619,100	2,619,100	3%
21 Intergovernmental:								
22 Cigarette Tax	53,592	52,175	52,100	49,500	46,500	46,500	46,500	-6%
23 Liquor Tax	468,156	489,344	492,100	511,800	516,500	516,500	516,500	1%
24 Fire District Reimbursement	16,642	-	-	-	-	-	-	-
25 Total Intergovernmental	538,390	541,519	544,200	561,300	563,000	563,000	563,000	0%
26 Miscellaneous:								
27 Stadium Rent	46,696	45,922	47,700	46,700	46,700	46,700	46,700	0%
28 Interest	5,466	5,557	5,000	5,000	5,000	5,000	5,000	0%
29 Rentals	300	100	-	-	-	-	-	-
30 Cell Tower Rent	9,819	10,025	10,100	10,100	10,400	10,400	10,400	3%
31 Art Walk Revenue	1,100	800	3,000	-	-	-	-	-
32 Sewer SDC Admin Fee	7,033	217	200	200	200	200	200	0%
33 Parks SDC Admin Fee	2,114	2,926	3,300	3,300	3,300	3,300	3,300	0%
34 Miscellaneous Revenue	2,074	7,217	2,000	2,000	2,000	2,000	2,000	0%
35 Good Vibrations Donations	350	437	-	-	-	-	-	-
36 Total Miscellaneous	74,952	73,201	71,300	67,300	67,600	67,600	67,600	0%

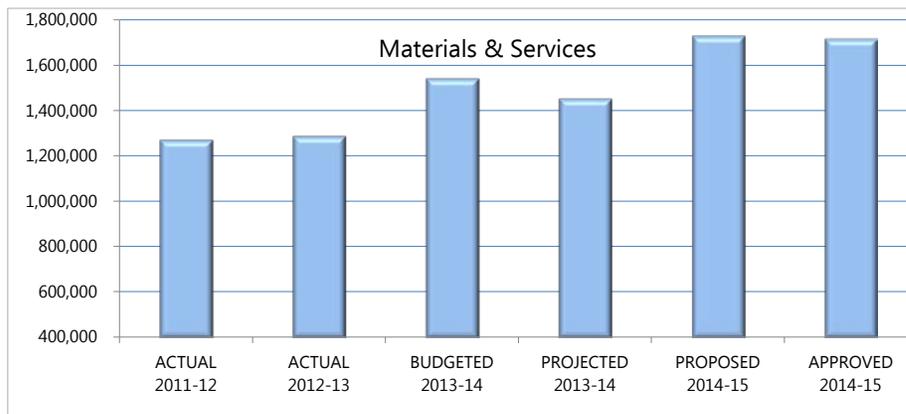
General Fund Non-Departmental Resources | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
37 Transfers In:								
38 From Keizer Station LID Fund	3,071	-	-	-	-	-	-	-
39 From Revenue Sharing Fund	8,500	-	-	-	-	-	-	-
40 Total Transfers In	11,571	-	-	-	-	-	-	-
41 TOTAL RESOURCES	\$8,308,910	\$8,928,077	\$8,911,660	\$9,532,800	\$9,728,600	\$9,728,600	\$9,728,600	2%

Budget Notes:

- 6 Property Tax Revenues are expected to increase 2%; 0.75% from new construction based on permits process in FY13-14 and 2% from
 9 increased valuation. Marion County projects a tentative 2.75% increase overall, however, official estimates are not available at this time.
 PGE anticipates a 4.6% rate increase effective January 2014.
- 10 NW Natural Gas experienced a 4.5% increase in rates during FY13-14.
- 11 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise
 tax. FY14-15 revenue projections are based on a 10% reduction over FY13-14 projected revenues, consistent with the current downward
 trend.
- 14 City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY14-15.
- 17 The City's Wireless agreement with Clear Wireless ends during FY14-15 and the City does not anticipate receiving Wireless Franchise
 revenue beyond this year.
- 22 The League of Oregon Cities reports that the State projects a 6% decline in Cigarette Tax revenues and a 1% increase in Liquor Tax
 23 revenues. 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 | FY14-15



	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 TOTAL REQUIREMENTS:								
2 Expenditures:								
3 Materials & Services:								
4 Public Notices	\$ 1,378	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,400	\$ 1,400	\$ 1,400	8%
5 Art Walk Artists' Stipends	2,230	800	3,000	3,000	3,000	3,000	3,000	0%
6 Civic Center Art	-	-	-	-	-	-	-	-
7 Legal Services	5,000	-	10,000	10,000	12,000	12,000	12,000	20%
8 Administrative Services Charges	1,197,121	1,222,651	1,441,600	1,354,900	1,615,000	1,611,100	1,611,100	19%
9 Contractual Services	10,368	9,175	10,400	10,400	10,700	10,700	10,700	3%
10 Keizer Fire District TOT	-	-	-	-	9,800	4,000	4,000	-
11 KAVA-Hotel/Motel Tax	-	5,500	-	-	-	-	-	-
12 Off-Site Property Maintenance	4,886	7,813	6,000	6,000	7,500	7,500	7,500	25%
13 Elections	42,199	-	-	-	-	-	-	-
14 Neighborhood Associations	420	398	1,400	1,400	1,400	1,800	1,800	29%
15 Volunteer Recognition	152	132	200	200	200	200	200	0%
16 After School Programs	4,000	5,000	5,000	5,000	5,000	5,000	6,000	20%
17 Skyball Youth Sports	-	-	-	-	1,500	-	-	-
18 SK Schools Tax Payment	-	33,515	33,600	33,600	33,600	33,600	33,600	0%
19 Community Events	-	-	7,800	7,800	-	-	-	-100%
20 Heritage Volunteer Event	-	-	500	500	-	-	-	-100%
21 Good Vibrations Motorcycle Parade	-	437	-	-	-	-	-	-
22 Keizer Chamber Support	-	-	14,300	14,300	14,300	12,500	12,500	-13%
23 Keizer Community Library	-	-	-	-	7,400	7,400	7,400	-
24 Emergency Management	159	-	1,000	500	1,000	1,000	1,000	100%
25 Miscellaneous	1,930	105	3,000	2,000	3,000	3,000	3,000	50%
26 Total Materials & Services	1,269,843	1,286,826	1,539,100	1,450,900	1,726,800	1,714,200	1,715,200	18%
27 Total Expenditures	1,269,843	1,286,826	1,539,100	1,450,900	1,726,800	1,714,200	1,715,200	18%
28 Other Requirements:								
29 Contingencies:								
30 General Contingency	-	-	60,000	-	60,000	60,000	55,000	-
31 Transfers Out:								
32 Revenue Sharing Fund	-	35,123	-	-	-	-	-	-
33 Transfer to 9-1-1	-	309,866	-	-	-	-	-	-
34 Community Center Fund	-	36,182	-	23,200	-	-	-	-100%
35 Total Transfers Out	-	381,171	-	23,200	-	-	-	-100%
36 Fund Balance:								
37 Reserves:								
38 Committed to Taxing Jurisdictions	-	-	170,000	170,000	270,000	270,000	270,000	59%
39 Committed for Civic Center Reader Board	-	-	10,000	10,000	20,200	-	-	-100%
40 Total Reserves	-	-	180,000	180,000	290,200	270,000	270,000	50%
41 TOTAL REQUIREMENTS	\$ 1,269,843	\$ 1,667,997	\$ 1,779,100	\$ 1,654,100	\$ 2,077,000	\$ 2,044,200	\$ 2,040,200	23%

General Fund Non-Departmental Requirements

FY14-15

Summary of Administrative Service Fund Charges

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
City-Wide Administration	\$ 117,527	\$ 136,213	\$ 144,300	\$ 144,200	\$ 198,600	\$ 198,600	\$ 198,600	38%
City Manager	112,867	144,077	140,700	139,900	153,200	153,200	153,200	10%
Information Systems	267,285	168,947	217,800	218,300	297,800	293,300	293,300	34%
Attorney's Office	140,649	158,838	190,700	183,700	208,100	208,100	208,100	13%
City Recorder	83,730	101,746	127,800	130,100	139,500	139,500	139,500	7%
Human Resources	152,557	137,250	174,000	173,500	180,200	180,200	180,200	4%
Finance	158,984	168,111	167,000	167,300	196,300	196,300	196,300	17%
Facility Maintenance	163,523	207,469	279,400	197,900	226,200	226,200	226,200	14%
Public Works	-	-	-	-	15,100	15,700	15,700	
Difference	(1)	(1)	(100)	-	-	-	-	
Administrative Services Charges	\$ 1,197,121	\$ 1,222,650	\$ 1,441,600	\$ 1,354,900	\$ 1,615,000	\$ 1,611,100	\$ 1,611,100	19%

Budget Notes:

- 7 Legal Services are primarily for outside legal council, 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. Funding is added in FY14-15 for Bond Counsel services needed to deal with the Keizer Station Local Improvement District issues.
- 8 Administrative Services Charge increases are a result of several factors:
 - * a shift in staff time from urban renewal projects to general support
 - * adding a Police Forensics position, a Code Enforcement Officer and an Information Systems position (which is primarily General Fund). Allocation is based on the allocation of FTE and these positions are solely or at least primarily General Funded.
 - * moving supervisory positions to the Public Works Administrative Fund
- 10 The Keizer Fire District requests 20% of Transient Occupancy Tax revenues to support its services provided to the Renaissance Inn and transient populations who generate this tax revenue. The City use to share this revenue with the Fire District and discontinued the agreement beginning in FY11-12 due to the economic downturn.
- 38 Repayments to Taxing Jurisdictions is primarily for the School District repayment of urban renewal tax increment funds per an interagency agreement.

General Fund Park Operations | FY14-15

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. This includes rental of a house and lease of a filbert orchard. The Parks Division goal is to continue providing clean, safe, open spaces and river access for structured and unstructured recreation.

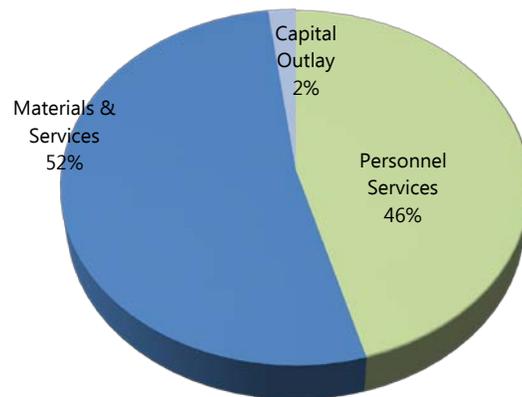
The Parks Division has two full-time employees and supplements staffing in the summer months through a temporary agency. The primary focus of Parks Staff is on maintenance of the Parks system with emphasis on mowing, garbage collection, and maintenance of the various park amenities. Repair or replacement 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 2013-14

- Connect the KLL Complex irrigation to City water
- Replace Drinking Fountain at Skate Park
- Replace Roof of Covered Shelter at Claggett Creek
- Replace 10 Picnic Tables
- Purchase new Hustler 60" Riding Mower
- Install Flag Poles at PFC Ryan J. Hill
- Install Irrigation system at Sunset Park

Division Goals for FY 2014-15

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



	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
Revenues:								
Licenses & Fees:								
1								
	\$ 2,604	\$ 2,583	\$ 3,300	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	0%
2	Miscellaneous:							
3	21,400	25,051	25,300	25,300	25,300	25,300	25,300	0%
4	-	1,496	3,700	1,100	-	-	-	-100%
5	21,400	26,547	29,000	26,400	25,300	25,300	25,300	
6	24,004	29,130	32,300	29,100	28,000	28,000	28,000	-4%
7	Expenditures:							
8	Personnel Services:							
9	898	940	7,100	7,100	-	-	-	-100%
10	3,788	-	2,700	-	-	-	-	
11	91,345	94,774	84,600	68,000	88,000	88,000	88,000	29%
12	-	-	500	500	500	500	500	0%
13	800	813	900	900	800	800	800	-11%
14	-	-	600	600	800	800	800	33%
15	1,506	1,488	1,500	1,200	1,400	1,400	1,400	17%
16	14,486	14,235	20,400	11,000	16,100	16,100	16,100	46%
17	29,652	32,863	33,900	33,900	34,100	34,100	34,100	1%
18	979	-	-	-	-	-	-	
19	1,046	286	1,000	1,000	1,000	1,000	1,000	0%
20	144,500	145,399	153,200	124,200	142,700	142,700	142,700	15%

General Fund Park Operations | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
21 Materials & Services:								
22 Parks Materials & Supplies	13,609	20,084	20,000	20,000	27,400	27,400	27,400	37%
23 Meetings, Travel & Training	883	1,188	1,500	1,000	1,500	1,500	1,500	50%
24 Labor Attorney	-	11	200	-	-	-	-	
25 Public Notices	-	61	-	300	-	-	-	
26 Contractual Services	53,677	63,706	66,700	77,700	66,700	66,700	66,700	-14%
27 Utilities	3,865	8,559	3,900	4,500	4,700	4,700	4,700	4%
28 Telephone	1,271	1,674	1,400	1,700	1,700	1,700	1,700	0%
29 Auto Insurance	606	558	1,800	1,600	2,100	2,100	2,100	31%
30 Gasoline	6,069	5,036	7,000	5,500	6,500	6,500	6,500	18%
31 Vehicle Maintenance	1,299	2,243	1,500	2,200	2,000	2,000	2,000	-9%
32 Equipment Maintenance	3,601	1,932	4,500	3,800	4,000	4,000	4,000	5%
33 Medical Testing	-	-	100	300	100	100	100	-67%
34 Little League Park Maintenance	-	3,938	26,300	21,300	27,000	27,000	27,000	27%
35 Park Rental Program Expenses	4,662	6,973	6,000	4,500	6,000	6,000	6,000	33%
36 Grant Program	-	-	-	-	10,000	10,000	14,000	
37 Total Materials & Services	89,542	115,963	140,900	144,400	159,700	159,700	163,700	13%
38 Capital Outlay:								
39 Field Equipment	17,449	2,738	9,800	9,800	3,000	3,000	3,000	-69%
40 Capital Improvements	-	20,000	20,000	20,000	3,500	3,500	3,500	-83%
41 Total Capital Outlay	17,449	22,738	29,800	29,800	6,500	6,500	6,500	-78%
42 Total Requirements	\$251,491	\$284,100	\$323,900	\$298,400	\$308,900	\$ 308,900	\$ 312,900	5%

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 FY13-14 budget is 3.5% of budgeted revenues.

Personnel Services:

8 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

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

10 Due to staff turnover in the Parks Division, the Municipal Utility Worker positions were vacant part of FY13-14 resulting in a decrease in wages and fringe benefits.

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

Materials & Services:

22 The increase in Parks Materials & Supplies of \$7,400 is for engineered wood fiber replacement or additions in various parks.

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

29 Auto insurance premiums will increase up to 11.5% beginning FY14-15. Increases also include a factor for claim loss settlements from prior years.

34 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 \$15,800 for Temporary Employees.

36 Funds will be allocated to citizen sponsored projects and are to be approved by the Parks Board.

Capital Outlay:

40 Capital improvements include \$3500 for 10 picnic tables to go with \$3,000 of Rotary match included in the Parks Donation section of the budget.

General Fund Park Dedicated Funds | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances:								
3 Dog Park Donations	\$ 7,899	2,152	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	0%
4 Skate Park Donations	24	-	-	-	-	-	-	
5 Recreation Donations	1,881	-	300	300	-	-	-	-100%
6 Park Donations	1,056	1,468	2,500	1,500	2,500	2,500	2,500	67%
7 Developers Tree Reimbursements	7,675	7,675	4,800	4,800	4,800	4,800	4,800	0%
8 Boat Ramp Grant	-	-	-	-	-	-	-	
9 Keizer Rotary Amphitheater Fees	5,671	8,212	7,400	7,600	7,700	7,700	7,700	1%
10 Total Beginning Balances	24,206	19,507	15,000	14,700	15,500	15,500	15,500	5%
11 Revenues:								
12 Intergovernmental:								
13 MAP Boat Ramp Grant	-	3,875	4,100	4,100	4,100	4,100	4,100	0%
14 Charges for Services:								
15 Amphitheater Rental Fees	3,594	2,254	1,500	4,000	3,000	3,000	3,000	-25%
16 Miscellaneous:								
17 Dog Park Donations	1,900	112	-	-	-	-	-	
18 Park Donations	413	1,025	5,600	5,600	3,000	3,000	3,000	-46%
19 Recreation Donations	-	2,000	-	-	-	-	-	
20 Skate Park Donations	-	-	-	-	-	-	-	
21 Developers Tree Reimbursements	-	-	-	-	-	-	-	
22 Total Miscellaneous	2,313	3,137	5,600	5,600	3,000	3,000	3,000	-46%
23 Total Resources	30,113	26,519	24,700	24,400	22,600	22,600	22,600	-7%
24 Expenditures:								
25 Materials & Services:								
26 Dog Park Projects	7,647	1,736	-	-	-	-	-	
27 Skate Park Projects	-	-	-	-	-	-	-	
28 Recreation Projects	2,558	1,686	2,000	2,900	2,000	2,000	2,000	-31%
29 Park Projects	-	1,000	800	4,600	3,000	3,000	3,000	-35%
30 Boat Ramp Maintenance	-	1,777	4,100	4,100	4,100	4,100	4,100	0%
31 Developers Tree Expenses	-	2,786	4,800	-	4,800	4,800	4,800	
32 Keizer Rotary Amphitheater	1,053	2,829	8,900	3,900	10,700	10,700	10,700	174%
33 Total Materials & Services	11,258	11,814	20,600	15,500	24,600	24,600	24,600	59%
34 Capital Outlay:								
35 Capital Improvements	-	-	5,600	5,600	-	-	-	-100%
36 Total Capital Outlay	-	-	5,600	5,600	-	-	-	-100%
37 Total Expenditures	\$ 11,258	\$11,814	\$ 26,200	\$ 21,100	\$ 24,600	\$ 24,600	\$24,600	17%

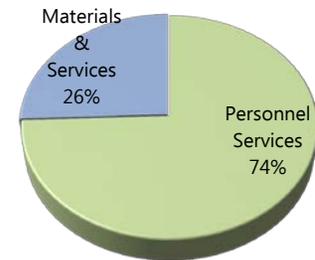
Budget Notes:

Expenditures:

- 28 Funding is for the "Wild, Wild Rec" Program. Due to low attendance, this may be the last year for this program.
- 29 The Rotary Club provided \$3,000 for picnic tables.

General Fund Community Development | FY14-15

The Community Development Department provides a variety of services that are important to the economic well being 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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 Revenues:								
2 Licenses & Fees:								
3 Sign Permits	\$ 5,385	\$ 2,975	\$ 4,800	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	0%
4 Land Use Application Fees	4,746	9,196	11,000	13,200	13,200	13,200	13,200	0%
5 Building Fees - Zoning	10,304	18,931	20,100	29,000	29,000	29,000	29,000	0%
6 Permit Fees	7,195	12,717	11,300	15,400	15,400	15,400	15,400	0%
7 Total Licenses & Fees	27,630	43,819	47,200	60,600	60,600	60,600	60,600	0%
8 Intergovernmental:								
9 Grants	-	70,000	-	-	-	100,000	100,000	
10 Charges for Services:								
11 Nuisance Abatement	4,923	3,350	5,000	5,000	10,000	10,000	10,000	100%
12 Total Revenues	32,553	117,169	52,200	65,600	70,600	170,600	170,600	160%
13 Expenditures:								
14 Personnel Services:								
15 Community Development Director	65,723	100,668	103,000	103,000	105,600	105,600	105,600	3%
16 Code Enforcement Technician	-	-	-	-	30,900	27,900	27,900	
17 Planning Staff	105,418	121,127	127,700	129,800	137,700	137,700	137,700	6%
18 Administrative Support	37,915	39,372	46,900	48,500	51,400	51,400	51,400	6%
19 Storm Water Technician	-	1,866	2,300	1,900	2,600	2,600	2,600	37%
20 Overtime	1,186	-	-	-	1,900	1,700	1,700	
21 Cell Phone Stipend	3,233	1,547	1,500	1,500	2,100	2,100	2,100	40%
22 Wellness	-	-	1,000	1,000	1,900	1,900	1,900	90%
23 Medicare	-	4,031	4,400	4,400	5,100	5,100	5,100	16%
24 Retirement	40,986	49,852	63,300	52,100	65,800	65,100	65,100	25%
25 Insurance Benefits	47,684	57,618	65,700	65,700	82,500	81,200	81,200	24%
26 Unemployment	8,432	-	-	-	-	-	-	
27 Workers Compensation	393	295	500	500	600	600	600	20%
28 Total Personnel Services	310,970	376,376	416,300	408,400	488,100	482,900	482,900	18%

General Fund Community Development | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
29 Materials & Services:								
30 Mapping Supplies & Services	-	136	1,000	500	500	500	500	0%
31 Uniforms	-	-	-	-	600	600	600	
32 Field Equipment	-	-	-	-	1,700	1,700	1,700	
33 Postage & Printing	-	486	2,900	1,000	3,000	3,000	3,000	200%
34 Meetings, Travel & Training	401	5,479	6,600	1,500	7,200	7,200	7,200	380%
35 Public Notices	1,221	1,074	2,500	2,500	2,500	2,500	2,500	0%
36 Hearings Officer	397	1,503	3,000	3,000	3,800	3,800	3,800	27%
37 Telephone	27	-	-	-	-	-	-	
38 Auto Insurance	238	209	500	500	600	600	600	20%
39 Gasoline & Vehicle Maintenance	515	345	1,200	1,200	1,500	1,500	1,500	25%
40 Nuisance Abatement	1,665	2,447	5,000	5,000	10,000	10,000	10,000	100%
41 Land Conservation Grant	2,995	64,147	-	-	-	-	-	
42 UGB Land Use Analysis Grant	-	-	-	-	-	100,000	100,000	
43 UGB Land Use Analysis	-	-	35,000	-	35,000	35,000	35,000	
44 Total Materials & Services	7,459	75,826	57,700	15,200	66,400	166,400	166,400	995%
45 Total Expenditures	\$ 318,429	\$ 452,202	\$ 474,000	\$ 423,600	\$ 554,500	\$ 649,300	\$ 649,300	53%

Budget Notes:

Revenues:

- 11 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:

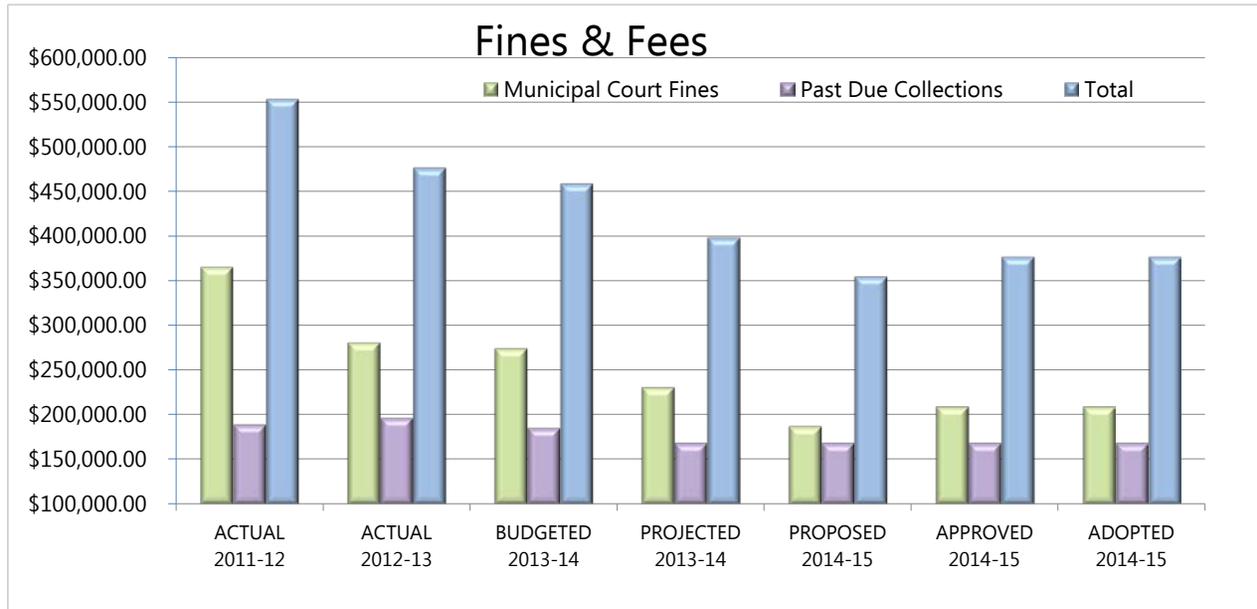
- 14 The Budget provides a 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
- 16 In FY10-11 the City eliminated the Code Enforcement position as a response to the economic downturn. General Fund revenues 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 for this Department.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 31 Uniforms and Field Equipment are for the Code Enforcement position.
- 32
- 33 Postage & Printing costs provide for a mass mailing should legal mandates require one in FY14-15.
- 34 Meetings, Travel & Training includes \$5000 for a national conference and \$1600 for memberships plus \$600 for the Code Enforcement training and memberships.
- 40 Nuisance Abatement costs are anticipated to increase once the Code Enforcement position begins (see Personnel Services section above).
- 43 Start the periodic review order compliance for the UGB expansion project in January 2015 to be completed by December 2015. \$35,000 will be needed each year to fund this cost.

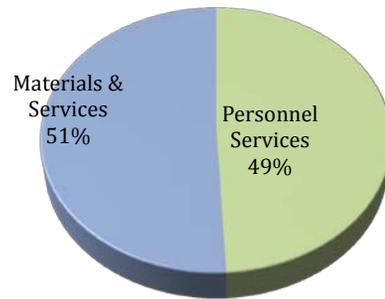
General Fund Finance - Municipal Court | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 Revenues:								
2 Intergovernmental:								
3 Peer Court JABG Grant	\$ 5,000	\$ 8,398	\$ 6,700	\$ 6,700	\$ 3,300	\$ 3,300	\$ 3,300	-51%
4 Fines & Forfeits:								
5 Municipal Court Fines	365,182	280,781	274,200	230,700	187,200	209,100	209,100	-9%
6 Past Due Collections	188,394	195,733	184,700	167,900	167,900	167,900	167,900	0%
7 Peer Court Fees	3,932	3,811	2,800	3,100	4,000	4,000	4,000	29%
8 Total Fines & Forfeits	557,508	480,325	461,700	401,700	359,100	381,000	381,000	-5%
9 Miscellaneous:								
10 Peer Court Donations	1,500	-	1,700	1,700	3,300	3,300	3,300	94%
11 Total Revenues	564,008	488,723	470,100	410,100	365,700	387,600	387,600	-5%

General Fund
Finance - Municipal Court | **FY14-15**



	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
12 Expenditures:								
13 Personnel Services:								
14 Court Clerks	75,244	64,789	69,300	69,300	71,000	71,000	71,000	2%
15 Overtime	333	786	1,000	1,000	1,000	1,000	1,000	0%
16 Wellness	-	-	400	400	600	600	600	50%
17 Medicare	1,160	1,008	1,100	1,100	1,100	1,100	1,100	0%
18 Retirement	11,154	9,728	12,200	10,000	10,300	10,300	10,300	3%
19 Insurance Benefits	25,718	23,784	25,400	25,400	26,900	26,900	26,900	6%
20 Workers Compensation	208	129	100	100	100	100	100	0%
21 Total Personnel Services	113,817	100,224	109,500	107,300	111,000	111,000	111,000	3%
22 Materials & Services:								
23 Materials & Supplies	798	460	1,000	500	800	800	800	60%
24 Meetings, Travel & Training	-	-	1,200	1,200	1,500	1,500	1,500	25%
25 Judge's Services	16,671	14,140	23,000	16,200	16,200	16,200	16,200	0%
26 Other Contractual Services	7,248	6,402	6,500	4,500	4,500	4,500	4,500	0%
27 Peer Court	19,524	21,054	21,300	21,300	21,900	21,900	21,900	3%
28 Collections Cost	971	1,740	1,500	500	500	500	500	0%
29 County Assessments	14,003	5,884	-	6,100	5,400	5,700	5,700	-7%
30 Unitary Assessments	84,011	75,897	80,500	67,800	59,900	63,600	63,600	-6%
31 Total Materials & Services	143,226	125,577	135,000	118,100	110,700	114,700	114,700	-3%
32 Total Expenditures	\$ 257,043	\$ 225,801	\$244,500	\$ 225,400	\$ 221,700	\$ 225,700	\$ 225,700	0%

Budget Notes:

Revenues:

5 Municipal Court Fines are expected to increase once the two Traffic Officers are hired (see Police Operations budget).

Expenditures:

Personnel Services:

13 The Budget provides a 2.5% wage and salary increase for all staff and 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:

29 County Assessments are approximately 2% of citation revenues.

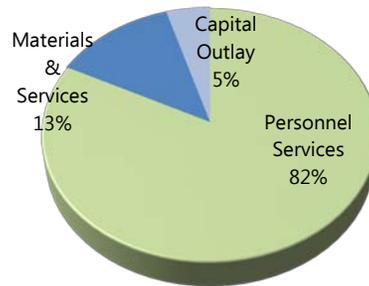
30 Unitary Assessments are approximately 17% of citation revenues.

General Fund Police Operations | FY14-15

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

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
RESOURCES:								
Beginning Balances:								
1	\$ 1,329	\$ 1,679	\$ 1,200	\$ 2,100	\$ 1,100	\$ 1,100	\$ 1,100	-48%
2	2,824	16,529	3,500	6,600	22,900	6,900	6,900	5%
3	171,047	127,839	154,900	128,300	133,300	133,300	133,300	4%
4	175,200	146,047	159,600	137,000	157,300	141,300	141,300	3%
5	Revenues:							
6	Intergovernmental:							
7	3,660	2,943	8,600	8,600	8,600	8,600	8,600	0%
8	140,853	145,078	152,700	149,400	153,900	153,900	153,900	3%
9	18,330	8,503	-	-	-	-	-	
10	21,471	19,964	35,000	35,000	12,000	12,000	12,000	-66%
11	184,314	176,488	196,300	193,000	174,500	174,500	174,500	-10%
12	Fines & Forfeits:							
13	35,980	28,420	26,000	25,000	1,000	1,000	1,000	-96%
14	58,608	58,193	25,000	25,000	25,000	25,000	25,000	0%
15	94,588	86,613	51,000	50,000	26,000	26,000	26,000	-48%
16	Miscellaneous:							
17	-	2,220	-	-	-	-	-	
18	350	400	-	-	-	-	-	
19	-	285	-	-	-	-	-	
20	20,116	7,905	5,400	16,300	5,000	5,000	5,000	-69%
21	-	-	-	5,000	5,000	5,000	5,000	0%
22	16,023	20,935	15,000	15,000	15,000	15,000	15,000	0%
23	36,489	31,745	20,400	36,300	25,000	25,000	25,000	-31%
24	490,591	440,893	427,300	416,300	382,800	366,800	366,800	-12%

General Fund Police Operations | FY14-15



	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
25 Expenditures:								
26 Personnel Services:								
27 Chief of Police	113,364	134,311	112,700	101,500	115,400	115,400	115,400	14%
28 Deputy Chief	97,933	100,013	102,300	106,300	112,200	112,200	112,200	6%
29 Lieutenants	179,024	191,003	185,500	239,100	285,700	285,700	285,700	19%
30 Sergeants	550,509	554,383	567,400	514,800	513,800	513,800	513,800	0%
31 Police Officers	1,743,429	1,771,799	1,808,400	1,801,700	1,851,000	1,884,200	1,884,200	5%
32 Community Service								
Officer/Evidence Specialist	52,968	55,326	43,700	43,700	44,400	44,400	44,400	2%
33 Forensics Support	-	-	-	-	51,400	46,100	46,100	
34 Administrative Support	348,444	318,522	375,300	375,300	394,100	394,100	394,100	5%
35 Reserve Officers	-	-	1,500	1,500	1,500	1,500	1,500	0%
36 Overtime	109,959	111,917	118,300	118,300	124,900	129,700	129,700	10%
37 Overtime - Grant Programs	11,144	19,665	12,000	12,000	12,000	12,000	12,000	0%
38 Overtime - Community Events	12,322	7,642	9,200	8,800	8,800	8,800	8,800	0%
39 Clothing, Cell Phone Stipends	31,475	30,870	32,400	32,400	32,200	32,200	32,200	-1%
40 Wellness	-	10,500	10,500	10,500	11,800	12,300	12,300	17%
41 Medicare SSI	49,673	51,484	49,300	57,500	52,000	52,400	52,400	-9%
42 Retirement & VEBA	687,371	690,312	806,300	689,900	761,800	769,600	769,600	12%
43 Insurance Benefits	654,452	706,942	771,600	748,800	840,700	848,600	848,600	13%
44 Unemployment Costs	1,462	-	-	-	-	-	-	
45 Workers Compensation	52,238	25,995	53,900	53,900	54,400	54,800	54,800	2%
46 Total Personnel Services	4,695,767	4,780,684	5,060,300	4,916,000	5,268,100	5,317,800	5,317,800	8%

General Fund

Police Operations

FY14-15

		ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
		2011-12	2012-13	2013-14	2013-14	2014-15	2014-15	2014-15	FROM PROJ
47	Materials & Services:								
48	Office Materials & Supplies	10,103	10,602	10,000	10,000	-	-	-	-100%
49	Cadet Program	-	730	800	900	2,500	2,500	2,500	178%
50	Reserve Officer Program	989	301	1,000	1,000	21,000	21,000	21,000	2000%
51	K-9 Donation Expense	-	4,457	5,400	3,000	3,000	3,000	3,000	0%
52	Clothing & Duty Gear	15,231	27,758	25,000	25,000	24,000	24,000	24,000	-4%
53	Civil/Criminal Forfeiture Expense	9,048	14,661	36,500	20,000	36,500	36,500	36,500	83%
54	K-9 Program	8,138	2,631	4,000	4,000	5,000	5,000	5,000	25%
55	Postage & Printing	6,047	4,594	6,000	5,500	-	-	-	-100%
56	Association Memberships	-	-	-	-	2,000	2,000	2,000	
57	Meetings, Travel & Training	14,949	21,786	25,000	25,000	25,000	25,000	25,000	0%
58	Tuition Reimbursement	-	-	-	-	3,000	3,000	3,000	
59	Public Notices	268	110	400	300	500	500	500	67%
60	Labor Attorney	47,321	5,654	4,000	35,000	25,000	25,000	25,000	-29%
61	Contractual Services	6,358	7,976	3,200	2,400	17,500	17,500	17,500	629%
62	Crime Analyst Contract	29,760	25,542	-	-	-	-	-	
63	Telephone/Internet Service	17,857	15,087	15,600	15,000	15,600	15,600	15,600	4%
64	Auto Insurance	16,961	14,450	14,000	14,000	18,700	18,700	18,700	34%
65	Office Equipment Rental	2,100	2,100	2,100	1,800	2,000	2,000	2,000	11%
66	Gasoline	87,616	78,976	105,000	85,000	95,000	95,000	95,000	12%
67	Software	22,786	90	21,400	-	-	-	-	
68	Vehicle Maintenance	-	26,650	32,000	22,000	32,000	32,000	32,000	45%
69	Equipment Maintenance	641	1,816	4,000	2,000	2,000	2,000	2,000	0%
70	Community Events Materials	554	914	1,500	1,000	1,500	1,500	1,500	50%
71	Operating Materials	17,552	19,909	23,000	23,000	10,000	10,000	10,000	-57%
72	Ammo & Weapons	131	1,427	12,000	12,000	12,000	12,000	12,000	0%
73	Durable Goods	-	-	-	-	13,000	13,000	13,000	
74	Willamette Valley Comm Center	57,094	59,100	357,500	358,100	367,300	367,300	367,300	3%
75	Salem Radio Bandwidth	30,240	31,221	32,400	32,400	32,000	32,000	32,000	-1%
76	RAIN	6,985	6,959	7,200	7,200	7,500	7,500	7,500	4%
77	PRIORS	48,242	46,640	42,700	42,700	44,200	44,200	44,200	4%
78	Investigations	5,521	7,955	10,000	10,000	10,000	10,000	10,000	0%
79	Crime Prevention	777	-	-	-	-	-	-	
80	Applicant Testing Expense	-	4,162	2,000	2,000	2,000	2,000	2,000	0%
81	Miscellaneous Expense	-	140	-	-	-	-	-	
82	Total Materials & Services	463,269	444,398	803,700	760,300	829,800	829,800	829,800	9%
83	Capital Outlay:								
84	K-9 Dog	-	13,331	-	16,000	16,000	-	-	-100%
85	Computer Equipment	-	-	21,500	21,500	-	-	-	-100%
86	Furniture	-	-	6,500	7,100	-	-	-	-100%
87	Protective Vest	-	-	-	3,900	-	-	-	-100%
88	Equipment	9,000	-	12,600	11,400	-	-	-	-100%
89	Total Capital Outlay	9,000	13,331	40,600	59,900	16,000	-	-	-100%
90	Transfers Out:								
91	To 9-1-1 Fund	287,500	-	-	-	-	-	-	
92	Total Expenditures	\$5,455,536	\$ 5,238,413	\$5,904,600	\$ 5,736,200	\$6,113,900	\$6,147,600	\$6,147,600	7%

General Fund

Police Operations | FY14-15

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. Beginning July 1, 2014 the City and School District agreed to a 3% escalation clause over the FY3-14 contract to cover increasing costs.
- 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 2.5% wage and salary increase for all staff and step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
- 27 The City's Police Chief retired during FY13-14 and the City hired a new Police Chief resulting in a change in salary costs.
- 29 The Department reorganized in FY13-14 added one lieutenant position and reducing the number of sergeants by one position.
- 30
- 31 One Traffic Officer position has been added to the FY14-15 budget with a January 2015 hire date if the City's PERS rates are projected to increase 8% or less. If rates increase more than 8% the City will not fill this position in FY14-15 and will reevaluate sustainability of this position during the FY15-16 long-range planning process. This added position, if filled will also increase fringe benefits. Citation revenues will partially fund this position as the job assignment will be traffic enforcement.
- 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.
- 42 The Department had a higher than average number of employees leave City service in FY13-14. The increase in FY14-15 reflects a fully staffed workforce for the Department.
- 43 For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

Materials & Services:

- 48 Office Materials & Supplies are now 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 will include 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 now tracked in the Administrative Services Fund, City-Wide Administration account.
- 60 Labor attorney costs are for union negotiations including dispute resolution. The KPA contract negotiations will resume during FY14-15 for the contract period beginning July 1, 2015. The Department has historically averaged \$25,000 for negotiations.
- 61 Beginning in FY14-15 Contracts include \$12,000 for an interagency agreement with City of Salem for fingerprinting.
- 64 Auto insurance premiums will increase up to 11.5% beginning FY14-15. Increases also result from the addition of vehicles purchased in FY13-14 and claim loss settlements from prior years.

General Fund Revenue Sharing | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 38,856	\$ 90,346	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 State Revenue Sharing	267,656	280,827	275,800	286,500	292,300	292,300	292,300	2%
6 Police Capital Grants	3,375	3,000	1,900	1,500	4,000	4,000	4,000	167%
7 Total Intergovernmental	271,031	283,827	277,700	288,000	296,300	296,300	296,300	3%
8 Transfers In:								
9 Interfund Loan from Transportation	-	-	131,800	-	-	-	-	-
10 Transfer from the General Fund	-	35,123	-	-	-	-	-	-
11 Total Transfers In	-	35,123	131,800	-	-	-	-	-
12 TOTAL RESOURCES	309,887	409,296	409,500	288,000	296,300	296,300	296,300	3%
13 REQUIREMENTS:								
14 Expenditures:								
15 Capital Outlay:								
16 Police Protective Vests	1,501	6,750	4,500	3,000	10,500	10,500	10,500	250%
17 Police Officer Equipment	-	22,885	-	-	-	-	-	-
18 Motorcycles & Equipment Lease	31,351	11,772	-	-	-	-	-	-
19 Parks Vehicle	-	-	-	-	30,000	30,000	30,000	-
20 Police Vehicle Leases	178,189	145,940	59,000	58,400	-	-	-	-100%
21 Police Vehicle Purchases	-	221,949	346,000	344,300	257,500	257,500	257,500	-25%
22 Total Capital Outlay	211,041	409,296	409,500	405,700	298,000	298,000	298,000	-27%
23 Transfers Out:								
24 Transfer to General Fund	8,500	-	-	-	-	-	-	-
25 Fund Balance:								
26 Unassigned	90,346	-	-	-	-	-	-	-
27 TOTAL REQUIREMENTS	\$ 309,887	\$ 409,296	\$ 409,500	\$ 405,700	\$ 298,000	\$ 298,000	\$ 298,000	-27%

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 2% increase in FY14-15.
- 6 Police grants fund 50% of the cost for Protective Vests and the Department has applied for funding 10 vests for FY14-15.

Expenditures:

- 16 The City anticipates the need for 10 Protective Vests funded 50% with federal grant funds, plus one SWAT vest that is not part of the grant program.
- 19 The Parks Department is requesting a new vehicle to replace a 1992 pickup.
- 21 The Police Vehicle Purchase replace vehicles at the end of the lease term and include the following:
 - 3 2014 Ford Interceptor Utility Vehicles equipped with video system and radar \$ 137,100
 - 1 2014 Ford Interceptor Utility Vehicle (no video system or radar) 36,800
 - 1 2014 Ford Explorer civilian 29,400
 - 2 2014 Ford Fusions 42,200
 - Dodge Charger (lease purchase) 10,000
 - Incidentals, licenses and registrations 2,000

\$ 257,500

Urban Renewal District Summary

FY14-15

The Keizer Urban Renewal District was scheduled to reach its maximum indebtedness in FY11-12 however, in February 2012, the City Council passed the ninth amendment to the District which increased the maximum indebtedness to \$51,653,900, an additional \$5,763,500. The ninth amendment narrows the immediate purpose of the district to dealing exclusively with the Keizer Station Local Improvement District (LID). Two properties went into default on assessment payments and the City foreclosed on these properties in FY13-14.

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 1,374,189	\$ 5,051,861	\$ 5,828,900	\$ 5,833,700	\$ 755,700	\$ 755,700	\$ 755,700	-87%
3 Revenues:								
4 Taxes & Assessments	4,226,820	1,552,915	1,254,300	1,220,400	1,413,500	1,413,500	1,413,500	16%
5 Miscellaneous	15,998	113,145	561,900	391,100	1,000	1,000	1,000	-100%
6 Total Revenues	4,242,818	1,666,060	1,816,200	1,611,500	1,414,500	1,414,500	1,414,500	-12%
7 Other Resources:								
8 Debt Proceeds	247,217	691,270	3,920,300	3,820,900	88,600	88,600	88,600	-98%
9 TOTAL RESOURCES	5,864,224	7,409,191	11,565,400	11,266,100	2,258,800	2,258,800	2,258,800	-80%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services	92,510	(57)	-	-	-	-	-	
13 Materials & Services	216,502	219,398	345,000	330,900	88,600	88,500	88,500	-73%
14 Capital Outlay	206,725	602,315	3,820,800	3,725,200	46,800	46,800	46,800	-99%
15 Debt Service	296,626	753,841	7,385,000	6,454,300	2,118,400	2,118,400	2,118,400	-67%
16 Total Expenditures	812,363	1,575,497	11,550,800	10,510,400	2,253,800	2,253,700	2,253,700	-79%
17 Other Requirements:								
18 Contingency	-	-	10,000	-	5,000	5,000	5,000	
19 Fund Balance:								
20 Restricted	5,051,861	5,833,694	4,600	755,700	-	100	100	-100%
21 TOTAL REQUIREMENTS	\$ 5,864,224	\$ 7,409,191	\$11,565,400	\$11,266,100	\$ 2,258,800	\$ 2,258,800	\$ 2,258,800	-80%

Urban Renewal District Program Income Fund

FY14-15

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

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$738,964	\$647,771	\$641,900	\$616,100	\$51,800	\$51,800	\$51,800	-92%
3 Revenues:								
4 Miscellaneous:								
5 Land Sale Proceeds	2,880	-	-	-	-	-	-	
6 Interest	3,276	1,956	-	-	-	-	-	
7 Total Miscellaneous	6,156	1,956	-	-	-	-	-	
8 TOTAL RESOURCES	745,120	649,727	641,900	616,100	51,800	51,800	51,800	-92%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Legal Services	-	28,223	210,000	210,000	6,000	6,000	6,000	-97%
13 Misc Expense	-	5,268	-	-	-	-	-	
14 Total Materials & Services	-	33,491	210,000	210,000	6,000	6,000	6,000	-97%
15 Capital Outlay:								
16 Property Acquisition & Development	-	-	5,400	-	4,500	4,500	4,500	
17 Area B Development Costs	97,349	146	40,100	-	41,300	41,300	41,300	
18 Total Capital Outlay	97,349	146	45,500	-	45,800	45,800	45,800	
19 Debt Service:								
20 Assessment Payment on Foreclosures	-	-	386,400	354,300	-	-	-	-100%
21 Total Expenditures	97,349	33,637	641,900	564,300	51,800	51,800	51,800	-91%
22 Fund Balance:								
23 Restricted	647,771	616,090	-	51,800	-	-	-	-100%
24 TOTAL REQUIREMENTS	\$745,120	\$649,727	\$641,900	\$616,100	\$51,800	\$51,800	\$51,800	-92%

Budget Notes:

Expenditures:

- 12 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

FY14-15

The Project Fund will be used to pay Administrative Service Charges primarily for staff time spent closing up the current district, ensuring compliance with debt repayments to taxing jurisdictions and the outstanding line of credit.

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$171,071	-	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Miscellaneous:								
5 Interest	99	19	-	-	-	-	-	
6 Reimbursements	1	96,730	-	25,200	-	-	-	-100%
7 Total Miscellaneous	100	96,749	-	25,200	-	-	-	-100%
8 Total Revenues	100	96,749	-	25,200	-	-	-	-100%
9 Other Resources:								
10 Debt Proceeds:								
11 Loan Proceeds	247,217	691,270	-	-				
12 Bond Proceeds (from Tax Increment Fund)	-	-	3,920,300	3,820,900	88,600	88,600	88,600	-98%
13 Total Debt Proceeds	247,217	691,270	3,920,300	3,820,900	88,600	88,600	88,600	-98%
14 TOTAL RESOURCES	418,388	788,019	3,920,300	3,846,100	88,600	88,600	88,600	-98%
15 REQUIREMENTS:								
16 Expenditures:								
31 Total Personnel Services	92,510	(57)	-	-	-	-	-	
32 Materials & Services:								
33 Postage & Printing	1,848	-	-	600			-	-100%
34 Association Memberships	325	325	400	600	600	600	600	0%
35 Meetings, Training & Travel	176	57	-	-	-	-	-	
36 Public Notices	596	805	1,000	1,000	-	-	-	-100%
37 Legal Services	18,660	39,527	15,000	2,000	2,000	2,000	2,000	0%
38 Administrative Services Charges	172,156	79,177	118,300	116,300	80,000	79,900	79,900	-31%
39 Contractual Services	22,130	1,000	-	-	-	-	-	
40 Audit	250	250	300	300	-	-	-	-100%
41 Bond Issue Costs	352	23	-	-	-	-	-	
42 Miscellaneous	9	64,743	-	100	-	-	-	-100%
43 Total Materials & Services	216,502	185,907	135,000	120,900	82,600	82,500	82,500	-32%
44 Capital Outlay:								
45 Foreclosure Acquisition Funds	-	-	3,750,100	3,700,000	-	-	-	-100%
46 Property Acquisition & Development	38	602,169	25,200	25,200	1,000	1,000	1,000	-96%
47 River Road Renaissance Projects (RRR)	109,338	-	-	-	-	-	-	
48 Total Capital Outlay	109,376	602,169	3,775,300	3,725,200	1,000	1,000	1,000	-100%
49 Total Expenditures	418,388	788,019	3,910,300	3,846,100	83,600	83,500	83,500	-98%
50 Other Requirements:								
51 Contingency:								
52 Contingency	-	-	10,000	-	5,000	5,000	5,000	
53 Fund Balance:								
54 Restricted	-	-	-	-	-	100	100	
55 TOTAL REQUIREMENTS	\$418,388	\$788,019	\$ 3,920,300	\$ 3,846,100	\$ 88,600	\$ 88,600	\$ 88,600	-98%

Urban Renewal District
Project Fund

FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
Summary of Administrative Service Fund Charges								
City-wide Administration	\$ 5,452	\$ 3,685	\$ 2,500	\$ 2,500	\$ 1,300	\$ 1,300	\$ 1,300	-48%
City Manager	33,505	2,785	14,900	14,800	10,700	10,700	10,700	-28%
Information Systems	8,385	2,857	5,100	5,100	2,900	2,800	2,800	-45%
Attorney's Office	41,753	32,836	35,800	34,500	25,700	25,700	25,700	-26%
City Recorder	32,780	2,804	14,300	14,600	10,400	10,400	10,400	-29%
Human Resources	5,387	1,349	2,400	2,400	1,200	1,200	1,200	-50%
Finance	39,117	30,684	39,500	39,600	26,300	26,300	26,300	-34%
Facility Maintenance	5,776	2,170	3,900	2,800	1,500	1,500	1,500	-46%
Adjustments	1	7	(100)	-	-	-	-	
Total	\$ 172,156	\$ 79,177	\$ 118,300	\$ 116,300	\$ 80,000	\$ 79,900	\$ 79,900	-31%

Urban Renewal District Tax Increment Fund

FY14-15

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

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 464,154	\$ 4,404,090	\$ 5,187,000	\$ 5,217,600	\$ 703,900	\$ 703,900	\$ 703,900	-87%
3 Revenues:								
4 Taxes & Assessments:								
5 Tax Increment Revenue	4,068,466	1,382,810	1,101,800	1,102,200	1,295,300	1,295,300	1,295,300	18%
6 Prior Year Taxes	158,354	170,105	152,500	118,200	118,200	118,200	118,200	0%
7 Total Taxes & Assessments	4,226,820	1,552,915	1,254,300	1,220,400	1,413,500	1,413,500	1,413,500	16%
8 Miscellaneous:								
9 Foreclosure Acquisition Funds	-		546,400	354,300	-	-	-	
10 Interest	9,742	14,440	15,500	11,600	1,000	1,000	1,000	-91%
11 Total Miscellaneous	9,742	14,440	561,900	365,900	1,000	1,000	1,000	-100%
12 Total Revenues								
13 TOTAL RESOURCES	4,700,716	5,971,445	7,003,200	6,803,900	2,118,400	2,118,400	2,118,400	-69%
14 REQUIREMENTS:								
15 Expenditures:								
16 Debt Service:								
17 Interest on Line of Credit	49,408	62,572	39,300	54,700	34,700	34,700	34,700	-37%
18 Loan Payment (Project Fund)	247,218	691,269	3,920,300	3,820,900	88,600	88,600	88,600	-98%
19 Bond Principal Payment (line of credit)	-	-	1,730,000	1,400,000	1,260,000	1,260,000	1,260,000	-10%
20 Interest Payment to Taxing Jurisdictions	-	-	30,200	18,800	30,000	30,000	30,000	60%
21 Repayment to Taxing Jurisdictions	-	-	1,278,800	805,600	705,100	705,100	705,100	-12%
22 Total Debt Service	296,626	753,841	6,998,600	6,100,000	2,118,400	2,118,400	2,118,400	-65%
23 Fund Balance:								
24 Restricted	4,404,090	5,217,604	4,600	703,900	-	-	-	-100%
25 TOTAL REQUIREMENTS	\$ 4,700,716	\$ 5,971,445	\$ 7,003,200	\$ 6,803,900	\$ 2,118,400	\$ 2,118,400	\$ 2,118,400	-69%

Budget Notes:

Revenues:

7 The District's Ninth Plan Amendment provides for collection of approximately \$1,395,600 in Tax Increment Revenues each year through FY15-16. The District collected slightly below the targeted projections in FY13-14 and will adjust the amount to be collected in FY14-15 accordingly.

Expenditures:

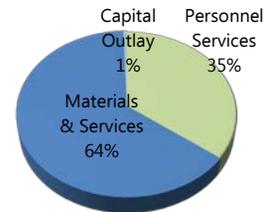
18 Tax Increment Fund moneys are restricted for the payment of debt. Loan payments are for debts incurred by the Project Fund.

19 The Line of Credit was issued in 2008 primarily to finance the Civic Center. The balance outstanding on the line of credit is \$1,260,000 as of July 1, 2014. The terms of the loan require a principal payment of \$1.2M in January 2015. However, the Agency intends to pay off this debt in full at that time.

Community Center Fund | FY14-15

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 cover the operation and management of the Center. During the last fiscal year, the Center hosted a variety of events. During the week, the Center is in use by many of our City Committees and local community groups such as Keizer Communicators, Wilark Park Garden Club, and Keizer Young Life. On weekends, the Center has served as venues for weddings, quinceaneras, fundraising events, and high school proms. The City has also offered the venue for little or no cost to Keizer Parks Foundation, Keizer Chamber of Commerce, Good Vibrations, Festival of Lights, and Keizer Homegrown Theater, to name a few.

During the past few years, staff has worked to make the Center self-sustaining. City staff manage the scheduling and coordination of the facility, which includes logistical needs such as room sets, security, janitorial, A/V, and catering services. We use temporary event hosts to be on hand at events to provide service to the customers as well as preserve the City's asset. Very little marketing has been used to promote the the center. Most reservations occur from those who attend events at the center or word of mouth. We believe, with a little marketing of the facility, the use will increase. An Event Center Coordinator was hired in FY13-14 with the intention of bringing more business to the Center as well as the expertise necessary to manage the day-to-day operations.



	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 25,581	\$ 24,647	\$ 8,200	\$ 11,000	\$ -	\$ -	\$ -	-100%
3 Revenues:								
4 Taxes & Assessments:								
5 Hotel/Motel Tax	11,414	9,785	-	-	-	-	-	
6 Charges for Services:								
7 Rental Fees	93,384	86,274	173,000	102,700	170,000	170,000	170,000	66%
8 Miscellaneous:								
9 Donations	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0%
10 Interest	75	6	100	100	100	100	100	0%
11 Total Miscellaneous	10,075	10,006	10,100	10,100	10,100	10,100	10,100	0%
12 Total Revenues	114,873	106,065	183,100	112,800	180,100	180,100	180,100	60%
13 Other Resources:								
14 Transfer from General Fund	-	36,182	-	23,200	-	-	-	-100%
15 TOTAL RESOURCES	\$ 140,454	\$ 166,894	\$ 191,300	\$ 147,000	\$ 180,100	\$ 180,100	\$ 180,100	23%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services:								
19 Event Center Coordinator	-	-	25,800	15,000	31,300	31,300	31,300	109%
20 Temporary Help	11,945	8,547	10,000	10,000	10,000	10,000	10,000	0%
21 Overtime Costs	980	-	-	-	-	-	-	
22 Cell Phone Stipend	-	-	700	300	700	700	700	133%
23 Revenue Benchmark Incentive	-	-	7,500	-	7,500	7,500	7,500	
24 Medicare	100	654	600	1,100	800	800	800	-27%
25 Retirement	997	330	4,800	2,900	4,800	4,800	4,800	66%
26 Insurance Stipend	-	-	4,000	2,400	4,800	4,800	4,800	100%
27 Unemployment	78	219	-	-	-	-	-	
28 Workers Compensation	228	(25)	200	200	400	400	400	100%
29 Total Personnel Services	14,328	9,725	53,600	31,900	60,300	60,300	60,300	89%

Community Center Fund | FY14-15

	ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
30 Materials & Services:								
31 Materials & Supplies	172	252	300	600	600	600	600	0%
32 Association Memberships	-	425	-	-	500	500	500	
33 Legal Notices	41	-	100	200	100	100	100	-50%
34 Administrative Services Fund	89,102	117,499	95,100	92,600	85,100	85,000	85,000	-8%
35 Contractual Services	5,618	6,729	8,000	5,900	8,000	8,000	8,000	36%
36 Marketing Costs	-	-	-	-	1,000	1,000	1,000	
37 Janitorial Services	3,977	4,733	4,000	4,700	4,000	4,000	4,000	-15%
38 Utilities	-	3,551	5,500	5,300	5,500	5,500	5,500	4%
39 Janitorial Supplies	571	3,838	3,000	4,900	5,000	5,000	5,000	2%
40 Medical Testing	-	41	-	200	200	200	200	
41 Total Materials & Services	99,481	137,068	116,000	114,400	110,000	109,900	109,900	-4%
42 Capital Outlay:								
43 Furnishings & Fixtures	1,998	9,030	700	700	1,000	1,000	1,000	43%
44 Total Expenditures	115,807	155,823	170,300	147,000	171,300	171,200	171,200	16%
45 Other Requirements:								
46 Contingency	-	-	5,000	-	5,000	5,000	5,000	
47 Fund Balance:								
48 Assigned	24,647	11,071	16,000	-	3,800	3,900	3,900	
49 TOTAL REQUIREMENTS	\$ 140,454	\$ 166,894	\$ 191,300	\$ 147,000	\$ 180,100	\$ 180,100	\$ 180,100	23%

Summary of Administrative Service Fund Charges

City-Wide Administration	\$ 2,855	\$ 5,118	\$ 5,900	\$ 5,900	\$ 3,600	\$ 3,600	\$ 3,600	-39%
City Manager	2,510	4,691	4,200	4,200	3,100	3,100	3,100	-26%
Information Systems	4,876	4,590	8,900	8,900	5,200	5,100	5,100	-43%
Attorney's Office	3,128	5,045	5,200	5,000	4,400	4,400	4,400	-12%
City Recorder	29,150	45,276	10,700	10,900	12,600	12,600	12,600	16%
Human Resources	2,821	3,151	5,600	5,600	3,300	3,300	3,300	-41%
Finance	40,738	44,851	45,600	45,700	48,800	48,800	48,800	7%
Facility Maintenance	3,024	4,778	9,000	6,400	4,100	4,100	4,100	-36%
Administrative Services Charges	\$ 89,102	\$ 117,500	\$ 95,100	\$ 92,600	\$ 85,100	\$ 85,000	\$ 85,000	-8%

Budget Notes:

- 7 Rental fees are expected to increase now that the Center is staffed with a full time Event Center Coordinator.
- 19 The increase in the Event Center Coordinator position reflects a full year of wages beginning in FY14-15.
- 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.
- 35 Contractual Services are primarily for event security and this cost is reimbursed through rental fees.

Public Education Government Fund | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 140,245	\$ 162,374	\$ 188,500	\$ 206,700	\$ 231,700	\$ 231,700	\$ 231,700	12%
3 Revenues:								
4 Intergovernmental:								
5 PEG Fees	114,470	118,906	119,900	122,200	122,200	122,200	122,200	0%
6 Miscellaneous:								
7 Interest Earnings	431	449	500	600	600	600	600	0%
8 TOTAL RESOURCES	\$ 255,146	\$ 281,729	\$ 308,900	\$ 329,500	\$ 354,500	\$ 354,500	\$ 354,500	8%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Administrative Fee	-	-	1,800	1,800	1,800	1,800	1,800	0%
13 Production Services	-	-	1,500	-	1,500	1,500	1,500	
14 Broadcasting	75,845	75,000	82,000	81,000	88,000	88,000	88,000	9%
15 Total Materials & Services	75,845	75,000	85,300	82,800	91,300	91,300	91,300	10%
16 Capital Outlay:								
17 Television Equipment	16,927	-	15,000	15,000	37,900	37,900	37,900	153%
18 Total Expenditures	92,772	75,000	100,300	97,800	129,200	129,200	129,200	32%
19 Other Requirements:								
20 Contingency	-	-	44,000	-	50,000	50,000	50,000	
21 Restricted for Operations	162,374	206,729	164,600	231,700	175,300	175,300	175,300	-24%
22 Total Other Requirements	162,374	206,729	208,600	231,700	225,300	225,300	225,300	-3%
23 TOTAL REQUIREMENTS	\$ 255,146	\$ 281,729	\$ 308,900	\$ 329,500	\$ 354,500	\$ 354,500	\$ 354,500	8%

Budget Notes:

Revenues:

4 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.

14 Costs are \$7,250 per month for cable broadcasting, plus \$1,000 for maintenance and repair of equipment.

Broadcasting services were expanded in FY13-14 to include public meetings such as Planning Commission.

17 Television Equipment includes:

Replace six year old computer production system and installation	\$ 22,080
Two production monitors to replace current 10 year old monitors	1,485
High speed hard drive storage	695
Blu-Ray Disc, Recorder and integration	3,750
Sound board and speakers to better control audio to channel 23, in-house, and	2,450
Apple Mac Pro Editing System	4,850
Delta AV updates to control system and cabling	2,500
Total	<u>\$ 37,810</u>

20 Contingency is sufficient to cover a major equipment failure.

Law Enforcement Grant Fund | FY14-15

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 1,001	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 Police Grants	55,091	2,589	75,000	-	30,000	30,000	30,000	
6 TOTAL RESOURCES	56,092	2,589	75,000	-	30,000	30,000	30,000	
7 REQUIREMENTS:								
8 Expenditures:								
9 Materials & Services:								
10 Operating Materials	-	-	10,000	-	-	-	-	-
11 Capital Outlay:								
12 Police Equipment	56,092	2,589	65,000	-	30,000	30,000	30,000	
13 Total Expenditures	56,092	2,589	75,000	-	30,000	30,000	30,000	
14 Other Requirements:								
15 Restricted	-	-	-	-	-	-	-	-
16 TOTAL REQUIREMENTS	\$ 56,092	\$ 2,589	\$ 75,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	

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 | FY14-15

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.

In FY12-13 the City reestablished the former program to benefit low/moderate income households within the Keizer community. This program was combined with the Energy Efficiency Revolving Loan Fund to more effectively serve the 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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$282,463	\$288,416	\$ 45,900	\$ 23,500	\$ 3,600	\$ 3,600	\$ 3,600	-85%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	13,091	-	30,000	6,000	30,000	30,000	30,000	400%
6 Interest Revenue	949	428	-	-	-	-	-	
7 Total Miscellaneous	14,040	428	30,000	6,000	30,000	30,000	30,000	400%
8 TOTAL RESOURCES	296,503	288,844	75,900	29,500	33,600	33,600	33,600	14%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Materials and Supplies	255	-	-	-	-	-	-	
13 Administrative Fee	7,832	36,774	10,500	3,500	5,000	5,000	5,000	43%
14 Housing Rehabilitation Services	-	228,544	35,400	22,400	28,600	28,600	28,600	28%
15 Total Materials & Services	\$ 8,087	\$265,318	\$ 45,900	\$ 25,900	\$ 33,600	\$ 33,600	\$ 33,600	30%
16 Other Requirements:								
17 Restricted	288,416	23,526	30,000	3,600	-	-	-	-100%
18 TOTAL REQUIREMENTS	\$296,503	\$288,844	\$ 75,900	\$ 29,500	\$ 33,600	\$ 33,600	\$ 33,600	14%

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 policies 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 FY14-15 provided loan repayments come available.

Energy Efficiency Revolving Loan Fund FY14-15

The City of Keizer has recently received funding from the Recovery Act – Energy Efficiency and Conservation Block Grant. Uses for these funds were restricted programs that improved energy efficiency within the community. The City elected to develop a revolving loan fund to complement the current 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. Due to the 36 month time frame for use of this Federal funding this loan program is scheduled to terminate in the early part of the next fiscal year. 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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 139,108	\$ 127,567	\$ 28,200	\$ 20,400	\$ 5,400	\$ 5,400	\$ 5,400	-74%
3 Revenues:								
4 Intergovernmental:								
5 Grant Funds	-	-	-	-	-	-	-	
6 Miscellaneous:								
7 Loan Proceeds	-	-	-	-	15,000	15,000	15,000	
8 Interest Revenue	463	182	-	-	-	-	-	
9 Total Miscellaneous	463	182	-	-	15,000	15,000	15,000	
10 Total Revenues	463	182	-	-	15,000	15,000	15,000	
11 TOTAL RESOURCES	139,571	127,749	28,200	20,400	20,400	20,400	20,400	0%
12 REQUIREMENTS:								
13 Expenditures:								
14 Materials & Services:								
15 Materials and Supplies	\$ 255	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
16 Administrative Fee	11,749	16,405	4,500	1,500	2,000	2,000	2,000	33%
17 Energy Efficiency Loans	-	90,942	23,700	13,500	18,400	18,400	18,400	36%
18 Total Materials & Services	12,004	107,347	28,200	15,000	20,400	20,400	20,400	36%
19 Fund Balance:								
20 Restricted	127,567	20,402	-	5,400	-	-	-	-100%
21 TOTAL REQUIREMENTS	\$ 139,571	\$ 127,749	\$ 28,200	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400	0%

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 FY14-15 provided loan repayments come available.

Keizer Station LID Fund | FY14-15

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.

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 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 3,283,030	\$ 2,729,997	\$ 2,740,600	\$ 2,687,900	\$ 2,693,400	\$ 2,693,400	\$ 2,693,400	0%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	537,388	1,315,209	655,200	707,100	771,300	771,300	771,300	9%
6 Net foreclosure proceeds	-	-	3,153,300	3,700,000	-	-	-	-100%
7 Total Taxes & Assessments	537,388	1,315,209	3,808,500	4,407,100	771,300	771,300	771,300	-82%
8 Miscellaneous:								
9 Interest	10,950	9,844	16,500	16,500	16,500	16,500	16,500	0%
10 Assessment Interest	935,243	1,244,716	1,024,800	1,009,700	908,700	908,700	908,700	-10%
11 Assessment Interest on Foreclosures	-	-	576,300	-	-	-	-	-
12 Assessment Penalty	45,791	62,462	20,500	12,900	-	-	-	-100%
13 Other	-	1,967	-	-	-	-	-	-
14 Total Miscellaneous	991,984	1,318,989	1,638,100	1,039,100	925,200	925,200	925,200	-11%
15 TOTAL RESOURCES	4,812,402	5,364,195	8,187,200	8,134,100	4,389,900	4,389,900	4,389,900	-46%
16 REQUIREMENTS:								
17 Expenditures:								
18 Materials & Services:								
19 Legal Services	41	-	-	-	-	-	-	-
20 Administrative Services Charges	9,993	-	-	-	-	-	-	-
21 Total Materials & Services	10,034	-	-	-	-	-	-	-
22 Debt Service:								
23 Principal	820,000	1,485,000	4,462,100	4,300,000	795,000	795,000	795,000	-82%
24 Interest	1,249,300	1,191,320	1,044,100	1,140,700	913,900	913,900	913,900	-20%
25 Total Debt Service	2,069,300	2,676,320	5,506,200	5,440,700	1,708,900	1,708,900	1,708,900	-69%
26 Total Expenditures	2,079,334	2,676,320	5,506,200	5,440,700	1,708,900	1,708,900	1,708,900	-69%
27 Other Requirements:								
28 Transfers Out:								
29 Transfer to General Fund	3,071	-	-	-	-	-	-	-
30 Fund Balance:								
31 Restricted Debt Reserve	2,729,997	2,687,875	2,681,000	2,693,400	2,681,000	2,681,000	2,681,000	0%
32 TOTAL REQUIREMENTS	\$ 4,812,402	\$ 5,364,195	\$ 8,187,200	\$ 8,134,100	\$ 4,389,900	\$ 4,389,900	\$ 4,389,900	-46%

Budget Notes:

Debt Service:

- 22 The City's debt obligation provides for annual interest payments on its outstanding debt each year through 2031 and one principal payment (\$17,755,000 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$461,630 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 FY14-15 assumes the City will receive the total amount of assessment payments due from each property owner.
- 31 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
12/1/2014	\$17,755,000	-	\$461,630	\$461,630
6/1/2015	17,755,000	-	461,630	461,630
12/1/2015	17,755,000	-	461,630	461,630
6/1/2016	17,755,000	-	461,630	461,630
12/1/2016	17,755,000	-	461,630	461,630
6/1/2017	17,755,000	-	461,630	461,630
12/1/2017	17,755,000	-	461,630	461,630
6/1/2018	17,755,000	-	461,630	461,630
12/1/2018	17,755,000	-	461,630	461,630
6/1/2019	17,755,000	-	461,630	461,630
12/1/2019 through 12/1/2030	17,755,000	-	10,617,490	10,617,490
6/1/2031	17,755,000	\$17,755,000	461,630	18,216,630
		<u>\$17,755,000</u>	<u>\$15,695,420</u>	<u>\$33,450,420</u>

9-1-1 Emergency Communications Fund FY14-15

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 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.

		ACTUAL 2011-12	ACTUAL 2012-13	BUDGETED 2013-14	PROJECTED 2013-14	PROPOSED 2014-15	APPROVED 2014-15	ADOPTED 2014-15	% CHANGE FROM PROJ
1	RESOURCES:								
2	Beginning Balances	\$ 6,093	\$ 4,198	\$ -	\$ -	\$ -	\$ -	\$ -	-
3	Revenues:								
4	Intergovernmental:								
5	9-1-1 Excise Tax	179,144	44,512	-	-	-	-	-	-
6	Transfers In:								
7	Transfer from General Fund	287,500	309,865	-	-	-	-	-	-
8	TOTAL RESOURCES	\$ 472,737	\$ 358,575	\$ -	\$ -	\$ -	\$ -	\$ -	-
9	REQUIREMENTS:								
10	Expenditures:								
11	Materials & Services:								
12	Emergency 9-1-1 and Dispatch Calls	\$ 396,357	\$ 340,543	\$ -	\$ -	\$ -	\$ -	\$ -	-
13	9-1-1 Agency Distributions	72,182	18,032	-	-	-	-	-	-
14	Total Materials & Services	468,539	358,575	-	-	-	-	-	-
15	Fund Balance:								
16	Restricted Fund Balance	4,198	-	-	-	-	-	-	-
17	TOTAL REQUIREMENTS	\$ 472,737	\$ 358,575	\$ -	\$ -	\$ -	\$ -	\$ -	-



Long Range Planning

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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 Storm Water operations. Both utilities had updated capital improvement plans and long-range planning was essential to stabilizing customer rates.

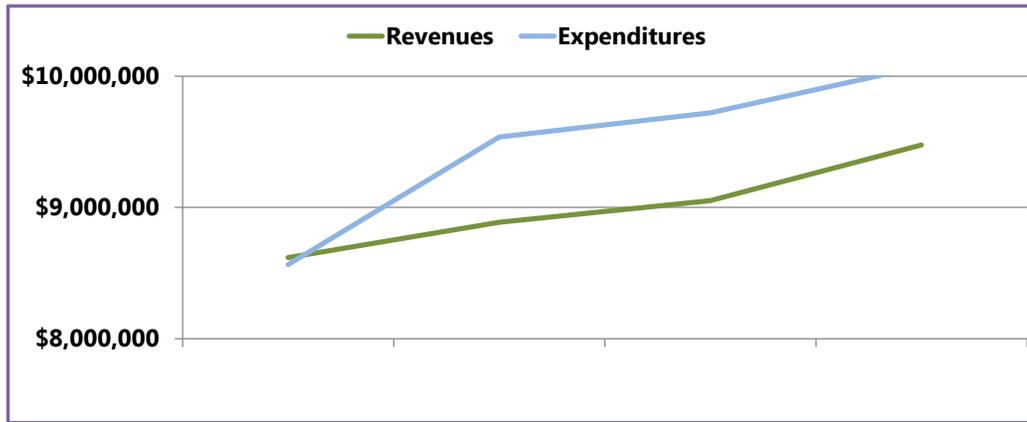
Each year the Task Force:

- 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 provided 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 FY14-15



	PROJECTED 2013-14	ESTIMATED 2014-15	FORECASTED 2015-16	FORECASTED 2016-17
1 REVENUES:				
2 Current Revenues	\$ 8,618,000	\$ 8,888,000	\$ 9,052,000	\$ 9,256,000
3 Taxes from Urban Renewal District	-	-	-	220,000
4 TOTAL REVENUES	\$ 8,618,000	\$ 8,888,000	\$ 9,052,000	\$ 9,476,000
5 EXPENDITURES:				
6 Personnel Services	\$ 5,556,000	\$ 6,106,000	\$ 6,137,000	\$ 6,168,000
7 Materials & Services	2,532,000	2,977,000	3,007,000	3,037,000
8 Capital Outlay	476,000	343,000	170,000	172,000
9 School District Repayment Reserve		110,000	115,000	125,000
10 <i>Health Insurance Premium Increase</i>	-	-	161,000	322,000
11 <i>Retirement Rate Increase</i>	-	-	130,000	130,000
12 <i>Urban Renewal Administrative Costs</i>	-	-	-	120,000
13 TOTAL EXPENDITURES	\$ 8,564,000	\$ 9,536,000	\$ 9,720,000	\$ 10,074,000
14 <i>Favorable Budget Variance</i>	-	300,000	303,000	306,000
15 VARIANCE	\$ 54,000	\$ (348,000)	\$ (365,000)	\$ (292,000)

Notes:

- 14 Favorable Budget Variance is the average annual positive variance realized each year from budget to actual net resources.
- The Variables on the following page are used in creating this long range forecast.
 - A private party holds an option on two parcels at Keizer Station. The purchase price in the first year is \$3.7 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 can be used to fund future costs. This transaction could significantly alter the General Fund long range forecast.
 - Growth from new development is estimated at 1% in future years. However, should growth occur more rapidly, this will enhance property values and property tax revenues.
 - The City will reduce services to bring the budget variance in balance if needed or if unforeseen downturns occur

General Fund Long Range Forecast | FY14-15

Projection Variables Estimated to Actual Comparison

		LONG RANGE PROJECTIONS			ACTUAL % CHANGE	
		Conservative	Moderate*	Aggressive	FY13-14 Actual	FY14-15 Recommended
(1)	Increase Population	0.75%	1.50%	2.25%	0.16%	NA
(2)	Change in City-wide Assessed Property Valuation	2.25%	3.00%	3.75%	2.73%	3.00%
(3)	Property Tax Uncollectables and Discounts	6.00%	5.40%	5.00%	5.40%	5.40%
Personnel Services Increase						
(4)	Wage and Salary Matrix Increase	3.00%	2.50%	2.00%	2.50%	2.50%
(5)	Attrition	-1.00%	-2.00%	-3.00%	-2.00%	-2.00%
(6)	Retirement Cost Increases/(Decrease)	18.00%	16.00%	14.00%	-5.00%	0.00%
(7)	Medical Insurance Premium Increase	12.00%	9.95%	8.00%	8.00%	5.95%
(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. FY13-14 Marion County Assessor's data indicates a 2.75% increase in property valuation.
- (3) Based on FY12-13 actual tax revenues collected over taxes assessed
- (4) Based on 3 year labor negotiated contracts
- (5) Based on ten-year average attrition
- (6) Based on 12/31/2009 PERS actuarial evaluation. Actual increases for FY13-14 and FY14-15 were originally projected at 18%-26%. Actual rates declined 5%.
- (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 1.1percent all items index increase over the last 12 months (February 2014)
NA = Not Applicable as the annual budget is not prepared using a population increase or standard inflation factor

Update Funding Status of Primary Issues

Key

Not Begun
In Process
Staff Recommended in FY14-15
Completed

Rank	CURRENT INITIATIVES	FUNDING PROPOSALS
1	Unfunded/Unfilled Police Officer Positions	Target hiring one FTE Police Officer if revenues continue to stabilize with an upward trend. Currently 4 FTE frozen positions. Staff recommends reducing this to 3 patrol FTE long term.
2	Police Traffic Control	Hire one to two traffic officers. Positions would be self supporting due to citation revenues.
3	Police Computer Forensics	Hire civilian computer forensics assistant.
4	Code Enforcement Position	Fill Code Enforcement position.
	Parks Matching Funds	Capital Improvements budgeted could go towards SDC matching funds. Big Toy allocation increased \$150k, part can be funded with 'new' SDC money.
4	Information Technology Position	Create new IT position to support growing technology needs.
5	Parks Grant Program	Establish and fund Parks Grant Program.
No Votes	City Hall Staffing	Two positions remain unfunded/unfilled (Assistant to the City Manager and 0.5 FTE Municipal Court Clerk). Staff recommends not filling Court position unless the number of citations

	INITIATIVES IN PROCESS	FUNDING PROPOSALS
	Urban Growth Boundary Analysis	Start the periodic review order compliance for the UGB expansion project in January 2014 to be completed by December 2015; \$35k for FY14-15 and FY15-16.

General Fund Long Range Forecast FY14-15

	COMPLETED INITIATIVES	FUNDING PROPOSALS
	Enhance Parks Operations & Maintenance	Increase Splash Fountain operations and budget for modest Capital Improvements in FY12-13.
	Add GIS support to Community Development	Allocated 5% of existing Storm Water Technician to Community Development Budget for GIS support in FY12-13.
	Ensure workforce skills are kept current with industry changes	Continue to allocate training dollars in areas where training has been forgone for 2-3 years prior to FY12-13.
	Ensure retention of skilled workforce	KPA 3-year contract settled at 2.5% COLA each year (CPIw 3%). Provide COLA and eligible step increases after 1 year pay freezes. Concessions made in bargaining will fund this cost.
	Sustain staffing	Beginning FY12-13 propose COLA and eligible step increases to non-represented staff after 2 year pay freezes & reduced Health Insurance contributions from 95% to 90%. Partial funding from reorganization around attrition, reassign some duties to non-General Fund programs.
	Upgrade Finance & Utility Billing Software	Upgrade to be completed and paid off in FY13-14 with on-line bill pay for utility accounts.
	Website RFP & Service Contract	Change strategy, reduce cost to \$20k and fund in FY13-14.
	Salary Survey RFP & Implementation	Survey to be completed by July 1, 2013 and implemented during FY13-14.
	Parks Operations	New revenue source - Parks house and orchard rental income net \$20k annually. This is a limited revenue stream and may not fund capital improvements over the long run.
	Purchase vs. Lease Equipment	Purchase police vehicles instead of leasing to save interest costs annually, benefit from resale value and plan to run cars five years, not three years.
	Liability Insurance Reserve Fund	Set up Reserve Fund in FY12-13 to fund maximum liability exposure (\$46k total; \$32k GF). Will need to replenish in FY14-15 because reserve were depleted in FY13-14.
	Extend Urban Renewal District 4 years to support Keizer Station LID financing	Fund Reserve for payment of interest on Tax Increment revenues forgone by Taxing Jurisdictions. From \$85k to \$165,000 annually for maximum of ten years.
	Computer Server Updates	Keep funding plan on track with staff recommendations.
	Civic Center Facility Sinking Fund	Set up Reserve Fund in FY12-13. Continue to fund reserve annually.

Stormwater Long Range Plan | FY14-15

The Stormwater program is designed 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. 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 \$0.60 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 2013-14	ESTIMATED 2014-15	FORECASTED 2015-16	FORECASTED 2016-17	FORECASTED 2017-18
1 RESOURCES:					
2 Beginning Balance:	\$ 461,000	\$ 349,000	\$ 231,000	\$ 202,000	\$ 283,000
3 Service Fees	1,185,000	1,315,000	1,447,000	1,592,000	1,751,000
4 Other Revenues	16,000	14,000	15,000	17,000	19,000
5 Interfund Loan From Transportation Fund	-	-	-	-	-
6 TOTAL RESOURCES	\$ 1,662,000	\$ 1,678,000	\$ 1,693,000	\$ 1,811,000	\$ 2,053,000
7					
8 REQUIREMENTS:					
9 Expenditures:					
10 Personnel Services	681,000	604,000	630,000	647,000	677,000
11 Materials & Services	455,000	659,000	675,000	693,000	710,000
12 Capital Outlay	177,000	184,000	186,000	188,000	190,000
13 Interfund Loan Repayment	-	-	-	-	-
14 Total Expenditures	1,313,000	1,447,000	1,491,000	1,528,000	1,577,000
15 Fund Balance:					
16 Unrestricted Fund Balance	349,000	231,000	202,000	283,000	476,000
17 TOTAL REQUIREMENTS	\$ 1,662,000	\$ 1,678,000	\$ 1,693,000	\$ 1,811,000	\$ 2,053,000

Note: The decline in Personnel Services is offset by an increase in Materials & Services. Public Works Management staff and Administrative staff have moved to the Administrative Services Fund and costs are charged back to the Storm Water Fund.

Conclusion: The update to the Stormwater Long-Range plan supports a \$0.40 rate increase per ESU for FY14-15 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2013).

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

Water Services Long Range Plan | FY14-15

	PROJECTED 2013-14	ESTIMATED 2014-15	FORECASTED 2015-16	FORECASTED 2016-17	FORECASTED 2017-18	FORECASTED 2018-19	FORECASTED 2019-20	FORECASTED 2020-21	FORECASTED 2021-22
1 RESOURCES:									
2 Beginning Balance:	\$ 1,271,000	\$ 1,076,000	\$ 640,000	\$ 669,000	\$ 702,000	\$ 665,000	\$ 682,000	\$ 650,000	\$ 439,000
3 Water Sales	2,443,000	2,546,000	2,692,000	2,847,000	3,010,000	3,183,000	3,366,000	3,559,000	3,763,000
4 Bank Loan	-	300,000	630,000	150,000	-	-	-	-	-
5 Other Revenues	126,000	118,000	120,000	122,000	124,000	126,000	128,000	130,000	132,000
6 TOTAL RESOURCES	\$ 3,840,000	\$ 4,040,000	\$ 4,082,000	\$ 3,788,000	\$ 3,836,000	\$ 3,974,000	\$ 4,176,000	\$ 4,339,000	\$ 4,334,000
7									
8 REQUIREMENTS:									
9 Expenditures:									
10 Personnel Services	\$ 1,061,000	\$ 877,000	\$ 914,000	\$ 938,000	\$ 982,000	\$ 1,011,000	\$ 1,062,000	\$ 1,097,000	\$ 1,157,000
11 Materials & Services	1,070,000	1,467,000	1,397,000	1,429,000	1,461,000	1,495,000	1,530,000	1,566,000	1,603,000
12 Capital Outlay	403,000	822,000	830,000	440,000	447,000	454,000	465,000	472,000	478,000
13 Debt Service	231,000	234,000	232,000	229,000	231,000	232,000	229,000	230,000	250,000
14 Bank Loan Principal	-	-	-	-	-	50,000	200,000	500,000	330,000
15 Bank Loan Interest	-	-	40,000	50,000	50,000	50,000	40,000	35,000	20,000
16 Total Expenditures	2,765,000	3,400,000	3,413,000	3,086,000	3,171,000	3,292,000	3,526,000	3,900,000	3,838,000
17 Fund Balance:									
18 Reserves	234,000	234,000	234,000	234,000	234,000	234,000	234,000	-	-
19 Fund Balance	841,000	406,000	435,000	468,000	431,000	448,000	416,000	439,000	496,000
20 TOTAL REQUIREMENTS	\$ 3,840,000	\$ 4,040,000	\$ 4,082,000	\$ 3,788,000	\$ 3,836,000	\$ 3,974,000	\$ 4,176,000	\$ 4,339,000	\$ 4,334,000

Note: The decline in Personnel Services is offset by an increase in Materials & Services. Public Works Management staff and Administrative staff have moved to the Administrative Services Fund and costs are charged back to the Storm Water Fund.

Conclusion: The update to the Water Services Long-Range plan supports a 4% rate increase for FY14-15 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2013).

The Water Fund Long Range Plan includes expenditure projections consistent with the Water System Capital Improvement Program adopted by the City Council. Capital Improvement Projects are listed on the following page.

Water System – Capital Improvement Program | FY14-15

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	Status
Wiessner-Ridge Drive Intertie	\$ 227,600	Completed FY13-14
Install low-volume "jockey" pump at Bair Park pump station	36,000	Budgeted FY14-15
Hydrogeologic Study for VOC Identification & Extent	79,000	Budgeted FY14-15
Install standby generator with automatic transfer switch at Reitz/Bair Park site	132,000	Budgeted FY14-15
Continued Steel waterline replacement program	400,000	Budgeted FY14-15
Three extraction wells and air strippers for VOC removal	324,000	Planned FY15-16
Abandon Lauderback Well and Relocate 7,500 gallon pressure tank to Burnside site	60,000	Planned FY15-16
Continued Steel waterline replacement program	610,000	Planned FY15-16
Identified cost savings in FY13-14 & FY14-15 for projects in FY15-16	113,400	
Subtotal	\$1,982,000	
10% Engineering and Administration	198,200	
10% Contingency	198,200	
Total Phase I	\$2,378,400	

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

Phase IV: 2027 - 2033

Description	Estimated Cost
Continue steel waterline replacement program	\$ 2,020,000
10% Engineering and Administration	202,000
10% Contingency	202,000
Total Phase III	\$2,424,000

Total of Phases I-IV: \$9,848,400



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.

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.

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

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 prevent 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.

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.

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 “measurable” and “available to finance expenditures of the current period.”

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

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

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

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

ORS (OREGON REVISED STATUTE) – 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.

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.