

# City of Keizer Marion County, Oregon

Adopted Budget

Budget FY 2016-17





## **FISCAL YEAR 2016-2017**

### **BUDGET COMMITTEE MEMBERS**

#### Council Members:

Cathy Clark, Mayor  
Dennis Koho, President  
Bruce Anderson  
Kim Freeman  
Roland Herrera  
Marlene Parsons  
Amy Ryan

#### Public Members:

Allen Barker  
Ron Bersin  
Charlotte Clark  
Joseph Gillis  
Jerry McGee  
Nelson Sossamam  
Jonathan Thompson

### **STAFF**

Chris Eppley, City Manager  
Shannon Johnson, City Attorney

#### **Department Head Team**

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

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

## Quotes on Democracy

The ballot is stronger than the bullet.

*ABRAHAM LINCOLN, speech, May 19, 1856*

Although our interests as citizens vary, each one is an artery to the heart that pumps life through the body politic, and each is important to the health of democracy.

*BILL MOYERS, The Nation, January 22, 2007*

Democracy is two wolves and a lamb voting on what to have for lunch. Liberty is a well-armed lamb contesting the vote!

*BENJAMIN FRANKLIN*

Democracy means that anyone can grow up to be president, and anyone who doesn't grow up can be vice president.

*JOHNNY CARSON, The Tonight Show, September 11, 1991*

There are more incorruptible than the few; they are like the greater quantity of water which is less easily corrupted than a little.

*ARISTOTLE, Politics*

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

*AUNG SAN SUU KYI, In Quest of Democracy*

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

*FRANKLIN D. ROOSEVELT, Third Inaugural Address, January 20, 1941*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Keizer  
Oregon**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

# Table of Contents

## BUDGET MESSAGE

City Manager’s Budget Message ..... 8

## CITY OVERVIEW

City Demographics..... 10  
 Budget Process & Calendar ..... 11-16  
 Financial Policies..... 17-22  
 Organization Chart..... 23  
 Fund – Department Matrix..... 24  
 City Council Goals ..... 25-27

## FINANCIAL TRENDS

General & Economic Information..... 29-30  
 Revenue Trends & Assumptions..... 31-35  
 Resources & Requirements ..... 36  
 Budgets ..... 37-38  
 Debt ..... 39-41  
 Property Taxes and Comparative Tax Rate ..... 42-43

## BUDGET SUMMARY

Budget Overview and Highlights ..... 45-50  
 All Funds Combined..... 51  
 Resource & Requirement by Fund Type..... 52  
 Fund Descriptions and Summary by Fund ..... 53-56  
 Consolidated Fund Summary ..... 57-60  
 Capital Expenditures..... 61  
 Fund Balances..... 62-64  
 Staffing History ..... 65-67  
 Staffing Allocations..... 68  
 Summary of Employee Benefits ..... 69  
 Department Summaries ..... 70-97

## FUNDS & DEPARTMENTS

Administrative Services  
 Summary..... 99-100  
 City Manager’s Office ..... 101-102  
 City Attorney’s Office..... 103-104  
 City Records ..... 105-106  
 Human Resources ..... 107-108  
 Finance  
 Non-departmental..... 109-110  
 Information Systems ..... 111-112  
 Utility Billing ..... 113-114

# Table of Contents

Public Works (Administrative Services)	
Non-departmental.....	115-116
Facility Maintenance .....	117-118
General Administration .....	119-121
Public Works	
Streets.....	122-125
Street Lighting.....	126-127
Transportation Improvements .....	128
Off-Site Transportation.....	129
Stormwater.....	130-132
Sewer .....	133-134
Sewer Reserve .....	135
Water.....	136-139
Water Facility Replacement.....	140
Park Improvements .....	141
General Fund	
Summary.....	142-143
Non-Department Resources .....	144-145
Non-Department Requirements.....	146-147
Park Operations .....	148-150
Community Development .....	151-152
Municipal Court .....	153-154
Police .....	155-158
Revenue Sharing .....	159
Urban Renewal	
Summary.....	160
Program Funds.....	161-162
Tax Increment.....	163
Other Funds	
Community Center .....	164-165
Public Education Government Access .....	166
Law Enforcement Grants .....	167
Housing Rehabilitation Program.....	168
Energy Efficiency Loan Program .....	169
Keizer Station Local Improvement .....	170-171
<b>LONG RANGE PLANNING</b>	
Introduction .....	173
General Fund .....	174-178
Civic Center Sinking Fund .....	179
Stormwater & Water Fund .....	180-182
<b>GLOSSARY</b>	
Common Budget Terms.....	184-190

# Budget Message





## City Manager's Budget Message City of Keizer Fiscal Year 2016-17

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

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

- Continuing work toward providing the City Council the information and tools necessary to lead a community discussion on, and create a policy direction for any future urban growth boundary expansion by funding the periodic review order compliance for the urban growth boundary expansion project,
- Funding the bi-annual citizen survey to continue ongoing community engagement, and
- Supporting Parks by allocating 3.6% of general fund revenues to park operations.

Overall the fiscal year 2016-17 operating budget is consistent with fiscal year 2015-16 with the exception of not filling a vacant police officer position. Once sustainable funding is identified the police officer position will be recommended for reinstatement. Staff will use mid-year revenue projections to evaluate our ability to reinstate the vacant Police officer position. The operating budget also provides for strategic increases in spending for the Police vehicle fleet, citizen survey and increasing the reserve for Civic Center improvements. These strategic measures will allow the City to maintain existing service levels into the future, prepare for replacement of aging assets, and continue to balance the overall budget.

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

- a proposed 4% water rate increase,
- a proposed \$0.50 per ESU Storm Water rate increase, and
- an expected 3% sewer rate increase. The City of Salem, who manages the City's sewer infrastructure, sets the rates for the regional system.

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

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

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

Respectfully submitted,

Christopher Eppley  
City Manager



# City Overview

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

# Demographics

## CITY OF KEIZER

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

## DEMOGRAPHICS & STATISTICS

Incorporation	1982	<b>City Debt</b>	
Government	Council/Mayor	Moody's Bond Rating	A3
Population (July 1, 2015)	36,985	General obligation debt	None
Neighborhood associations	2	General obligation debt limit*	\$91,046,820
Area in square miles	7.36	Revenue bonds debt	\$1,040,000
Keizer School Enrollment	7,354	Full faith and credit debt	\$15,495,000
		Line of Credit outstanding	None

### Public Safety

Number of sworn officers	37
911 Calls for police	13,021
Number of holding cells	2

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

## ECONOMIC INDICATORS

### Culture & Recreation

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

Largest Private Enterprise Tax Payers Assessed Value:	
Donahue Schriber Realty Group LP	\$51,968,800
Target Corporation	11,444,684
Emerald Pointe LLC	11,423,418
Lowe's HIW Inc	11,253,170
CCP Keizer 1526 LLC	11,036,800
Hawk's Point Apartments LLC	10,701,040
Keizer Road Apartments LLC	8,396,310
Per capita personal income	35,489
Total personal income	\$1.3 billion
Average annual unemployment	6.1%
Real market value of property	\$3.0 billion
Assessed value of property	\$2.4 billion

# Budget Process

## BUDGETING IN THE STATE OF OREGON

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

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

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

## BUDGETING IN THE CITY OF KEIZER

### Budget Adoption

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

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

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

### Budget Amendments

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

# Budget Process

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

## BUDGET TIMELINE AND INTERNAL PROCESS

### October through January

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

### January

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

### February

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

### March

- Department Directors submit preliminary budget drafts for Finance staff review
- City partners submit outside budget request forms
- Department Directors hold internal meetings on departmental budget requests

### April

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

# Budget Process

## May

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

## June

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

## July

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

## BUDGET COMMITTEE

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

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

The powers and duties of the Budget Committee are:

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

# Budget Process

The Budget Committee is comprised of:

## City Council Member

Cathy Clark, Mayor  
Dennis Koho, President  
Bruce Anderson  
Kim Freeman  
Roland Herrera  
Marlene Parsons  
Amy Ryan

## Citizen Members

Allen Barker  
Ron Bersin  
Charlotte Clark  
Joseph Gillis  
Jerry McGee  
Nelson Sossamam  
Jonathan Thompson

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

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

Expenditures may be increased. If the total increase in a fund exceeds \$5,000 or 10 percent, whichever is greater, then no additional process steps are required. However, if the expenditures in any fund are increased by more than \$5,000 or 10 percent, the governing body must publish notice of a second budget hearing and a new financial summary, and hold the second hearing before the adjusted budget can be adopted. If taxes are increased at all above the rate or amount approved by the budget committee, a second notice and hearing are required before a budget including those additional revenues can be adopted. Oregon law prohibits the increase of a municipality's tax rate above its permanent rate (\$2.0838 for Keizer).

## BUDGETING BY FUND

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

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

# Budget Process

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

The City's funds are budgeted by either:

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

## **BASIS OF ACCOUNTING**

### **Budget Basis**

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

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

### **Audit Basis**

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

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

# Budget Calendar

Friday, <b>April 15</b> & Friday, <b>April 22</b>	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 3 on the proposed budget and state revenue sharing.
Wednesday, <b>April 27</b>	Budget documents to be distributed to Budget Committee
Tuesday, <b>May 3</b> 6:00 p.m.	City Budget Committee Meeting <ul style="list-style-type: none"><li>◆ Election of City of Keizer Budget Committee Chair</li><li>◆ Approval of Budget Calendar</li><li>◆ Public Testimony</li><li>◆ Presentation of City of Keizer Budget Message</li><li>◆ Staff presentations &amp; discussions</li></ul>
Thursday, <b>May 5</b> 6:00 p.m.	City Budget Committee Meeting <ul style="list-style-type: none"><li>◆ Public Testimony</li><li>◆ Continuation of presentations and discussion</li></ul>
Tuesday, <b>May 10</b>	City Budget Committee Meeting <ul style="list-style-type: none"><li>◆ Continuation of discussion from Thursday, May 5<sup>th</sup> as needed</li><li>◆ Budget recommendations to City Council</li></ul>
Tuesday, <b>May 17</b> 6:00 p.m.	Alternate meeting to complete City Budget (if needed)
Friday, <b>May 20</b>	Financial Summaries and notice of budget hearings for publication
Monday <b>June 6</b> 7:00 p.m.	Public hearing on City Budget. Council adoption of City Budget, if approved.
Monday <b>June 20</b> 7:00 p.m.	Alternate public hearing on City Budget (if needed). Council adoption of City Budget.

# Financial Policies

## STATEMENT OF FINANCIAL POLICIES

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

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

The City's financial policies accomplish the following:

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

## GENERAL

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

## OPERATING BUDGET

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

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

# Financial Policies

## LONG-RANGE PLANNING

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

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

## CAPITAL IMPROVEMENT PLANS (CIPS)

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

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

## REVENUES

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

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

## Financial Policies

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

### EXPENDITURES

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

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

### CONTINGENCIES, UNANTICIPATED EXPENSES, RESERVES, AND FUND BALANCE

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

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

# Financial Policies

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

# Financial Policies

## CAPITAL ASSET MANAGEMENT

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

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

## INVESTMENTS

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

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

## DEBT POLICIES

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

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

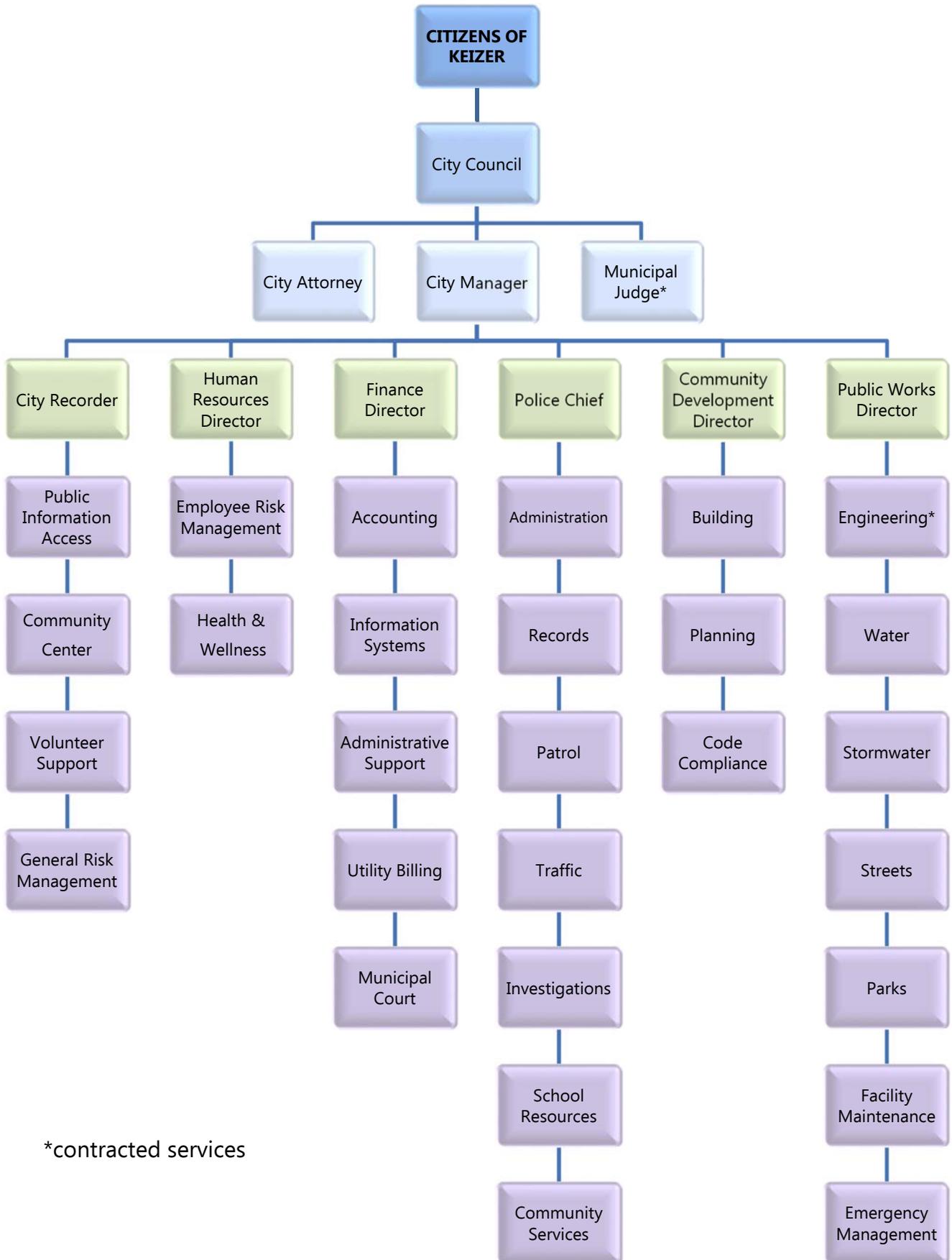
# Financial Policies

## **ACCOUNTING, AUDITING AND FINANCIAL REPORTING**

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

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

# Organizational Chart



\*contracted services

## Fund - Department Matrix

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

X indicates primary responsibility for budget and services provided

M Major Fund

N Non-major Fund

# City Council Goals

## *Introduction*

*Each year at a City Council work session, the Council reviews, reprioritizes and updates the City Council Goals. Below is a status update of the Council's goal list as of February 2016.*

## **Council Goals Established for 2015 through 2017**

### **SHORT TERM GOALS**

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

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

#### **Next Steps:**

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

---

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

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

#### **Next Steps:**

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

# City Council Goals

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

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

### **Next Steps:**

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

## **Goal: Identify Parks levels of service and stable funding platform**

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

### **Next Steps:**

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

## **Goal: Create a task force to foster community engagement**

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

### **Next Steps:**

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

# City Council Goals

## **Goal: Create a Youth Council program**

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

### **Next Steps:**

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

## **Goal: Facilitate a youth sports program round table**

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

### **Next Steps:**

1. City Council initiates Task Force
- 

## **LONG TERM GOALS**

1. Take appropriate steps to liquidate any Keizer Station Area A property foreclosed upon and refund the River Road Renaissance program after completing a review of the program's goals and proposed projects (continued from 2013-2014 long term goal list)
2. Evaluate the need for a Communications Position/Volunteer Coordinator (should come from Task Force work on Community Engagement)
3. Create Sidewalk Local Improvement District Program
4. Resolve Urban Growth Boundary issue



# Financial Trends

General & Economic Information.....

Revenue Trends & Assumptions.....

Resources & Requirements .....

Budgets.....

Debt.....

Property Taxes and Comparative Tax Rate .....

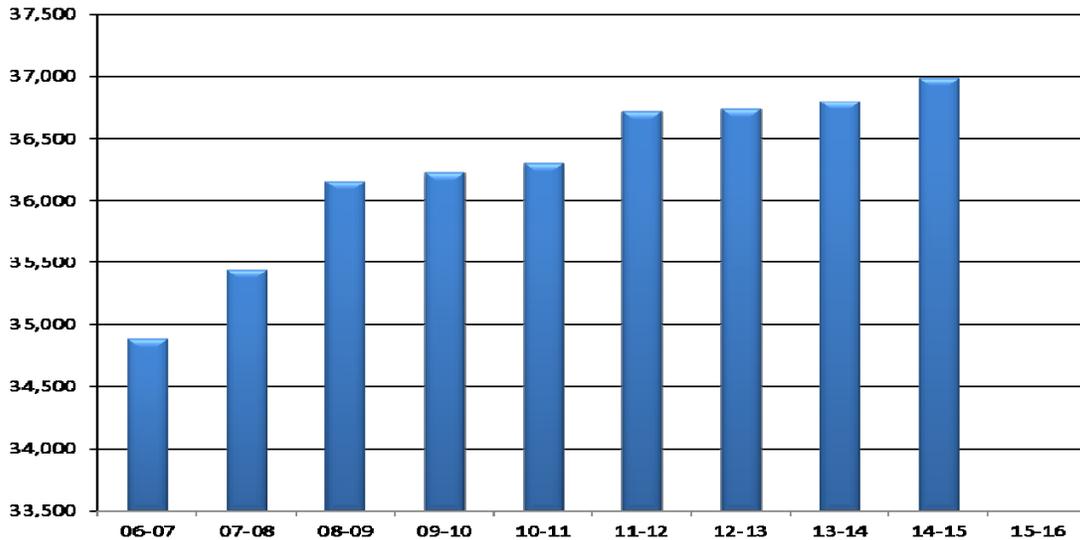
# General & Economic Information

Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of 2015, its population was 36,985. It lies inside of the Willamette Valley and is part of the Metropolitan Statistical Area. Keizer shares its southern border with Salem, the state capital. Keizer is primarily a residential community having a low level of commercial activity. Most new commercial development is at Keizer Station, near Interstate 5.

## POPULATION TRENDS

The City’s population increased marginally yet steadily over the past 10 years at an average 0.6% 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 1.1% 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
2006	102.6%
2007	103.7%
2008	103.3%
2009	100.1%
2010	101.3%
2011	102.9%
2012	102.3%
2013	102.5%
2014	102.3%
2015	100.4%

## General & Economic Information

<b>City Population vs. Number of City Employees by Fiscal Year</b>										
	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
<b>Population</b>	34,880	35,435	36,150	36,220	36,295	36,715	36,735	36,795	36,985	N/A
<b>Staffing</b>	86.5	93	93	94	93	90	90	92	95	95
<b>Per Capita</b>	2.5	2.6	2.6	2.6	2.6	2.5	2.4	2.5	2.6	-

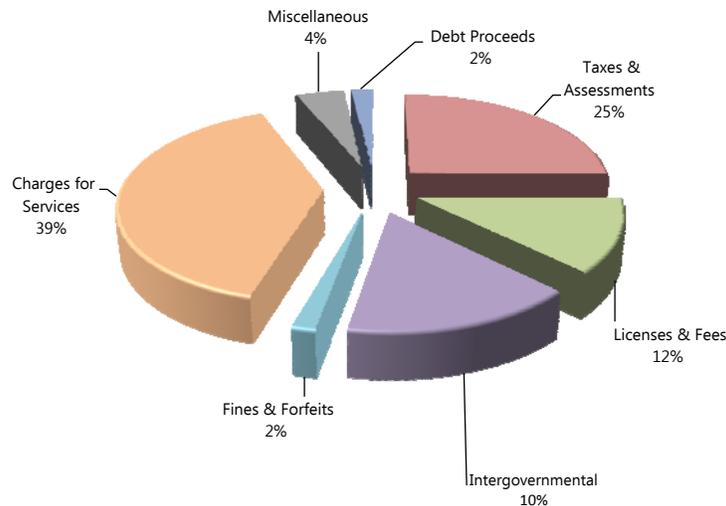
This chart compares the City of Keizer's population to the City's number of full-time employees over the past ten years. For the 2016-17 fiscal year, the City budgeted 94 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.5 employees per thousand of population.

# Revenue Trends & Assumptions

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

The City is expecting overall operating revenues to increase 3% over the prior year. The primary revenue increase is for taxes and assessments and an increase charges for services.

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



The revenue sources and assumptions used in the fiscal year 2016-17 budget are summarized below:

## TAXES AND ASSESSMENTS

### Property Taxes

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

The budget projects the tax base levy by estimating the new assessed value and applying it to the City's applicable tax rate. The estimation of the assessed value starts with the previous year's assessed value and adds three factors: a growth factor (maximum allowed by law is 3%), an allowance for new construction, and an allowance for annexed property. The City's permanent tax rate is \$2.0838 per \$1,000 assessed value. Assessed value is projected to be \$2.4 billion for fiscal year 2016-17 compared to real market value which is approximately \$3 billion; over 22% above assessed value.

At \$4.9 million, property tax revenues continue to be a major source of revenue for the City, comprising 25% of total revenues. Despite the economic downturn and slow recovery during the past ten year period, property taxes increased 55% or \$1.7 million. A significant factor in this was the reduction of the North River Road Urban Renewal District tax increment collections. When the district collects less than the maximum allowable, those taxes revert to the overlapping jurisdictions. The North River Road Urban Renewal District completed its plan in fiscal year 2014-15 and will no longer collect tax increment revenue.

# Revenue Trends & Assumptions

That revenue will now be allocated to the overlapping taxing jurisdictions and the City of Keizer's share is estimated at \$250,000 for fiscal year 2016-17.

Beginning in fiscal year 2008-09 real market value was 67% more than assessed value. That margin narrowed to 22% by fiscal year 2013-14 however since then the margin has slowly increased with fiscal year 2015-16 increasing to 28%. The higher the percentage the more likely the City will receive the full 3% growth in future years.

For fiscal year 2016-17, Marion County projects a 4.0% increase in current property tax revenues; 1% from new construction and 3% for increased valuation. This projection is supported by the increase construction permits taken in by the City's Community Development Department. Over the past year, the City has had significant increases in building permits and fees, and system development charges. The impact of increased new construction will favorably impact future property tax collections.

## **Assessments**

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

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

## **LICENSES AND FEES**

For 2016-17, 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 stormwater and at 7% for telephone. Franchise Fees are an important revenue source for the City. Revenue is estimated at \$2.7 million for fiscal year 2016-17 and represents 12% of total revenues. Revenue estimates are based on a five-year trend analysis and adjusted for known changes in utility rates. Over the past five years, franchise fees have increased 10% primarily due to rate increases. Electricity fee revenues make up over 41% of total franchise fees and have increased 9% during this time.

Assumptions for fiscal year 2016-17 include:

- Electricity companies anticipate a 3-4% rate increase effective January 2016 which will primarily impact fiscal year 2016-17.
- Gas companies, serving the Keizer area, experienced a 2% increase in rates during fiscal year 2014-15 and have requested a 1.7% increase during fiscal year 2016-17.

## Revenue Trends & Assumptions

- Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. Fiscal year 2016-17 revenue projections are based on a 5% reduction over fiscal year 2015-16 projected revenues, consistent with the current downward trend.
- The area's cable television provider is projecting a 4% increase overall in cable television revenues during calendar year 2016.
- City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in fiscal year 2016-17 and include Water at 4%, Sewer at 3% and Stormwater at 9%.

### **System Development Charges**

System Development Charges (SDCs) are one-time fees based on the proposed new use or increase in use of a property. These fees apply to both new construction and residential projects which increase impact to city infrastructure. The City has four SDC fees including water, sanitary sewer, transportation, and park improvements. These fees make up 1% of the City's total revenues. The City has seen significant increases in SDCs over the past five years from \$98,000 in fiscal year 2011-2012 to over \$800,000 in fiscal year 2015-16. Revenue estimates are based on expected growth of 1% in fiscal year 2016-17 using assumptions from Marion County and the City's Community Development Department. By Council action, these SDCs are indexed annually taking an average of the Northwest construction cost index (CCI) and the change in land values in the Keizer area.

### **Building and Permit Fees**

This revenue category includes, building permits and fees, and planning development review fees. All licenses and fees are authorized by council resolution or ordinance and located on the City's website. Revenue from licenses and fees has picked up again and is gaining momentum, after the housing and development market had declined significantly. Revenue estimates are based on expected growth of 1% in fiscal year 2016-17 using assumptions from Marion County and the City's Community Development Department. These fees make up less than 1% of the City's total revenues.

### **INTERGOVERNMENTAL REVENUES**

Intergovernmental revenues include federal, state, and local grant revenues and state-shared revenues received from the State of Oregon. All the grant revenues directly support specific programs that are reviewed annually and adjusted to incorporate any changes in funding levels. The State of Oregon collects gas, cigarette, and liquor taxes and shares these taxes with its political subdivision based upon a per capita distribution. The City's share is budgeted at \$3.9 million or 16% of the City's total revenue. State shared revenue estimates are based on five-year trend analysis and adjusted using information provided by the State of Oregon through the League of Oregon Cities (League).

Legislation passed in 2009 provided a phased-in increase in gas tax revenues which explains the 17% increase over the past five years. Now that the phase-in is complete future revenues are expected to level off. For fiscal year 2016-17 the League projects a 1% revenue increase, the City reduced its projections to 1% as past trends support the lower estimate.

The State's allocation of cigarette tax revenues to cities has declined over time; the City of Keizer's revenues have declined 10% over the last five years. The League reports that these revenues will continue to decline and projects a 6% decrease in fiscal year 2016-17 over the previous year.

# Revenue Trends & Assumptions

Liquor tax revenues have increased 8% in the past five years primarily from an increase in the growing distillery industry in Oregon. The League projects a 3% increase in liquor sales in fiscal year 2016-17 over the previous year.

## **FINES AND FORFEITS**

The City operates a municipal court to handle traffic citations and municipal code violations with the primary goal of encouraging compliance. These revenues have declined in recent years due to the reduced number of sworn officers. When the economy turned downward funding was no longer available to support these positions. The Police Department reinstated one-half of the Traffic Safety Unit late in fiscal year 2014-15 to help ensure traffic safety. Revenue estimates are based on five-year trend analysis adjusted for any changes in the traffic control efforts as planned by the Keizer Chief of Police.

## **CHARGES FOR SERVICES**

### **Utility Revenues**

The City operates a water and stormwater utility and does the billing for the sewer utility (which is operated by the City of Salem). Utility rates are expected to increase in fiscal year 2016-17 to keep up with operating costs and implement the capital improvement program of each utility. These revenues make up 39% of the City's operating revenues. Revenue estimates are based on approved rate structures for each utility and adjusted for changes in consumption in consultation with the Public Works Director.

Over the past five years water consumption has declined due to customer conservation measures and wetter than average summers. These trends are offset by modest annual rate increases. Water sales revenues are expected to increase 4% over fiscal year 2015-16 commensurate with the scheduled rate increase.

Sewer charges are set using average water consumption per customer account. Revenue trends are similar to water sales given annual modest sewer rate increases are similar to water rates. Sewer revenues are expected to increase 3% in fiscal year 2016-17 over the previous year.

Stormwater charges are based on equivalent service unit (ESU) which is set at one ESU per single family dwelling and impervious surface measurements for multifamily and commercial accounts. Revenue increases are driven by rate increases and new construction which adds impervious surface to the system. The City anticipates revenues to increase 8% in the upcoming fiscal year over fiscal year 2015-16.

### **Administrative Services Charges**

Administrative Service charges represent costs between departments for administration, insurance, maintenance, and operational services and are reflected in both the resource category and as the requirements of the respective funds. Revenue estimates are based on total expenditures appropriated for the fund plus increases in reserve requirements. Revenues are expected to increase 6% over projected fiscal year 2015-16 amounts primarily due to the increases in information technology.

# Revenue Trends & Assumptions

## MISCELLANEOUS

For fiscal year 2016-17, miscellaneous revenue is projected to be 5% of the City's total revenues.

### **Investment Income**

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

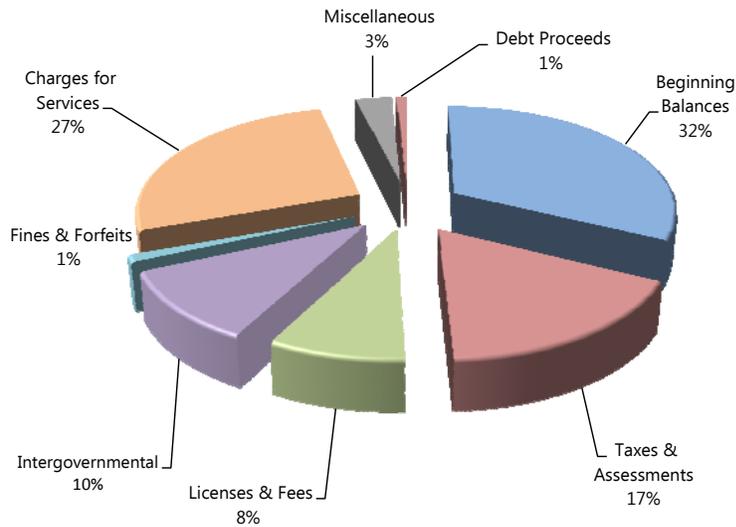
Currently, the LGIP is earning 0.75% on its investments. For this coming fiscal year, the rate of return on the City's investments is projected to remain very low. Investment income is budgeted in each fund based upon its estimated share of pooled cash at the projected interest rate for the upcoming year.

## TRANSFERS

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

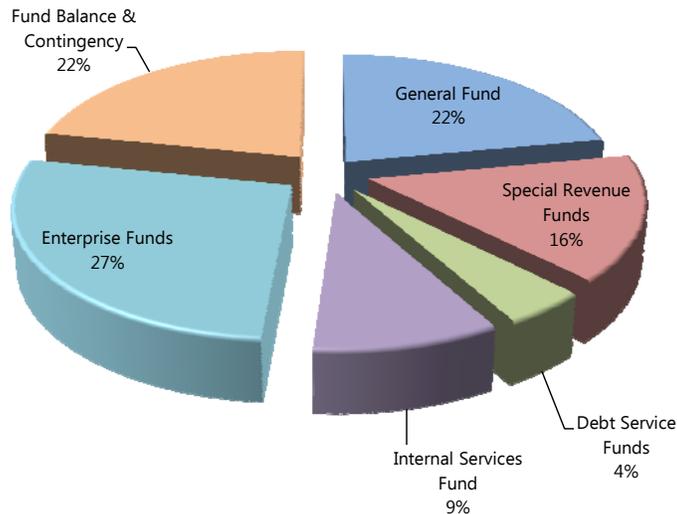
# Financial Trends – Resources & Requirements

## RESOURCES BY SOURCE – FY 2016-17



For fiscal year 2016-17, total resources come to \$38 million. Charges for Services support the City’s utilities including Water, Sewer and Stormwater. Property tax revenues, including delinquencies continue to be a major source of resources for the City. For this fiscal year, City property taxes are projected to be 4% above the previous fiscal year.

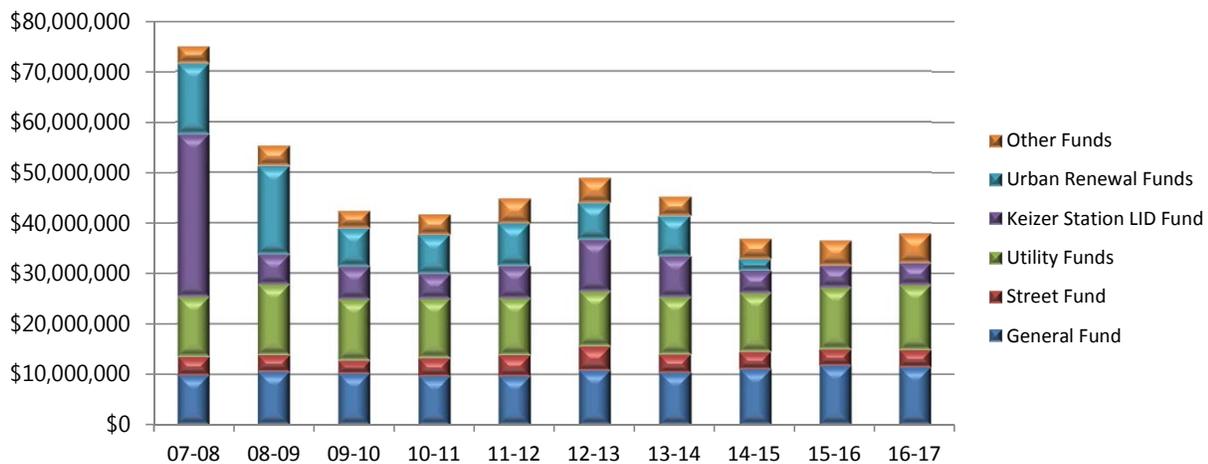
## REQUIREMENTS BY USE – FY 2016-17



Requirements are balanced to fiscal year 2016-17 resources at \$38 million. As the pie chart above shows, 22% or \$8 million of this fiscal year’s requirements are budgeted as contingency and ending fund balances. The remaining budgeted requirements are allocated between the General Fund, Special Revenue Funds, Capital Projects, Debt Service and Utility Funds.

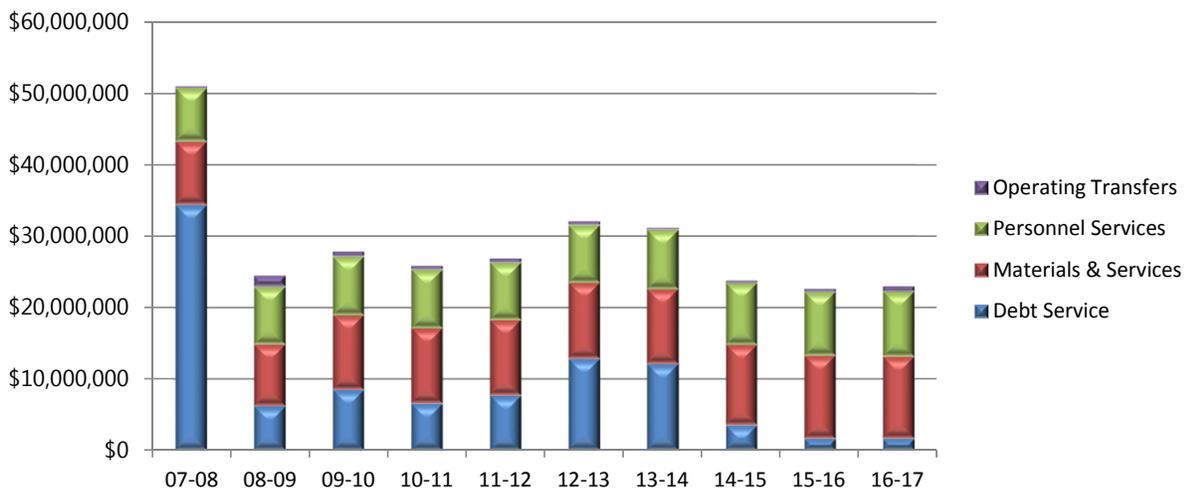
# Financial Trends - Budgets

## Total Budgeted Resources by Fund Categories



This graph depicts the total resources budgeted in each fund category for the past ten fiscal years. The graph indicates the combined General Fund, which includes General Services, Parks Operations, Community Development, Municipal Court and Police Services. The Utility funds include Water, Sewer and Stormwater both Operations and Capital Improvements. The large spike in FY07-08 in the Keizer Station LID Fund depicts the receipt of long-term debt proceeds to pay infrastructure improvements for the Keizer Station development. The property owners who benefited from these improvements repay the City through assessments. The Urban Renewal Funds significantly declined in recent years as the district accomplished its plan and stopped collecting tax increment revenue at the end of FY14-15.

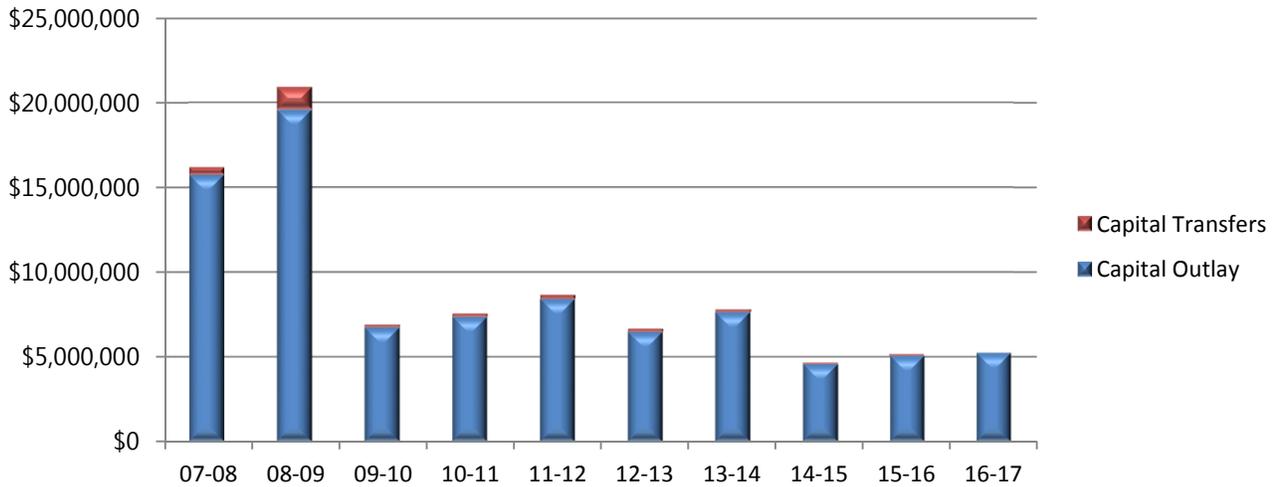
## Operating Budget



The above graph depicts the total operating expenditures by category for the past ten fiscal years, adjusted for inflation. The spike in FY07-08 depicts payoff of a line of credit used for the construction of the Keizer Station Area A development. Spikes in debt service payments in FY12-13 and FY13-14 represent pay down of Keizer Station Local Improvement District debt resulting from the foreclosure of delinquent properties. Proceeds from these properties were used to repay debt owed by those properties. Operating costs, other than debt service have increased gradually over the ten year period.

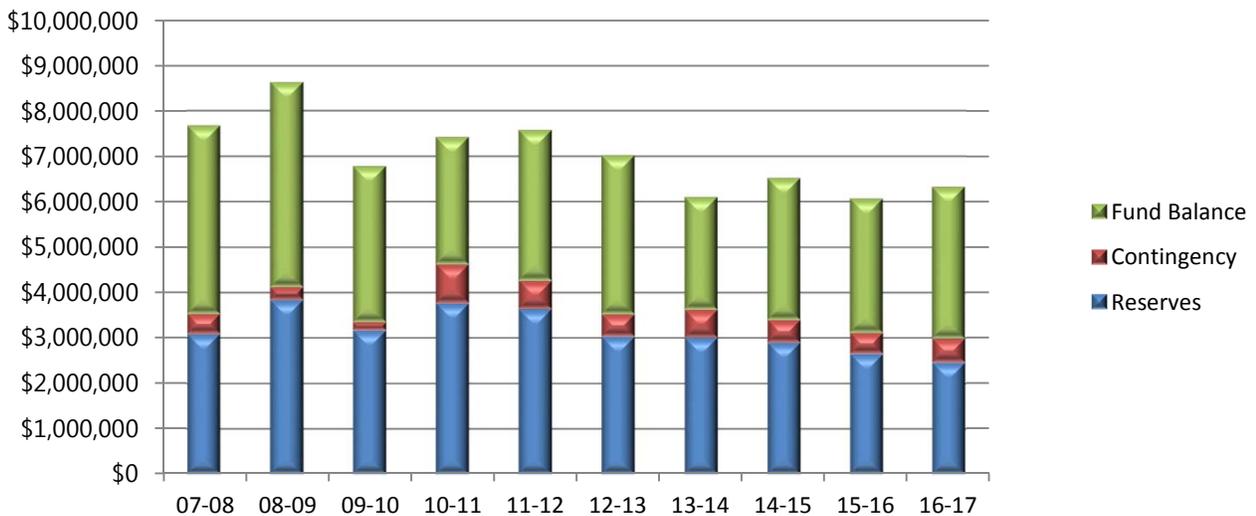
# Financial Trends - Budgets

## Capital Budget



The above graph depicts the total capital expenditures by category for the past ten fiscal years, adjusted for inflation. Capital Outlay in FY06-07 through FY08-09 included construction of a new Civic Center and road, water and stormwater improvements. Capital construction in FY09-10 through FY16-17 is for road, water and stormwater improvements.

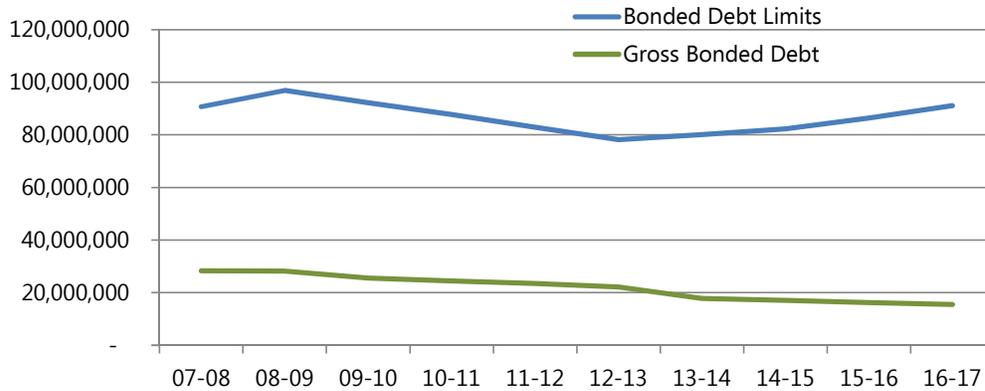
## Reserves, Contingencies and Ending Fund Balances



The above graph depicts budgeted reserves, contingencies, and unappropriated ending fund balances for the past ten fiscal years, adjusted for inflation. Generally, these balances reflect what is left after revenues and expenditures have been accounted for. Each year, these balances have met or exceeded the City's adopted policy in their respective area. Reserves beginning in FY07-08 are primarily for the Keizer Station Local Improvement District debt. The City has also established contingencies and reserves for Liability Insurance and Civic Center Facility Improvements.

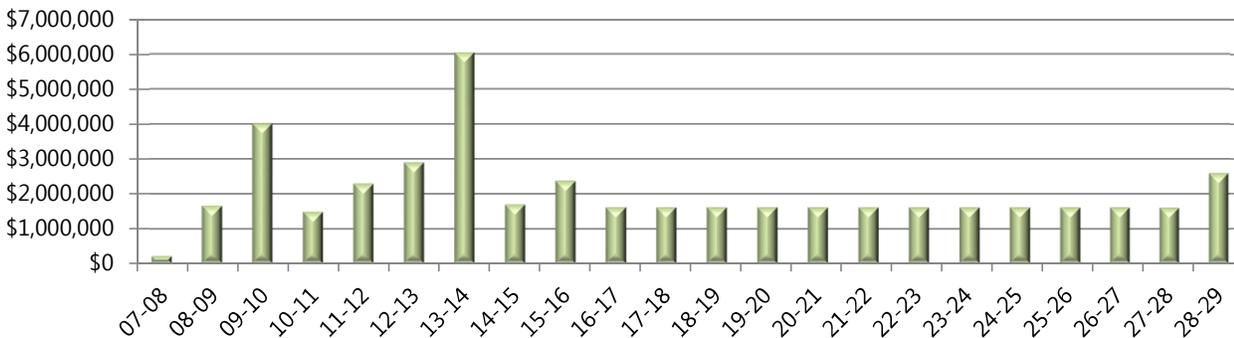
# Financial Trends - Debt

## Gross Bonded Debt



The above graph shows the City's total gross bonded debt. ORS 287.004 sets a legal limit on General Obligation (G.O.) debt at 3% of the total real market value in the city. Real market value is \$3,034,894,344, giving a debt limit of \$91,046,830 compared to \$15,495,000 G.O. debt outstanding. The City's gross bonded indebtedness has stayed less than 1%, well below this limit. The graph reflects existing general obligation bond issues only and does not project for any future debt issuance.

## Annual Debt Service on Gross Bonded Debt



The above graph depicts the City's debt service (principal and interest payments) on its bonded indebtedness. Since the Keizer Station Local Improvement District (LID) bonds are 21-year bonds, the graph is extended out to fiscal year 2028-29. Debt service payments increased dramatically in fiscal year 2008-09 when the City made its first debt service payment on the LID bonds. During fiscal years 2009-10 through 2013-14 a few property owners defaulted on their assessment payments, the City foreclosed on these properties and used the proceeds to repay its debt. Fiscal years 2016-17 through 2028-29 assume all assessment payments will be made on time and the final debt service payment will include use of the debt reserve. Principal payment on this debt is not due until maturity on June 1, 2031, however, the City plans on making annual debt service payments equal to the amount of assessment payments received from property owners. This strategy will allow the City to pay off the debt in FY28-29.

The City anticipates having to issue up to \$2.0 million in additional debt for the replacement of the bridge over Claggett Creek on Dearborn Ave NE during Fiscal Year 2017-18.

# Financial Trends - Debt Service

## FULL FAITH AND CREDIT BONDS

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

### Keizer Station Local Improvement District Debt Service Schedule

	Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
	12/1/2016	15,495,000	-	402,870	402,870
	6/1/2017	15,495,000	-	402,870	402,870
	12/1/2017	15,495,000	-	402,870	402,870
	6/1/2018	15,495,000	-	402,870	402,870
	12/1/2018	15,495,000	-	402,870	402,870
	6/1/2019	15,495,000	-	402,870	402,870
	12/1/2019	15,495,000	-	402,870	402,870
	6/1/2020	15,495,000	-	402,870	402,870
12/1/2020 through	12/1/2030	15,495,000	-	8,460,270	8,460,270
	6/1/2031	15,495,000	15,495,000	402,870	15,897,870
			\$15,495,000	\$12,086,100	\$27,581,100

## 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	\$ 1,040,000	\$ 235,000	2.64%

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

# Financial Trends - Debt Service

## Water Revenue Loan Debt Service Schedule

Fiscal Year End	Principal	Interest	Total
	Payable	Payable	
June 30, 2017	190,000	-	190,000
June 30, 2018	200,000	-	200,000
June 30, 2019	210,000	-	210,000
June 30, 2020	215,000	-	215,000
June 30, 2021	225,000	-	225,000
	<u>\$ 1,040,000</u>	<u>\$ -</u>	<u>\$ 1,040,000</u>

	Debt	Debt Per	Debt as %	Statutory
	Outstanding	Capita	of RMV	Maximum
Revenue Bond, debt ratios	\$ 1,040,000	\$ 28.12	0.03%	NA

## REIMBURSEMENT AGREEMENT

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

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

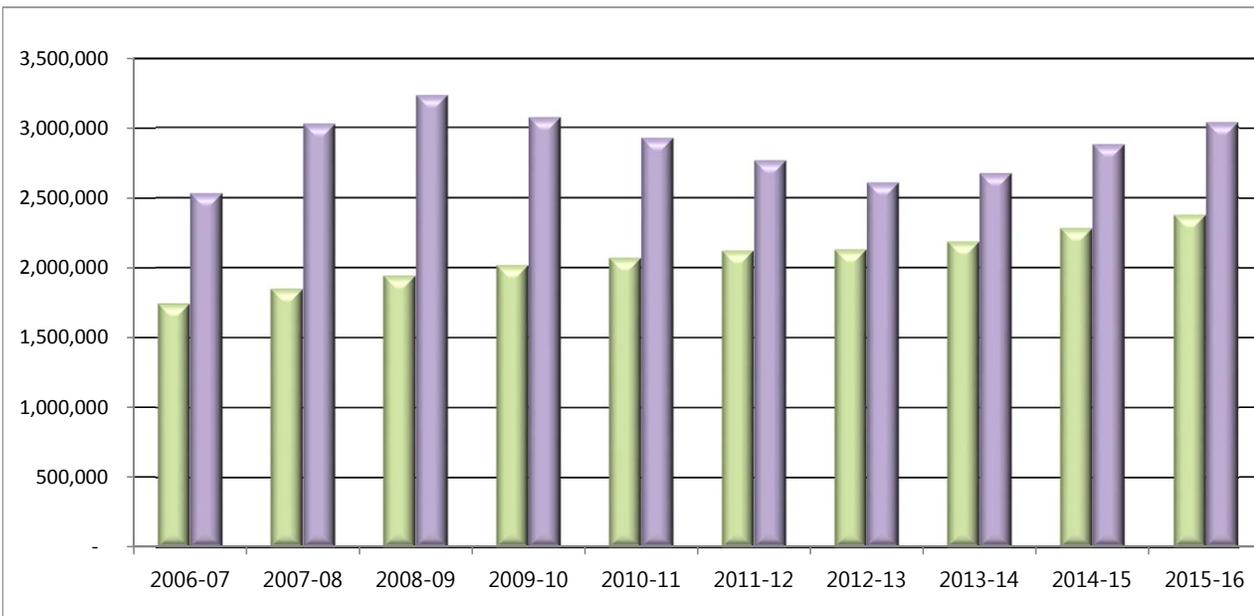
[1] Note: the City of Keizer is a North River Road Urban Renewal District overlapping taxing jurisdiction, however, the City did not elect to be repaid for foregone taxes.

# Financial Trends - Property Taxes

<b>City Property Tax Revenues</b>		<b>2015-16 Actual Tax Revenue</b>	<b>2016-17 Estimated Tax Revenues 104%</b>
1	District Assessed Value	\$2,373,579,515	\$2,468,522,696
2	Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
3	Gross Property Tax Revenues	\$4,946,065	\$5,143,908
4	Penalties/Compression/Adjustments	2,894	
5	Property Tax Revenues	\$4,948,959	\$5,143,908
6	Uncollectables and Discounts (5.0%)	(247,448)	(257,195)
7	Net Anticipated Tax Collected	\$ 4,701,511	4,886,712

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

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



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 78% of the real market value compared to fiscal year 2012-13 which was the high at 82%. This is a positive trend and shows that real market value is increasing faster than assessed value which has a legal cap as previously noted.

# Comparative Tax Rate & FTE by City

FY16-17

<i>Jurisdiction</i>	<i>Pop</i>	<i>City Tax Rate/\$1,000</i>	<i>Fire District Tax Rate/\$1,000</i>	<i>Park &amp; Rec Tax Rate/\$1,000</i>	<i>Total FTE</i>	<i>Total FTE/1,000 Residents</i>	<i>Total Tax Rate</i>
Roseburg	21,903	8.48	3.16		158.85	7.25	11.64
Beaverton	95,109	4.81	2.11	1.62	595.86	6.27	9.48
Klamath Falls	21,119	5.44	2.88		219.00	10.37	8.32
Woodburn	24,734	6.40	1.85		171.11	6.92	8.25
Oregon City	35,266	4.52	2.56		296.48	8.41	8.02
Milwaukie	20,640	4.28	2.46		197.86	9.59	7.68
Albany	51,980	7.49			390.20	7.51	7.49
La Grande	13,026	7.44			126.06	9.68	7.44
Hillsboro	99,393	6.42			759.80	7.64	7.36
Eugene	160,561	7.29			1445.11	9.00	7.29
Tigard	50,787	3.77	2.11	0.09	297.65	5.86	6.91
Sherwood	18,978	3.83	2.11		124.00	6.53	6.88
Springfield	60,263	6.88			408.54	6.78	6.88
Pendleton	16,904	6.86			159.78	9.45	6.86
Salem	161,637	6.84			1158.90	7.17	6.84
Redmond	27,941	4.49	1.75	0.37	206.00	7.37	6.61
Bend	84,080	4.97		1.60	587.18	6.98	6.57
Forest Grove	23,096	4.27	1.28		169.35	7.33	6.49
Grants Pass	35,272	6.32			225.38	6.39	6.32
Lake Oswego	37,999	5.35			347.30	9.14	6.29
McMinnville	33,393	6.22			204.95	6.14	6.22
Corvallis	54,953	5.92			434.84	7.91	5.92
Wilsonville	22,026	2.65	2.11		187.21	8.50	5.70
Tualatin	26,907	2.52	2.11	0.09	166.35	6.18	5.66
West Linn	26,289	2.56	2.11		169.18	6.44	5.61
Newberg	22,692	4.63		0.91	159.93	7.05	5.54
Medford	78,557	5.30			463.00	5.89	5.30
The Dalles	15,162	3.02	2.10		138.00	9.10	5.12
Ashland	20,684	4.41			261.55	12.65	4.41
<b>Keizer</b>	<b>37,303</b>	<b>2.08</b>	<b>2.04</b>		<b>125.00</b>	<b>3.35</b>	<b>4.13</b>
Average FTE for All Listed Cities						<b>7.63</b>	
Average Tax Rate for All Listed Cities							<b>6.77</b>

**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:

- US Census Population Estimates, July 1, 2014, (V2014) as displayed on 4.04.2016
- 2015-2016 Tax Roll from County Assessor for Benton, Clackamas, Deschutes, Douglas, Jackson, Klamath, Lane, Linn, Marion, Multnomah, Union, Washington, and Yamhill Counties
- 2015-16 Budget Documents for all listed Cities and Fire Districts (FTE data), direct contact and/or Annual Report info. utilized where FTE data is not present in budget documents



# Budget Summary

Budget Overview & Highlights.....

All Funds Combined.....

Resources & Requirements by Fund Type.....

Fund Descriptions & Summary by Fund .....

Consolidated Fund Summary .....

Capital Expenditures.....

Fund Balances.....

Staffing History .....

Staffing Allocations.....

Employee Benefits.....

Department Summaries .....

## Budget Overview

The following provides an overview of the fiscal year 2016-17 Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total budget for fiscal year 2016-17 is \$38,063,700 a 1% increase from the current year projections primarily due to an increase in intergovernmental revenue and charges for services offset by a decline in taxes and assessment and licenses and fees. The City's total operating budget, excluding transfers and debt proceeds, is \$24,740,100

### 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 2016-17 total \$24,740,100 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 31.

### EXPENDITURES

Expenditures for fiscal year 2016-17 total \$29,136,300 (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 4% primarily due to salary and wage increases of 1.5% for unrepresented employees and 2.0% for employees represented by the Local 320 and 2.5% (staggered 1.5% July 1<sup>st</sup> and 1.0% January 1<sup>st</sup>) for employees represented by the Keizer Police Association. In addition, the budget includes a 7% increase in medical insurance premiums. Employees from the City's two labor groups, Keizer Police Association and Local 320, contribute 5% to their health and dental insurance premiums

## Budget Overview

while non-represented staff contributes 10%. The City's share of the cost for employee health and dental insurance is estimated at \$2.0 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 2016-17 is \$6,420,400 of which \$2,265,200 is for routine expenditures and \$4,155,200 is for non-routine expenditures. A summary of total capital expenditures is on page 61.

### **Debt Service**

Citywide debt service is budgeted at \$1,834,800 and includes the following payments:

- Keizer Station Local Improvement District - \$1.6 million
- Water Fund - \$229 thousand

### **Transfers**

The fiscal year 2016-17 Budget includes three routine transfers totaling \$823,800. A \$406,400 transfer from the Street Fund to the Stormwater Fund covers the cost of maintaining public street impervious surfaces. A \$400,000 transfer from the Water Fund to the Water Facility Fund will go toward capital improvements. A \$17,400 transfer from the General Fund to the Water Fund sharing the proceeds from the cell tower in Bair Park.

## **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 \$7,474,300. Projections by fund are on pages 62-64.

# Budget Highlights

The fiscal year 2016-17 City of Keizer Budget was developed per the City's Financial Policies and City Council directives, and is balanced in accordance with state budget law. The total budget is \$38,063,700 and includes \$6,420,400 in capital spending and \$1,834,800 in debt service payments.

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

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

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

The predominant short term factors that influence the decisions made in the development of the fiscal year 2016-17 budget include:

1. The City Council's short term goals
2. Marginal increases in general fund revenues, and
3. Limited capital outlay for the Police vehicle fleet and information system upgrades in prior years.

While stable economic indicators continue, the City is mindful to ensure that all increases in service level are sustainable into the near future. The City uses long-range planning tools to assist in this endeavor (pages 173-183).

The following is a summary of the financial highlights of the 2016-17 fiscal year budget.

## **FINANCIAL AND BUDGET TRENDS**

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

# Budget Highlights

As shown on page 30, the City averages 0.6% growth in its population rate per year. The City expects an increase in growth over the next several years at 1.5% annually. The Consumer Price Index in Oregon for 2015 was up 0.4% over 2014. These marginal economic increases were factored into the City's budget projections.

## REVENUES

The City is expecting overall operating revenues to decrease 1% over the prior year. The primary revenue increase is for intergovernmental and charges for services offset by a decrease in taxes and assessments and licenses and fees.

### 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 4% in fiscal year 2016-17 as compared to fiscal year 2015-16. The increase is attributed to a 3% increase in assessed value and a 1% increase for new construction.

### Assessments

Assessments are expected to decrease by 46% in fiscal year 2016-17 as compared to fiscal year 2015-16 as the result of a property owner in the Keizer Station Local Improvement District paying off their entire assessment of approximately \$680,000 in fiscal year 2015-16.

### Intergovernmental Revenues

Intergovernmental Revenues are expected to increase 15% in fiscal year 2016-17 as compared to fiscal year 2015-16 primarily from a grant the City expects to receive from the Oregon Parks and Recreation Department Grant for \$456,800 to help fund restrooms, pathways and fall protection surfacing at the "Big Toy" in Keizer Rapids Park.

### Charges for Services

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

- a proposed 4% water rate increase
- a proposed \$0.50 per ESU Storm Water rate increase
- an expected 3% sewer rate increase. The City of Salem, who manages the regional sewer system, sets the sewer rates for the City of Keizer.

If approved, the rate increases would go into effect January 2017. Rate increases are needed to sustain service levels and fund capital improvements in the Water system as provided for in the Capital Improvement Plan.

## OPERATING EXPENDITURES

In total, the City's operating expenditures, which include personnel services and materials and services are expected to increase 3%.

# Budget Highlights

## **Personnel Services**

Personnel Services include employee salaries and wages, retirement benefits and health and welfare benefits. The City anticipates a \$378 thousand increase in personnel services expense in fiscal year 2016-17 as compared to fiscal year 2015-16. A summary of employee benefit costs City-wide is provided on page 69.

## **Salaries and Wages**

Employee salary and wages comprise the largest category of personnel services. Salaries and wages are expected to increase \$123 thousand in fiscal year 2016-17 as compared to fiscal year 2015-16 projections.

The City is subject to collective bargaining agreements with the Keizer Police Association ("KPA") and the Laborers International Union of North America, Local 320 ("Local 320"). The KPA collective bargaining agreement provides for a 2.5% annual increase staggered with a 1.5% increase effective July 1<sup>st</sup> and a 1.0% increase effective January 1<sup>st</sup>. The Local 320 collective bargaining agreement provides for a 2.0% annual increase effective July 1<sup>st</sup>.

For employees not subject to the provisions of a collective bargaining agreement salaries and wages are projected to increase 1.5%. The City strives to provide a consistent wage and salary adjustment to all employees, represented and unrepresented alike, however a reduced adjustment is projected for unrepresented employees to help balance the General Fund budget.

The budgeted regular status full-time equivalents for fiscal year 2016-17 will be 94 employees as compared to 95 employees in fiscal year 2015-16. One vacant police officer position will be recommended for reinstatement once sustainable funding is identified.

## **Retirement Benefits**

Retirement benefits provided to City employees are remaining the same but the cost of those benefits will increase approximately \$34 thousand in fiscal year 2016-17 as compared to fiscal year 2015-16. The primary reason is the increase in salaries and wages which serves as the base for calculating the retirement benefits.

## **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 10% in fiscal year 2016-17 as compared to fiscal year 2015-16. Health insurance premiums will increase 7% and dental insurance premiums will increase 9%. Consistent with fiscal year 2015-16 represented and non-represented employees will be required to pay 5% and 10%, respectively, of the cost of the medical and dental insurance premiums.

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

# Budget Highlights

## Materials and Services

Materials and services are expected to increase \$0.2 million from \$9.8 million in fiscal year 2015-16 to \$10.0 million in fiscal year 2016-17. The primary reasons for the increase in materials and services is due to the sewer rate increase by the City of Salem and rising costs such as liability insurance and contractual services.

## NON-OPERATING EXPENDITURES

Non-operating expenditures which include capital outlay and debt service are expected to increase \$4.0 million in fiscal year 2016-17 as compared to fiscal year 2015-16.

## Capital Outlay

Capital outlay costs are expected to increase \$4.2 million from \$2.2 million in fiscal year 2015-16 to \$6.4 million in fiscal year 2016-17. The City has appropriated over \$2.5 million for development of the I-5 Chemawa southbound on-ramp should the Oregon Department of Transportation proceed with this project. Capital improvements in the Streets and Stormwater programs will also increase over fiscal year 2015-16.

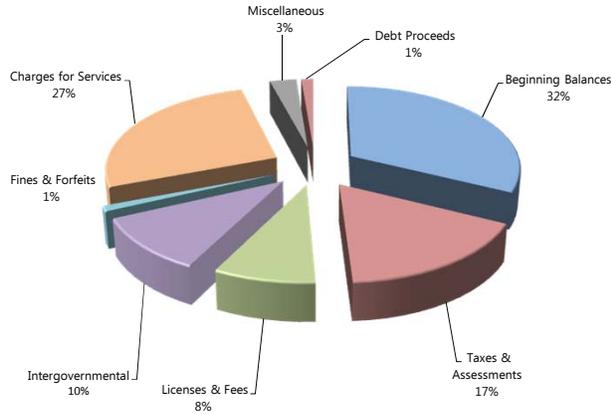
## Debt Service

Payments of principal and interest on the City's debt obligations is expected to decrease from \$2.6 million to \$1.8 million as the result of a one-time principal payment of approximately \$675,000 that occurred in fiscal year 2015-16 that will not recur in fiscal year 2016-17.

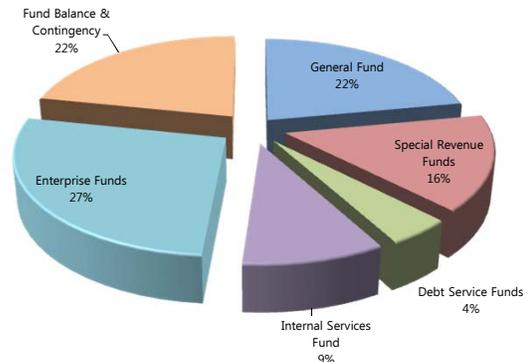
As with recent past fiscal years, fiscal year 2016-17 will present the City with a challenging economic environment in which to operate. However, new development in the area is promising, bolstering property values and the economy in general. The fiscal year 2016-17 Budget will ensure the City continues to operate in a financially stable manner.

# All Funds Combined

Revenues (net eliminations)\*



Expenditures (net eliminations)\*



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
2 <b>Beginning Balance:</b>	\$ 17,187,311	\$ 11,605,639	\$ 11,318,400	\$ 11,803,700	\$ 12,020,200	\$ 12,020,200	\$ 12,020,200	2%
3 <b>Revenues:</b>								
4 Taxes & Assessments	10,397,781	6,894,782	6,643,800	6,714,300	6,304,100	6,304,100	6,304,100	-6%
5 Licenses & Fees	3,034,840	3,473,489	3,612,700	3,788,000	3,095,300	3,095,300	3,095,300	-18%
6 Intergovernmental	3,263,887	3,358,800	3,670,300	3,434,800	3,952,000	3,952,000	3,952,000	15%
7 Fines & Forfeits	448,092	388,858	419,000	393,000	393,000	393,000	393,000	0%
8 Charges for Services	8,620,911	9,083,330	9,580,200	9,552,300	9,934,400	9,934,400	9,934,400	4%
9 Miscellaneous	1,655,291	1,364,339	1,260,000	1,226,600	1,069,300	1,069,300	1,069,300	-13%
10 <b>Total Revenues:</b>	<b>27,420,802</b>	<b>24,563,599</b>	<b>25,186,000</b>	<b>25,109,000</b>	<b>24,748,100</b>	<b>24,748,100</b>	<b>24,748,100</b>	<b>-1%</b>
11 <b>Other Resources:</b>								
12 Debt Proceeds	3,817,323	71,477	310,000	135,000	479,600	479,600	479,600	255%
13 Transfers In	540,717	698,336	699,900	695,500	823,800	823,800	823,800	18%
14 <b>Total Other Resources</b>	<b>4,358,040</b>	<b>769,813</b>	<b>1,009,900</b>	<b>830,500</b>	<b>1,303,400</b>	<b>1,303,400</b>	<b>1,303,400</b>	<b>57%</b>
15 <b>TOTAL RESOURCES</b>	<b>48,966,153</b>	<b>36,939,051</b>	<b>37,514,300</b>	<b>37,743,200</b>	<b>38,071,700</b>	<b>38,071,700</b>	<b>38,071,700</b>	<b>1%</b>
16 <b>REQUIREMENTS:</b>								
17 <b>Expenditures:</b>								
18 Personnel Services	9,079,885	9,694,372	10,641,100	10,453,600	10,831,900	10,831,900	10,831,900	4%
19 Materials & Services	8,820,950	8,777,064	10,305,600	9,804,100	10,057,200	10,062,360	10,062,360	3%
20 Capital Outlay	5,644,874	2,691,662	6,093,700	2,175,300	6,420,400	6,420,400	6,420,400	195%
21 Debt Service	13,274,088	3,273,957	2,597,800	2,594,400	1,834,800	1,834,800	1,834,800	-29%
22 <b>Total Expenditures:</b>	<b>36,819,797</b>	<b>24,437,054</b>	<b>29,638,200</b>	<b>25,027,400</b>	<b>29,144,300</b>	<b>29,149,460</b>	<b>29,149,460</b>	<b>16%</b>
23 <b>Other Requirements:</b>								
24 Transfers Out	540,717	698,336	699,900	695,500	823,800	823,800	823,800	18%
25 Contingency	-	-	539,100	-	629,300	629,300	629,300	
26 <b>Total Other Requirements</b>	<b>540,717</b>	<b>698,336</b>	<b>1,239,000</b>	<b>695,500</b>	<b>1,453,100</b>	<b>1,453,100</b>	<b>1,453,100</b>	<b>109%</b>
27 <b>Fund Balance:</b>								
28 Restricted	8,576,258	8,709,712	4,850,800	9,399,700	5,581,600	5,581,600	5,581,600	-41%
29 Committed	355,281	399,731	204,800	356,700	213,500	213,500	213,500	-40%
30 Assigned	435,148	441,794	247,200	412,400	248,600	248,600	248,600	-40%
31 Unassigned	2,238,952	2,252,424	1,334,300	1,851,500	1,430,600	1,425,440	1,425,440	-23%
32 <b>Total Fund Balance</b>	<b>11,605,639</b>	<b>11,803,660</b>	<b>6,637,100</b>	<b>12,020,300</b>	<b>7,474,300</b>	<b>7,469,140</b>	<b>7,469,140</b>	<b>-38%</b>
33 <b>TOTAL REQUIREMENTS</b>	<b>\$ 48,966,153</b>	<b>\$ 36,939,051</b>	<b>\$ 37,514,300</b>	<b>\$ 37,743,200</b>	<b>\$ 38,071,700</b>	<b>\$ 38,071,700</b>	<b>\$ 38,071,700</b>	<b>1%</b>

**Notes:**

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

# Resource & Requirement Summary by Fund Type

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

	General	Special Revenue	Nonmajor Governmental	Major Enterprise	Nonmajor Enterprise	Internal Service	Debt Service	Eliminations	Total
<b>1 RESOURCES:</b>									
<b>2 Beginning Balance:</b>	<b>\$ 1,851,500</b>	<b>\$ 1,224,900</b>	<b>\$ 3,948,800</b>	<b>\$ 1,534,600</b>	<b>\$ 644,000</b>	<b>\$ 130,600</b>	<b>\$ 2,685,800</b>	<b>\$ -</b>	<b>\$ 12,020,200</b>
<b>3 Revenues:</b>									
4 Taxes & Assessments	5,036,900	-	-	-	491,200	-	776,000	-	6,304,100
5 Licenses & Fees	2,773,500	12,100	145,800	69,500	-	-	-	-	3,000,900
6 Intergovernmental	1,171,800	2,161,000	619,200	-	-	-	-	-	3,952,000
7 Fines & Forfeits	393,000	-	-	-	-	-	-	-	393,000
8 Charges for Services	8,000	-	-	9,840,800	180,000	3,567,000	-	(3,567,000)	10,028,800
9 Miscellaneous	166,100	1,500	50,600	11,900	7,200	-	832,000	-	1,069,300
<b>10 Total Revenues:</b>	<b>9,549,300</b>	<b>2,174,600</b>	<b>815,600</b>	<b>9,922,200</b>	<b>678,400</b>	<b>3,567,000</b>	<b>1,608,000</b>	<b>(3,567,000)</b>	<b>24,748,100</b>
<b>11 Other Resources:</b>									
12 Debt Proceeds	-	175,000	-	304,600	-	-	-	-	479,600
13 Transfers In	-	-	-	823,800	-	-	-	-	823,800
<b>14 Total Other Resources</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>1,128,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,303,400</b>
<b>15 TOTAL RESOURCES</b>	<b>11,400,800</b>	<b>3,574,500</b>	<b>4,764,400</b>	<b>12,585,200</b>	<b>1,322,400</b>	<b>3,697,600</b>	<b>4,293,800</b>	<b>(3,567,000)</b>	<b>38,071,700</b>
<b>16 REQUIREMENTS:</b>									
<b>17 Expenditures:</b>									
18 Personnel Services	6,443,100	133,100	-	1,652,800	92,800	2,510,100	-	-	10,831,900
19 Materials & Services	3,245,860	777,500	164,400	7,964,800	580,000	896,800	-	(3,567,000)	10,062,360
20 Capital Outlay	219,000	1,728,900	3,145,200	967,400	281,300	78,600	-	-	6,420,400
21 Debt Service	-	-	-	228,800	-	-	1,606,000	-	1,834,800
<b>22 Total Expenditures:</b>	<b>9,907,960</b>	<b>2,639,500</b>	<b>3,309,600</b>	<b>10,813,800</b>	<b>954,100</b>	<b>3,485,500</b>	<b>1,606,000</b>	<b>(3,567,000)</b>	<b>29,149,460</b>
<b>23 Other Requirements:</b>									
24 Transfers Out	17,400	406,400	-	400,000	-	-	-	-	823,800
25 Contingency	50,000	45,500	50,000	235,800	36,000	212,000	-	-	629,300
<b>26 Total Other Requirements</b>	<b>67,400</b>	<b>451,900</b>	<b>50,000</b>	<b>635,800</b>	<b>36,000</b>	<b>212,000</b>	<b>-</b>	<b>-</b>	<b>1,453,100</b>
<b>27 Fund Balance:</b>									
28 Restricted	-	483,100	1,404,800	676,000	329,900	100	2,687,800	-	5,581,700
29 Committed	-	-	-	213,400	-	-	-	-	213,400
30 Assigned	-	-	-	246,200	2,400	-	-	-	248,600
31 Unassigned	1,425,440	-	-	-	-	-	-	-	1,425,440
<b>32 Total Fund Balance</b>	<b>1,425,440</b>	<b>483,100</b>	<b>1,404,800</b>	<b>1,135,600</b>	<b>332,300</b>	<b>100</b>	<b>2,687,800</b>	<b>-</b>	<b>7,469,140</b>
<b>33 TOTAL REQUIREMENTS</b>	<b>\$ 11,400,800</b>	<b>\$ 3,574,500</b>	<b>\$ 4,764,400</b>	<b>\$ 12,585,200</b>	<b>\$ 1,322,400</b>	<b>\$ 3,697,600</b>	<b>\$ 4,293,800</b>	<b>\$ (3,567,000)</b>	<b>\$ 38,071,700</b>

## Governmental Funds

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

## Proprietary Funds

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

# Fund Descriptions

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

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

## **GOVERNMENTAL FUNDS**

### **General Fund**

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

### **Special Revenue Funds**

#### **Street Fund**

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

#### **Public Education Government**

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

#### **Law Enforcement Grant**

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

#### **Housing Rehabilitation**

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

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

# Fund Descriptions

## Energy Efficiency

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

## Park Improvement

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

## Transportation Improvement

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

## Off-Site Transportation

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

## PROPRIETARY FUNDS

### Enterprise Funds

#### Water

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

#### Water Facility

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

#### Sewer

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

# Fund Descriptions

## **Stormwater**

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

## **Community Center**

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

## **Street Lighting Districts**

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

## **Sewer Reserve**

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

## **Internal Services Funds**

### **Administrative Services**

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

## **DEBT SERVICE FUND**

### **Keizer Station Local Improvement District**

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

# All Funds Summary by Fund

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

FUND	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17
<b>General</b>	\$ 10,714,090	\$ 11,087,525	\$ 11,690,100	\$ 11,616,600	\$ 11,400,800	\$ 11,400,800	\$ 11,400,800
<b>Special Revenue Funds:</b>							
Street	3,570,901	3,359,577	3,240,200	3,472,300	3,574,500	3,574,500	3,574,500
Urban Renewal Project	3,842,518	71,477	-	-	-	-	-
Urban Renewal Program	617,550	51,837	-	-	-	-	-
Public Government Education	328,766	370,798	358,800	366,500	386,700	386,700	386,700
Law Enforcement Grant	3,000	8,325	30,000	-	30,000	30,000	30,000
Housing Rehabilitation	44,001	14,455	58,700	13,800	43,800	43,800	43,800
Energy Efficiency	20,439	3,808	17,300	2,400	17,400	17,400	17,400
Park Improvement	444,798	748,020	901,900	945,800	1,453,300	1,453,300	1,453,300
Transportation Improvement	2,175,283	2,416,363	2,591,300	2,639,600	2,709,800	2,709,800	2,709,800
Off-Site Transportation	52,903	53,017	98,500	123,400	123,400	123,400	123,400
<b>Enterprise Funds</b>							
Water	3,167,621	3,393,896	3,506,000	3,539,000	3,658,900	3,658,900	3,658,900
Water Facility	854,911	962,959	990,200	844,000	799,400	799,400	799,400
Sewer	5,429,784	5,583,794	5,809,200	5,805,200	5,974,200	5,974,200	5,974,200
Stormwater	1,674,139	1,778,663	1,869,500	1,909,800	2,152,700	2,152,700	2,152,700
Community Center	119,441	169,719	189,500	225,000	266,300	266,300	266,300
Street Lighting District	748,259	826,907	714,100	795,300	787,800	787,800	787,800
Sewer Reserve	98,832	154,877	271,100	235,100	268,300	268,300	268,300
<b>Internal Services Fund</b>							
Administrative Services	2,309,850	3,297,809	3,630,500	3,504,800	3,697,600	3,697,600	3,697,600
<b>Debt Service Funds</b>							
Keizer Station LID	8,126,496	4,369,183	5,047,300	5,048,700	4,293,800	4,293,800	4,293,800
Urban Renewal Tax Increment	6,817,131	1,356,662	-	-	-	-	-
<b>Total</b>	<b>\$ 51,160,713</b>	<b>\$ 40,079,671</b>	<b>\$ 41,014,200</b>	<b>\$ 41,087,300</b>	<b>\$ 41,638,700</b>	<b>\$ 41,638,700</b>	<b>\$ 41,638,700</b>

**Notes:**

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

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

# Consolidated Fund Summary

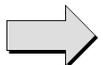
	General Fund			Major Special Revenue Funds									Non Major Special Revenue Funds		
				Street Fund			Urban Renewal Project Fund			Urban Renewal Program Income Fund					
	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17
<b>RESOURCES:</b>															
<b>Beginning Balance:</b>	\$ 2,238,952	\$ 2,144,900	\$ 1,851,500	\$ 1,191,140	\$ 1,126,600	\$ 1,224,900	\$ -	\$ -	\$ -	\$ 51,837	\$ -	\$ -	\$ 2,861,526	\$ 3,146,100	\$ 3,948,800
<b>Revenues:</b>															
Taxes & Assessments	4,534,152	4,835,900	5,036,900	3,696	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	2,668,491	2,720,200	2,773,500	26,236	12,100	12,100	-	-	-	-	-	-	497,879	628,500	145,800
Intergovernmental	1,062,148	1,339,100	1,171,800	2,131,377	2,100,000	2,161,000	-	-	-	-	-	-	165,276	231,200	619,200
Fines & Forfeits	388,858	419,000	393,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	5,549	17,500	8,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	184,375	213,500	166,100	7,129	1,500	1,500	-	-	-	-	-	-	90,105	50,700	50,600
<b>Total Revenues:</b>	<b>8,843,573</b>	<b>9,545,200</b>	<b>9,549,300</b>	<b>2,168,437</b>	<b>2,113,600</b>	<b>2,174,600</b>	-	-	-	-	-	-	<b>753,260</b>	<b>910,400</b>	<b>815,600</b>
<b>Other Resources:</b>															
Debt Proceeds	-	-	-	-	-	175,000	71,477	-	-	-	-	-	-	-	-
Transfers In	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Resources</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175,000</b>	<b>71,477</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL RESOURCES</b>	<b>11,087,525</b>	<b>11,690,100</b>	<b>11,400,800</b>	<b>3,359,577</b>	<b>3,240,200</b>	<b>3,574,500</b>	<b>71,477</b>	<b>-</b>	<b>-</b>	<b>51,837</b>	<b>-</b>	<b>-</b>	<b>3,614,786</b>	<b>4,056,500</b>	<b>4,764,400</b>
<b>REQUIREMENTS:</b>															
<b>Expenditures:</b>															
Personnel Services	5,866,150	6,431,000	6,443,100	104,917	128,000	133,100	-	-	-	-	-	-	-	-	-
Materials & Services	2,581,365	3,781,100	3,245,860	600,077	772,600	777,500	70,976	-	-	51,837	-	-	107,888	174,300	164,400
Capital Outlay	335,550	66,900	219,000	1,052,484	1,310,200	1,728,900	501	-	-	-	-	-	307,045	3,250,400	3,145,200
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures:</b>	<b>8,783,065</b>	<b>10,279,000</b>	<b>9,907,960</b>	<b>1,757,478</b>	<b>2,210,800</b>	<b>2,639,500</b>	<b>71,477</b>	<b>-</b>	<b>-</b>	<b>51,837</b>	<b>-</b>	<b>-</b>	<b>414,933</b>	<b>3,424,700</b>	<b>3,309,600</b>
<b>Other Requirements:</b>															
Transfers Out	52,036	21,800	17,400	341,300	372,500	406,400	-	-	-	-	-	-	5,000	-	-
Contingency	-	50,000	50,000	-	45,300	45,500	-	-	-	-	-	-	-	50,000	50,000
<b>Total Other Requirements</b>	<b>52,036</b>	<b>71,800</b>	<b>67,400</b>	<b>341,300</b>	<b>417,800</b>	<b>451,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Fund Balance:</b>															
Restricted	-	-	-	1,260,800	611,600	483,100	-	-	-	-	-	-	3,194,853	581,800	1,404,800
Committed	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	2,252,424	1,334,300	1,425,440	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Fund Balance</b>	<b>2,252,424</b>	<b>1,339,300</b>	<b>1,425,440</b>	<b>1,260,800</b>	<b>611,600</b>	<b>483,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,194,853</b>	<b>581,800</b>	<b>1,404,800</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$ 11,087,525</b>	<b>\$ 11,690,100</b>	<b>\$ 11,400,800</b>	<b>\$ 3,359,577</b>	<b>\$ 3,240,200</b>	<b>\$ 3,574,500</b>	<b>\$ 71,477</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 51,837</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,614,786</b>	<b>\$ 4,056,500</b>	<b>\$ 4,764,400</b>

Continued 

# Consolidated Fund Summary

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17
<b>RESOURCES:</b>												
<b>Beginning Balance:</b>	\$ 671,481	\$ 598,200	\$ 698,500	\$ 556,092	\$ 311,000	\$ 239,000	\$ 224,671	\$ 246,000	\$ 226,000	\$ 435,147	\$ 422,500	\$ 371,100
<b>Revenues:</b>	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	-	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	92,814	69,500	69,500	105,561	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	2,603,493	2,812,400	2,865,000	-	73,700	59,400	5,358,906	5,562,800	5,747,800	999,539	1,072,500	1,168,600
Miscellaneous	17,947	8,500	8,500	1,306	45,500	1,000	217	400	400	2,676	2,000	2,000
<b>Total Revenues:</b>	<b>2,714,254</b>	<b>2,890,400</b>	<b>2,943,000</b>	<b>106,867</b>	<b>119,200</b>	<b>60,400</b>	<b>5,359,123</b>	<b>5,563,200</b>	<b>5,748,200</b>	<b>1,002,215</b>	<b>1,074,500</b>	<b>1,170,600</b>
<b>Other Resources:</b>												
Debt Proceeds	-	-	-	-	310,000	100,000	-	-	-	-	-	204,600
Transfers In	8,161	17,400	17,400	300,000	250,000	400,000	-	-	-	341,300	372,500	406,400
<b>Total Other Resources</b>	<b>8,161</b>	<b>17,400</b>	<b>17,400</b>	<b>300,000</b>	<b>560,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>341,300</b>	<b>372,500</b>	<b>611,000</b>
<b>TOTAL RESOURCES</b>	<b>3,393,896</b>	<b>3,506,000</b>	<b>3,658,900</b>	<b>962,959</b>	<b>990,200</b>	<b>799,400</b>	<b>5,583,794</b>	<b>5,809,200</b>	<b>5,974,200</b>	<b>1,778,663</b>	<b>1,869,500</b>	<b>2,152,700</b>
<b>REQUIREMENTS:</b>												
<b>Expenditures:</b>	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	829,429	908,700	959,800	-	-	-	2,916	3,500	3,700	579,174	647,100	689,300
Materials & Services	1,283,559	1,437,100	1,441,000	-	-	-	5,341,846	5,529,200	5,737,100	570,600	668,900	786,700
Capital Outlay	64,845	99,500	83,200	646,445	706,500	544,500	-	-	-	187,095	259,700	339,700
Debt Service	233,915	231,500	228,800	-	-	-	-	-	-	-	-	-
<b>Total Expenditures:</b>	<b>2,411,748</b>	<b>2,676,800</b>	<b>2,712,800</b>	<b>646,445</b>	<b>706,500</b>	<b>544,500</b>	<b>5,344,762</b>	<b>5,532,700</b>	<b>5,740,800</b>	<b>1,336,869</b>	<b>1,575,700</b>	<b>1,815,700</b>
<b>Other Requirements:</b>												
Transfers Out	300,000	250,000	400,000	-	-	-	-	55,600	-	-	-	-
Contingency	-	125,000	125,000	-	-	-	-	16,200	20,000	-	46,600	90,800
<b>Total Other Requirements</b>	<b>300,000</b>	<b>375,000</b>	<b>525,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>71,800</b>	<b>20,000</b>	<b>-</b>	<b>46,600</b>	<b>90,800</b>
<b>Fund Balance:</b>												
Restricted	682,148	454,200	421,100	316,514	283,700	254,900	-	-	-	-	-	-
Committed	-	-	-	-	-	-	239,032	204,700	213,400	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	441,794	247,200	246,200
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Fund Balance</b>	<b>682,148</b>	<b>454,200</b>	<b>421,100</b>	<b>316,514</b>	<b>283,700</b>	<b>254,900</b>	<b>239,032</b>	<b>204,700</b>	<b>213,400</b>	<b>441,794</b>	<b>247,200</b>	<b>246,200</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$ 3,393,896</b>	<b>\$ 3,506,000</b>	<b>\$ 3,658,900</b>	<b>\$ 962,959</b>	<b>\$ 990,200</b>	<b>\$ 799,400</b>	<b>\$ 5,583,794</b>	<b>\$ 5,809,200</b>	<b>\$ 5,974,200</b>	<b>\$ 1,778,663</b>	<b>\$ 1,869,500</b>	<b>\$ 2,152,700</b>

Continued



# Consolidated Fund Summary

	Non Major Enterprise Funds			Internal Service Fund			Debt Service Funds					
				Administrative Services			Keizer Station Local Improvement Districts			Urban Renewal Tax Increment		
	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17
<b>RESOURCES:</b>												
<b>Beginning Balance:</b>	\$ 377,973	\$ 508,800	\$ 644,000	\$ 130,610	\$ 130,600	\$ 130,600	\$ 2,685,746	\$ 2,683,700	\$ 2,685,800	\$ 180,463	\$ -	\$ -
<b>Revenues:</b>												
Taxes & Assessments	450,398	365,000	491,200	-	-	-	730,738	1,442,900	776,000	1,175,799	-	-
Licenses & Fees	82,508	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	115,844	223,700	180,000	3,140,620	3,499,900	3,567,000	-	-	-	-	-	-
Miscellaneous	80,905	17,200	7,200	26,579	-	-	952,699	920,700	832,000	400	-	-
<b>Total Revenues:</b>	<b>729,655</b>	<b>605,900</b>	<b>678,400</b>	<b>3,167,199</b>	<b>3,499,900</b>	<b>3,567,000</b>	<b>1,683,437</b>	<b>2,363,600</b>	<b>1,608,000</b>	<b>1,176,199</b>	-	-
<b>Other Resources:</b>												
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In	43,875	60,000	-	-	-	-	-	-	-	-	-	-
<b>Total Other Resources</b>	<b>43,875</b>	<b>60,000</b>	-	-	-	-	-	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>1,151,503</b>	<b>1,174,700</b>	<b>1,322,400</b>	<b>3,297,809</b>	<b>3,630,500</b>	<b>3,697,600</b>	<b>4,369,183</b>	<b>5,047,300</b>	<b>4,293,800</b>	<b>1,356,662</b>	-	-
<b>REQUIREMENTS:</b>												
<b>Expenditures:</b>												
Personnel Services	59,212	67,200	92,800	2,252,574	2,455,600	2,510,100	-	-	-	-	-	-
Materials & Services	522,090	576,000	580,000	787,447	866,300	896,800	-	-	-	-	-	-
Capital Outlay	607	273,500	281,300	97,089	127,000	78,600	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	1,683,380	2,366,300	1,606,000	1,356,662	-	-
<b>Total Expenditures:</b>	<b>581,909</b>	<b>916,700</b>	<b>954,100</b>	<b>3,137,110</b>	<b>3,448,900</b>	<b>3,485,500</b>	<b>1,683,380</b>	<b>2,366,300</b>	<b>1,606,000</b>	<b>1,356,662</b>	-	-
<b>Other Requirements:</b>												
Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
Contingency	-	24,500	36,000	-	181,500	212,000	-	-	-	-	-	-
<b>Total Other Requirements</b>	-	<b>24,500</b>	<b>36,000</b>	-	<b>181,500</b>	<b>212,000</b>	-	-	-	-	-	-
<b>Fund Balance:</b>												
Restricted	569,595	233,500	329,900	-	-	-	2,685,803	2,681,000	2,687,800	-	-	-
Committed	-	-	-	160,699	100	100	-	-	-	-	-	-
Assigned	-	-	2,400	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Fund Balance</b>	<b>569,595</b>	<b>233,500</b>	<b>332,300</b>	<b>160,699</b>	<b>100</b>	<b>100</b>	<b>2,685,803</b>	<b>2,681,000</b>	<b>2,687,800</b>	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 1,151,503</b>	<b>\$ 1,174,700</b>	<b>\$ 1,322,400</b>	<b>\$ 3,297,809</b>	<b>\$ 3,630,500</b>	<b>\$ 3,697,600</b>	<b>\$ 4,369,183</b>	<b>\$ 5,047,300</b>	<b>\$ 4,293,800</b>	<b>\$ 1,356,662</b>	<b>\$ -</b>	<b>\$ -</b>

*Continued* 

# Consolidated Fund Summary

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17	ACTUAL 2014-15	BUDGETED 2015-16	BUDGET 2016-17
<b>RESOURCES:</b>															
<b>Beginning Balance:</b>	\$ 6,343,455	\$ 6,417,600	\$ 7,025,200	\$ 2,395,974	\$ 2,217,100	\$ 2,309,200	\$ 2,866,209	\$ 2,683,700	\$ 2,685,800	\$ -	\$ -	\$ -	\$ 11,605,639	\$ 11,318,400	\$ 12,020,200
<b>Revenues:</b>															
Taxes & Assessments	4,537,848	4,835,900	5,036,900	450,398	365,000	491,200	1,906,537	1,442,900	776,000				6,894,783	6,643,800	6,304,100
Licenses & Fees	3,192,606	3,360,800	2,931,400	280,883	69,500	69,500	-	-	-				3,473,489	3,430,300	3,000,900
Intergovernmental	3,358,800	3,670,300	3,952,000	-	-	-	-	-	-				3,358,800	3,670,300	3,952,000
Fines & Forfeits	388,858	419,000	393,000	-	-	-	-	-	-				388,858	419,000	393,000
Charges for Services	5,549	17,500	8,000	12,218,401	13,245,000	13,587,800	-	-	-	(3,140,620)	(3,499,900)	(3,567,000)	9,083,330	9,762,600	10,028,800
Miscellaneous	281,609	265,700	218,200	129,630	73,600	19,100	953,099	920,700	832,000				1,364,339	1,260,000	1,069,300
<b>Total Revenues:</b>	<b>11,765,270</b>	<b>12,569,200</b>	<b>12,539,500</b>	<b>13,079,313</b>	<b>13,753,100</b>	<b>14,167,600</b>	<b>2,859,636</b>	<b>2,363,600</b>	<b>1,608,000</b>	<b>(3,140,620)</b>	<b>(3,499,900)</b>	<b>(3,567,000)</b>	<b>24,563,600</b>	<b>25,186,000</b>	<b>24,748,100</b>
<b>Other Resources:</b>															
Debt Proceeds	71,477	-	175,000	-	310,000	304,600	-	-	-				71,477	310,000	479,600
Transfers In	5,000	-	-	693,336	699,900	823,800	-	-	-				698,336	699,900	823,800
<b>Total Other Resources</b>	<b>76,477</b>	<b>-</b>	<b>175,000</b>	<b>693,336</b>	<b>1,009,900</b>	<b>1,128,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>769,813</b>	<b>1,009,900</b>	<b>1,303,400</b>
<b>TOTAL RESOURCES</b>	<b>18,185,203</b>	<b>18,986,800</b>	<b>19,739,700</b>	<b>16,168,623</b>	<b>16,980,100</b>	<b>17,605,200</b>	<b>5,725,845</b>	<b>5,047,300</b>	<b>4,293,800</b>	<b>(3,140,620)</b>	<b>(3,499,900)</b>	<b>(3,567,000)</b>	<b>36,939,052</b>	<b>37,514,300</b>	<b>38,071,700</b>
<b>REQUIREMENTS:</b>															
<b>Expenditures:</b>															
Personnel Services	5,971,067	6,559,000	6,576,200	3,723,305	4,082,100	4,255,700	-	-	-				9,694,372	10,641,100	10,831,900
Materials & Services	3,412,143	4,728,000	4,187,760	8,505,541	9,077,500	9,441,600	-	-	-	(3,140,620)	(3,499,900)	(3,567,000)	8,777,065	10,305,600	10,062,360
Capital Outlay	1,695,580	4,627,500	5,093,100	996,082	1,466,200	1,327,300	-	-	-				2,691,662	6,093,700	6,420,400
Debt Service	-	-	-	233,915	231,500	228,800	3,040,042	2,366,300	1,606,000				3,273,957	2,597,800	1,834,800
<b>Total Expenditures:</b>	<b>11,078,790</b>	<b>15,914,500</b>	<b>15,857,060</b>	<b>13,458,843</b>	<b>14,857,300</b>	<b>15,253,400</b>	<b>3,040,042</b>	<b>2,366,300</b>	<b>1,606,000</b>	<b>(3,140,620)</b>	<b>(3,499,900)</b>	<b>(3,567,000)</b>	<b>24,437,055</b>	<b>29,638,200</b>	<b>29,149,460</b>
<b>Other Requirements:</b>															
Transfers Out	398,336	394,300	423,800	300,000	305,600	400,000	-	-	-				698,336	699,900	823,800
Contingency	-	145,300	145,500	-	393,800	483,800	-	-	-				-	539,100	629,300
<b>Total Other Requirements</b>	<b>398,336</b>	<b>539,600</b>	<b>569,300</b>	<b>300,000</b>	<b>699,400</b>	<b>883,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>698,336</b>	<b>1,239,000</b>	<b>1,453,100</b>
<b>Fund Balance:</b>															
Restricted	4,455,653	1,193,400	1,887,900	1,568,257	971,400	1,005,900	2,685,803	2,681,000	2,687,800				8,709,712	4,845,800	5,581,600
Committed	-	5,000	-	399,731	204,800	213,500	-	-	-				399,731	209,800	213,500
Assigned	-	-	-	441,794	247,200	248,600	-	-	-				441,794	247,200	248,600
Unassigned	2,252,424	1,334,300	1,425,440	-	-	-	-	-	-				2,252,424	1,334,300	1,425,440
<b>Total Fund Balance</b>	<b>6,708,076</b>	<b>2,532,700</b>	<b>3,313,340</b>	<b>2,409,781</b>	<b>1,423,400</b>	<b>1,468,000</b>	<b>2,685,803</b>	<b>2,681,000</b>	<b>2,687,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,803,660</b>	<b>6,637,100</b>	<b>7,469,140</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$ 18,185,203</b>	<b>\$ 18,986,800</b>	<b>\$ 19,739,700</b>	<b>\$ 16,168,623</b>	<b>\$ 16,980,100</b>	<b>\$ 17,605,200</b>	<b>\$ 5,725,845</b>	<b>\$ 5,047,300</b>	<b>\$ 4,293,800</b>	<b>\$ (3,140,620)</b>	<b>\$ (3,499,900)</b>	<b>\$ (3,567,000)</b>	<b>\$ 36,939,052</b>	<b>\$ 37,514,300</b>	<b>\$ 38,071,700</b>

# Capital Expenditures

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

## Routine Capital Outlay

1	General Fund	Police equipment	\$ 152,200
2		Park equipment and minor park improvements	15,100
3	Street Fund	Equipment, vehicles and minor improvements	96,700
4		Street resurfacing	800,000
5		Street improvements to be identified during FY16-17	157,200
6	Park Improvement Fund	Park improvements to be identified during FY16-17	10,000
7	Public Education Government	Television equipment	25,000
8	Law Enforcement Grants	Police equipment	30,000
9	Water Fund	Vehicles and equipment	52,700
10		Water Meters	30,500
11	Stormwater Fund	Equipment, vehicles and minor improvements	14,700
12		Storm sewer pipe extension or repair	325,000
13	Community Center Fund	Furnishings	28,000
14	Administrative Services	Office furniture & equipment	28,600
15		Computer equipment	50,000
16	Water Facility Fund	Transmission & distribution mains	400,000
17		Water facility improvements to be identified during FY16-17	49,500
18	<b>Total Routine Capital Outlay</b>		<b>2,265,200</b>
19	<b>Non-Routine Capital Outlay</b>		
20	General Fund	Area B Development Costs	51,700
21	Street Fund	Street Improvements for bridge over Claggett Creek on Dearborn Ave NE	675,000
22	Park Improvement Fund	'Big Toy' play structure surfacing at Keizer Rapids Park	506,800
23	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	2,000,000
24	Off-Site Transportation Fund	Keizer Station Area B and Area C development costs for project commitments to property owners	123,400
25	Water Facility Fund	Supply & treatment costs for the installation of a filter plant at Lacey Court	95,000
26	Sewer Reserve Fund	Sewer trunk line improvement to be identified during FY16-17	253,300
27	<b>Total Non-Routine Capital Outlay</b>		<b>4,155,200</b>
28	<b>Total Capital Outlay Expenditures</b>		<b>\$ 6,420,400</b>

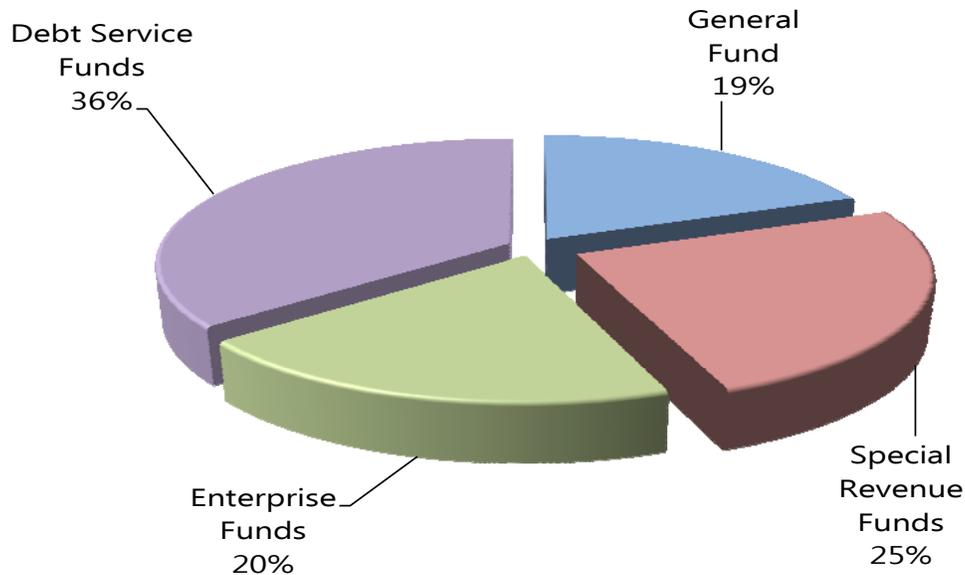
Maintenance costs for the routine Capital Outlay expenditures listed above are included in the on-going maintenance budgets for the funds identified. There are no additional impacts on the operating budget for these items.

## Impact of Non-Routine Capital Outlay on Operating Costs

- 20 The property owners will be responsible for maintaining the improvements to Area B.
- 21 Street Improvements include design, permit fees, and initial construction to replace the bridge over Claggett Creek on Dearborn Ave NE.
- 22 'Big Toy' play structure surfacing will replace the bark chips and will actually reduce annual maintenance costs since the chips will not need replacing each year.
- 23 The Oregon Department of Transportation will be responsible for maintaining the I-5 Chemawa Southbound on-ramp once it is completed.
- 24 The property owners will be responsible for maintaining the improvements to Area B and Area C.
- 25 Annual maintenance for the filter plant at Lacey Court is expected to be between \$5,000 and \$7,500 and will be paid from the Water Operating Fund supported by user charges.
- 26 Once the trunk line improvements are completed, City of Salem will be responsible for the operating costs as this is a part of a regional sewer system managed by the City of Salem. These improvements have not been identified so operating costs are not known. However, once identified these costs will be reflected in the City of Keizer's sewer rates in the Sewer Operating Fund.

# Fund Balance

Ending Fund Balance by Fund Type  
Fiscal Year 2016-17



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 2016-17 is \$7,469,140. The reserves in all Funds meet policy minimums for contingencies and ending fund balances, The City expects cash balances in all funds to be adequate during the year to cover expenses with the exception of the Water Facility fund, in which a loan will be needed for capital improvements.

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

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

## Change in Fund Balance Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2016	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2017	Change in Fund Balance	% Change
<b>Governmental Funds:</b>						
General	\$ 1,851,500	\$ 9,549,300	\$ 9,975,360	\$ 1,425,440	\$ (426,060)	-23%
Special Revenue Funds:						
Street	1,224,900	2,174,600	3,091,400	483,100	(741,800)	-61%
Public Education Government	253,800	132,900	178,200	208,500	(45,300)	-18%
Law Enforcement Grant	-	30,000	30,000	-	-	
Housing Rehabilitation	13,800	30,000	43,800	-	(13,800)	-100%
Energy Efficiency	2,400	15,000	17,400	-	(2,400)	-100%
Park Improvement	915,800	537,500	516,800	936,500	20,700	2%
Transportation Improvement	2,639,600	70,200	2,450,000	259,800	(2,379,800)	-90%
Off-Site Transportation	123,400	-	123,400	-	(123,400)	-100%
<b>Total Special Revenue Funds</b>	<b>5,173,700</b>	<b>2,990,200</b>	<b>6,451,000</b>	<b>1,887,900</b>	<b>(3,285,800)</b>	<b>-64%</b>
<b>Total Governmental Funds</b>	<b>\$ 7,025,200</b>	<b>\$ 12,539,500</b>	<b>\$ 16,426,360</b>	<b>\$ 3,313,340</b>	<b>\$ (3,711,860)</b>	<b>-53%</b>

General Fund - The 2016-17 ending fund balance is \$426,060 less than the beginning fund balance. Available fund balance is being used for repayment to taxing jurisdictions, contingency, to replenish the General Fund's share of reserves in the Administrative Services Fund and for operating expenses.

Street Fund - The 2016-17 ending fund balance is \$741,800 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

Public Education Government Fund - The 2016-17 ending fund balance is \$45,300 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2016-17 ending fund balance is \$13,800 less the beginning fund balance. Available fund balance is being used for housing rehabilitation loans to qualifying low-income homeowners.

Energy Efficiency Fund - The 2016-17 ending fund balance is \$2,400 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 2016-17 ending fund balance is \$20,700 more 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 2016-17 ending fund balance is \$2,379,800 less than the beginning fund balance. Available fund balance is being used for engineering design for the I-5 southbound on-ramp and for unanticipated expenses should the State of Oregon authorize construction of the on-ramp during the fiscal year.

Off-Site Transportation Fund - The 2016-17 ending fund balance is \$123,400 less than the beginning fund balance. Available fund balance is being used for transportation improvement projects in Keizer Station Areas B and C.

## Change in Fund Balance

### Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2016	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2017	Change in Fund Balance	% Change
<b>Proprietary Funds:</b>						
Enterprise Funds						
Water	698,500	2,943,000	3,237,800	421,100	(277,400)	-40%
Water Facility	239,000	560,400	544,500	254,900	15,900	7%
Sewer	226,000	5,748,200	5,760,800	213,400	(12,600)	-6%
Stormwater	371,100	1,781,600	1,906,500	246,200	(124,900)	-34%
Community Center	41,300	225,000	263,900	2,400	(38,900)	-94%
Street Lighting District	369,600	418,200	472,900	314,900	(54,700)	-15%
Sewer Reserve	233,100	35,200	253,300	15,000	(218,100)	-94%
<b>Total Enterprise Funds</b>	<b>2,178,600</b>	<b>11,711,600</b>	<b>12,439,700</b>	<b>1,467,900</b>	<b>(710,700)</b>	<b>-33%</b>
Internal Services Fund						
Administrative Services	130,600	3,567,000	3,697,500	100	(130,500)	-100%
<b>Total Proprietary Funds</b>	<b>2,309,200</b>	<b>15,278,600</b>	<b>16,137,200</b>	<b>1,468,000</b>	<b>(841,200)</b>	<b>-36%</b>
<b>Debt Service Funds</b>						
Keizer Station LID	2,685,800	1,608,000	1,606,000	2,687,800	2,000	0%
<b>Total Debt Service Funds</b>	<b>2,685,800</b>	<b>1,608,000</b>	<b>1,606,000</b>	<b>2,687,800</b>	<b>2,000</b>	<b>0%</b>
<b>Total All Funds</b>	<b>\$12,020,200</b>	<b>\$ 29,426,100</b>	<b>\$ 34,169,560</b>	<b>\$ 7,469,140</b>	<b>\$ (4,551,060)</b>	<b>-38%</b>

Water Fund - The 2016-17 ending fund balance is \$277,400 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 2016-17 ending fund balance is \$15,900 more than the beginning fund balance. This fund is used to build and replace the City's water infrastructure.

Sewer Fund - The 2016-17 ending fund balance is \$12,600 less than the beginning fund balance. Available fund balance is being used for a one-time transfer to the Street Lighting District Fund to repay it for energy rebates.

Stormwater Fund - The 2016-17 ending fund balance is \$124,900 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2016-17 ending fund balance is \$38,900 less than the beginning fund balance.

Street Lighting District Fund - The 2016-17 ending fund balance is \$54,700 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 2016-17 is expected to be adequate operating capital for the following year.

Sewer Reserve Fund - The 2016-17 ending fund balance is \$218,100 less than the beginning fund balance. Available fund balance is being used for sewer line extensions.

Administrative Services Fund - The 2016-17 ending fund balance is \$130,500 less than the beginning fund balance. Available fund balance is being used for contingency.

Keizer Station Local Improvement District Fund - The 2016-17 ending fund balance is \$2,000 more than the beginning fund balance. This fund is used to collect assessment payments from property owners at Keizer Station Area A. Assessment proceeds are used to repay the debt issued to pay infrastructure costs which benefited these property owners.

# Staffing History and Pay Ranges

	Budget FY12-13	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Monthly Salary Range (1.0 FTE)
<b>CITY MANAGER</b>						
City Manager	1.0	1.0	1.0	1.0	1.0	\$ 9,679 - \$ 12,631
<b>Total City Manager</b>	1.0	1.0	1.0	1.0	1.0	
<b>CITY ATTORNEY</b>						
Attorney	1.0	1.0	1.0	1.0	1.0	\$ 8,779 - \$ 11,454
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,652 - \$ 4,763
<b>Total City Attorney</b>	2.0	2.0	2.0	2.0	2.0	
<b>CITY RECORDER</b>						
City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 5,136 - \$ 6,701
* Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 3,836 - \$ 5,004
Event Center Coordinator	0.0	1.0	1.0	1.0	1.0	\$ 3,155 - \$ 4,115
<b>Total City Recorder</b>	2.0	3.0	3.0	3.0	3.0	
<b>HUMAN RESOURCES</b>						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$ 7,963 - \$ 10,393
* Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$ 4,657 - \$ 6,077
<b>Total Human Resources</b>	2.0	2.0	2.0	2.0	2.0	
<b>FINANCE</b>						
Finance Director	1.0	1.0	1.0	1.0	1.0	\$ 7,963 - \$ 10,393
* Assistant Controller	1.0	1.0	1.0	1.0	1.0	\$ 6,554 - \$ 8,549
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$ 5,136 - \$ 6,701
Network Support	0.0	0.0	1.0	1.0	1.0	\$ 4,436 - \$ 5,786
* Accounting Technician	1.0	1.0	1.0	1.0	1.0	\$ 3,314 - \$ 4,328
* Utility Billing Technician	1.0	1.0	1.0	1.0	1.0	\$ 3,479 - \$ 4,540
* Utility Billing Clerks	2.5	2.5	2.75	2.9	2.9	\$ 3,007 - \$ 3,924
Court Clerk II	1.0	1.0	1.0	1.0	1.0	\$ 3,155 - \$ 4,115
Court Clerk I	0.5	0.5	0.25	0.1	0.1	\$ 3,007 - \$ 3,924
* Administrative Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,007 - \$ 3,924
<b>Total Finance</b>	10.0	10.0	11.0	11.0	11.0	

\*Classified as Administrative Support in line-item budgets

# Staffing History and Pay Ranges

	Budget FY12-13	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Monthly Salary Range (1.0 FTE)
<b>COMMUNITY DEVELOPMENT</b>						
Community Development Director	1.0	1.0	1.0	1.0	1.0	\$ 7,963 - \$ 10,393
Senior Planner	1.0	1.0	1.0	1.0	1.0	\$ 5,136 - \$ 6,701
Planner	1.0	1.0	1.0	1.0	1.0	\$ 4,436 - \$ 5,786
Code Compliance Officer	0.0	0.0	1.0	1.0	1.0	\$ 3,652 - \$ 4,763
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,479 - \$ 4,540
<b><i>Total Community Development</i></b>	4.0	4.0	5.0	5.0	5.0	
<b>PUBLIC WORKS</b>						
Public Works Director	1.0	1.0	1.0	1.0	1.0	\$ 7,963 - \$ 10,393
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$ 3,479 - \$ 4,540
Municipal Utility Worker I - Parks	1.0	1.0	1.0	1.0	1.0	\$ 3,233 - \$ 4,219
Parks & Facilities Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 4,657 - \$ 6,077
Municipal Utility Worker I - General	8.0	8.0	8.0	8.0	8.0	\$ 3,233 - \$ 4,219
Municipal Utility Worker II - General	3.0	3.0	3.0	3.0	3.0	\$ 3,746 - \$ 4,888
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$ 3,566 - \$ 4,652
Municipal Utility Worker II - Stormwater	0.0	1.0	1.0	1.0	1.0	\$ 3,746 - \$ 4,888
Water Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,136 - \$ 6,701
Street & Stormwater Operations Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,136 - \$ 6,701
Project Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,136 - \$ 6,701
Environmental & Technical Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,136 - \$ 6,701
Environmental Program Technician	2.0	2.0	2.0	2.0	2.0	\$ 4,228 - \$ 5,515
Senior Environmental Program Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,657 - \$ 6,077
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,479 - \$ 4,540
<b><i>Total Public Works</i></b>	24.0	25.0	25.0	25.0	25.0	

\*Classified as Administrative Support in line-item budgets

# Staffing History and Pay Ranges

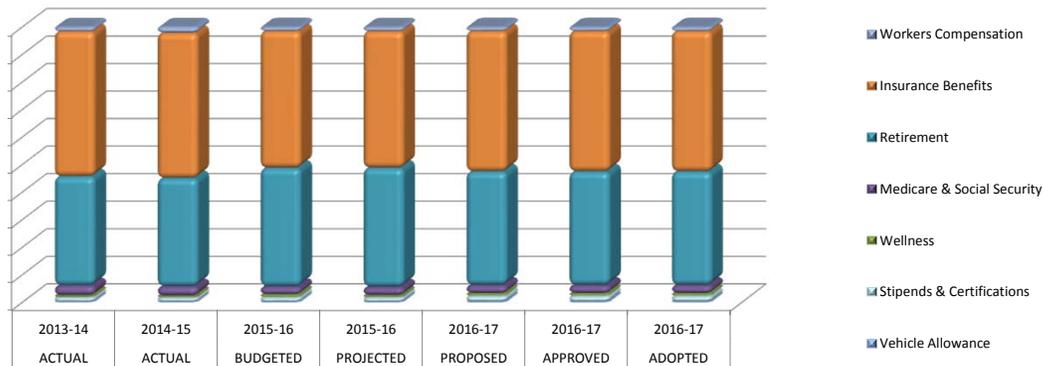
	Budget FY12-13	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Monthly Salary Range (1.0 FTE)
<b>POLICE</b>						
Chief	1.0	1.0	1.0	1.0	1.0	\$ 8,779 - \$ 11,454
Deputy Chief	1.0	1.0	1.0	1.0	1.0	\$ 7,587 - \$ 9,896
Lieutenants	2.0	3.0	3.0	3.0	3.0	\$ 6,878 - \$ 8,973
Sergeants	7.0	6.0	6.0	6.0	6.0	\$ 5,661 - \$ 7,387
Police Officers	26.0	26.0	27.0	27.0	26.0	\$ 4,522 - \$ 5,916
<b><i>Total Sworn Positions</i></b>	<b>37.0</b>	<b>37.0</b>	<b>38.0</b>	<b>38.0</b>	<b>37.0</b>	
* Administrative Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,652 - \$ 4,763
Crime Analyst	0.0	1.0	1.0	1.0	1.0	\$ 4,214 - \$ 5,498
* Investigative Services Specialist	1.0	0.0	0.0	0.0	0.0	\$ 3,638 - \$ 4,748
Community Services Officer	1.0	1.0	1.0	1.0	1.0	\$ 3,638 - \$ 4,748
* Property & Evidence Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,468 - \$ 4,529
* Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$ 4,657 - \$ 6,077
* Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$ 3,300 - \$ 4,304
<b><i>Total Non-sworn Positions</i></b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	
<b><i>Total Police Department</i></b>	<b>45.0</b>	<b>45.0</b>	<b>46.0</b>	<b>46.0</b>	<b>45.0</b>	
<b><i>Grand Total All Departments</i></b>	<b>90.0</b>	<b>92.0</b>	<b>95.0</b>	<b>95.0</b>	<b>94.0</b>	

\*Classified as Administrative Support in line-item budgets

# Staffing Allocations

	Community								Total	
	General Fund	Street Fund	PEG Fund	Center Fund	Sewer Fund	Water Fund	SLD Fund	Stormwater Fund		
<b>CITY MANAGER'S OFFICE</b>										
City Manager	74.0%	6.0%	0.3%	1.3%	2.3%	9.6%	0.3%	6.2%	100.0%	
<b>CITY ATTORNEY</b>										
Attorney Staff	82.2%	8.4%	0.6%	1.3%	1.5%	3.2%	0.3%	2.5%	100.0%	
<b>HUMAN RESOURCES</b>										
Human Resource Staff	65.7%	3.7%	0.1%	1.2%	3.1%	15.9%	0.3%	10.0%	100.0%	
<b>FINANCE</b>										
Finance and Accounting Staff	46.7%	8.5%	0.6%	0.6%	17.9%	17.9%	2.0%	5.8%	100.0%	
Administrative Specialist	14.4%	2.6%	0.0%	70.0%	5.4%	5.4%	0.6%	1.6%	100.0%	
Utility Billing Staff	0.0%	0.0%	0.0%	0.0%	47.0%	43.0%	0.0%	10.0%	100.0%	
Court Clerk	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
Network Support Staff	66.4%	3.6%	0.2%	1.2%	2.9%	15.6%	0.3%	9.8%	100.0%	
<b>PUBLIC WORKS</b>										
Director	7.0%	40.0%	0.0%	0.0%	5.0%	25.0%	5.0%	18.0%	100.0%	
Public Works Permit Specialist	0.0%	43.0%	0.0%	0.0%	12.0%	30.0%	10.0%	5.0%	100.0%	
Stormwater Program Staff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
Municipal Utility Worker I - Parks	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
Municipal Utility Worker I - Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
Municipal Utility Worker I - Water, Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	
Municipal Utility Worker I - Street, Water	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	100.0%	
Municipal Utility Worker II - Street, Stormwater	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	100.0%	
Municipal Utility Worker I & II - Water	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	
Project Manager	0.0%	25.0%	0.0%	0.0%	0.0%	65.0%	0.0%	10.0%	100.0%	
Water Division Manager	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	
Street & Stormwater Operations Division Manager	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	100.0%	
Parks & Facilities Division Manager	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
Facility Maintenance Staff	65.7%	3.7%	0.1%	1.2%	3.1%	15.9%	0.3%	10.0%	100.0%	
<b>CITY RECORDER</b>										
City Recorder Staff	69.2%	6.1%	0.3%	6.1%	2.3%	9.5%	0.3%	6.2%	100.0%	
Community Center Coordinator	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
<b>COMMUNITY DEVELOPMENT</b>										
Community Development Director	87.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%	
Senior Planner	97.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%	
Associate Planner	87.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%	
Code Enforcement	85.0%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
Permit Specialist	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
<b>POLICE</b>										
All staff	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	

# Summary of Employee Benefits



LINE ITEM	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE	% CHANGE
	2013-14	2014-15	2015-16	2015-16	2016-17	2016-17	2016-17	BUDGETED 2015-16	PROJECTED 2015-16
1 Vehicle Allowance	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	0%	0%
2 Stipends & Certifications	47,043	46,605	60,200	56,800	80,100	80,100	80,100	33%	41%
3 Wellness	14,667	17,330	35,300	24,400	35,000	35,000	35,000	-1%	43%
4 Medicare & Social Security	103,702	105,148	105,600	108,900	112,000	112,000	112,000	6%	3%
5 Retirement	1,141,266	1,230,178	1,601,100	1,561,600	1,595,700	1,595,700	1,595,700	0%	2%
6 Insurance Benefits	1,522,284	1,655,571	1,856,400	1,801,100	1,979,500	1,979,500	1,979,500	7%	10%
7 Workers Compensation	52,791	74,476	63,500	65,000	66,700	66,700	66,700	5%	3%
	<b>\$ 2,885,953</b>	<b>\$ 3,133,507</b>	<b>\$ 3,726,300</b>	<b>\$ 3,622,000</b>	<b>\$ 3,873,200</b>	<b>\$ 3,873,200</b>	<b>\$ 3,873,200</b>	<b>4%</b>	<b>7%</b>

**Notes:**

- 1 Vehicle Allowance is for the City Manager as established in an employment contract.
- 2 The increase in the FY16-17 Budget from FY15-16 projected is due to a change in how the Police Department handles on-call time. The new collective bargaining agreement provides for a stipend in lieu of the previously provided compensatory time-off.
- 3 Beginning FY12-13 the City established a wellness program for Police Department staff as a result of union negotiations. The program pays \$250 to each employee who passes a fitness test. The test is offered twice a year. Beginning with FY13-14 the City offers a Wellness program to City Hall and Public Works employees. These employees are eligible for up to \$400 annually for meeting fitness benchmarks. The success of the wellness program is reflected in the lower-than-average increase in the City's health insurance premiums for FY16-17.
- 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 Benefits are paid as a percentage of wages and salaries, therefore costs increase as a result of wage, salary, and merit increases.
- 6 Non-represented employees are required to pay 10% and represented employees are required to pay 5% of the cost of the medical and dental insurance premiums. In FY16-17, the City's health insurance will increase 7% and dental insurance premiums will increase 9%. The City pays the full cost of life insurance (\$60,000 in coverage per employee) and long-term disability premium. No increase is anticipated in FY16-17 for these premiums, however, premiums are based on salaries and wages and will be adjusted accordingly.
- 7 Workers Compensation costs are based on a percentage of eligible wage and salary by employee class. Class rates are developed using claims experience in those classes. Class rates are not expected to increase more than 7% over FY15-16 rates for the City.

# City Manager’s Office

## OVERVIEW

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

## PRIMARY FUNCTIONS

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

## COUNCIL GOALS ASSIGNED

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

## COMMUNITY INVOLVEMENT

- Chamber of Commerce
- Rotary

## ADVISORY COMMITTEES

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

## WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
City Council and URA Board meetings	39	42	34	32	28
Total Expenditures	\$32 million	\$26 million	\$37 million	\$24 million	\$24 million
City-wide FTE	90.5	90.0	92.0	95	95

# City Manager's Office

## HIGHLIGHTS

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

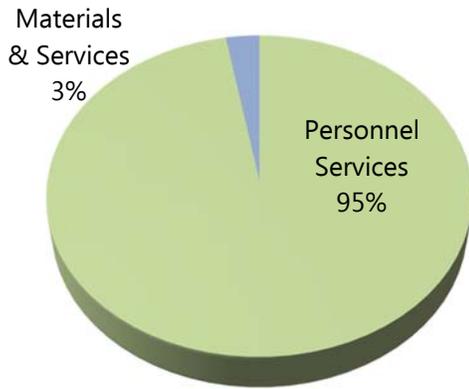
## GOALS AND INITIATIVES

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

## TOTAL EXPENDITURES \$225,700

### 1.0 FTE

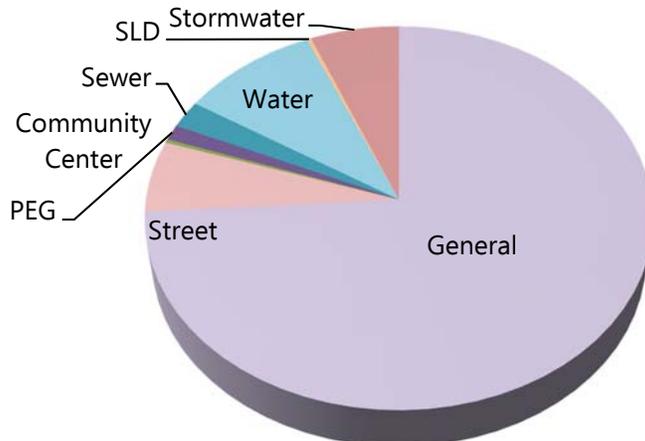
**Personnel Services**      \$219,400  
**Materials & Services**      \$6,300



## ALLOCATION OF CITY MANAGER'S COSTS

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

General	\$	167,000
Street		13,500
PEG		700
Community Center		2,900
Sewer		5,200
Water		21,700
SLD		700
Stormwater		14,000
	\$	<u>225,700</u>



# City Manager's Office

## **PROFESSIONAL CODE OF ETHICS**

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

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

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

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

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

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

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

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

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

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

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

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

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

# City Attorney's Office

## OVERVIEW

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

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

## PRIMARY FUNCTIONS

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

## ADVISORY COMMITTEES

- Planning Commission

## COUNCIL GOALS ASSIGNED

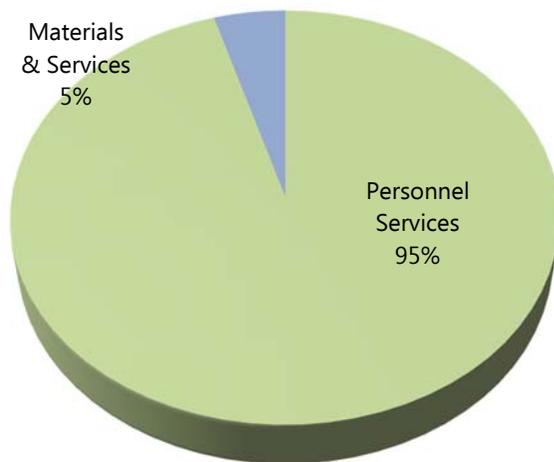
- Take appropriate steps to liquidate any Keizer Station Area-A property foreclosed upon and refund the River Road Renaissance program after completing a review of the programs goals and proposed projects. (City Attorney to assist staff on property liquidation.)
- Explore and determine policy direction regarding Urban Growth Boundary expansion. (City Attorney to assist staff on legal issues.)
- Sidewalk Local Improvement District (LID) program. (City Attorney to draft program outline/ possible new ordinance.)
- Identify and develop stable funding mechanism to support parks (City Attorney to draft documents and assist staff on legal issues.)

**TOTAL EXPENDITURES \$289,100**

**2.0 FTE**

**Personnel Services \$276,700**

**Materials & Services \$12,400**



## WORKLOAD INDICATORS

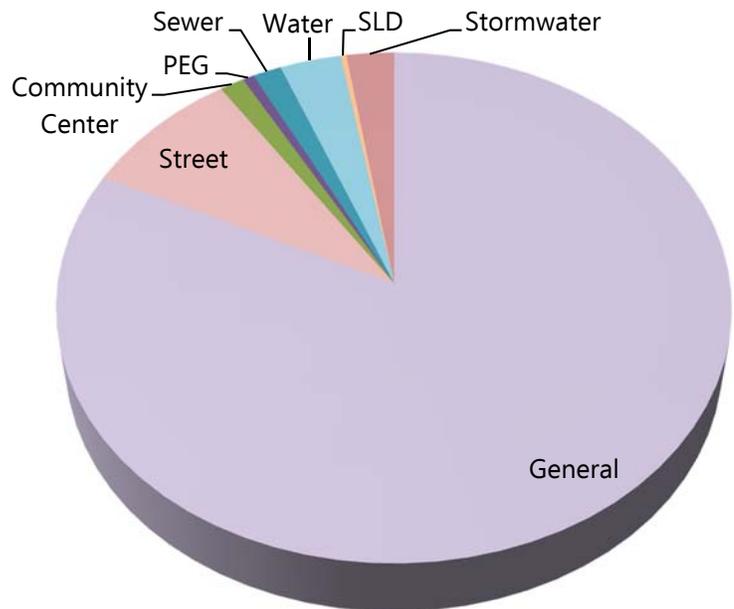
Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16 est.
City Council and URA Board meetings	39	42	34	32	28
City Ordinances/ Orders reviewed and adopted	21	20	15	36	30
City Resolutions reviewed and adopted	104	121	90	109	100
Planning Commission Meetings	11	9	11	10	11

# City Attorney's Office

## ALLOCATION OF LEGAL COSTS

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

General	\$	237,600
Street		24,300
PEG		1,700
Community Center		3,800
Sewer		4,300
Water		9,300
SLD		900
Stormwater		7,200
	\$	<u>289,100</u>



## HIGHLIGHTS

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

## GOALS AND INITIATIVES

Provide legal support for:

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

# City Recorder's Department

## **OVERVIEW**

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

## **PRIMARY FUNCTIONS**

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

## **ADVISORY COMMITTEES**

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

- Audit Committee
- Budget Committees
- Keizer Urban Renewal Agency
- Keizer Economic Development Commission
- Keizer Points of Interest Committee
- Keizer Public Arts Commission
- Keizer Festivals and Events Services Team Committee
- Keizer Parks and Recreation Advisory Committee
- Long-Range Planning Committee
- Planning Commission
- Stormwater Advisory Committee
- Traffic Safety/Bikeways/Pedestrian Committee
- Volunteer Coordinating Committee
- Various Task Forces established by City Council

## **COUNCIL GOALS ASSIGNED**

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

# City Recorder's Department

## HIGHLIGHTS

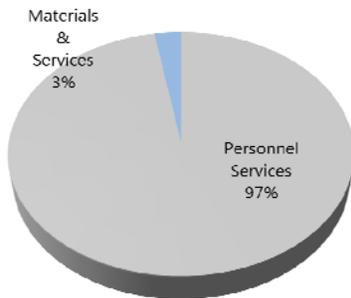
- Provided elected officials, staff, and citizens of Keizer with information, both in an electronic and paper format, on current and past proceedings within their City.
- Provided city volunteers with the support and educational information they needed to carry forth the goals and objectives of the City.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

## GOALS AND INITIATIVES

- Developing marketing strategy for Community Center.
- Review and Update Community Center Rate Structure.
- Update Community Center Use Agreement.
- Update and Revise City Public Records policy.
- Review of the City's Electronic Records Management Storage System to comply with the Criminal Justice Information Systems.

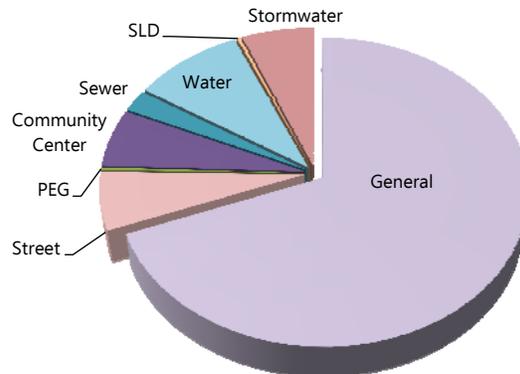
**TOTAL EXPENDITURES**    \$227,700 (Records Department)

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



**Personnel Services \$221,500 (Records Department) \$96,900 (Community Center)**  
**Materials & Services \$6,200 (Records Department) \$128,100 (Community Center)**  
**Capital Outlay \$4,600 (Community Center)**  
**Contingency \$11,500 (Community Center)**

General	\$	157,600
Street		13,900
PEG		700
Community Center		13,900
Sewer		5,200
Water		21,600
SLD		700
Stormwater		14,100
	\$	<u>227,700</u>



# City Recorder's Department

## ALLOCATION OF CITY RECORDER COSTS

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

fund. A three-year rolling average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year.

## WORKLOAD INDICATORS

<b>Workload Indicators</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY15-16 est.</b>
Number of City Council and URA Board meetings	39	42	32	32	28
City and URA Ordinances reviewed and adopted	21	20	30	36	30
City and URA Resolutions reviewed and adopted	104	121	113	109	100
Planning Commission Meetings	11	9	11	10	11

# Human Resources

## **OVERVIEW**

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

## **PRIMARY FUNCTIONS**

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

## **ADVISORY COMMITTEES**

- Personnel Policy Committee

## **HIGHLIGHTS**

- Certified HR staff to provide CPR/First Aid/AED training.
- Completed salary surveys for Keizer Police Association and Laborer's International Union of North America Local 320 classifications.
- Won national employer vs. employer challenge through competitive employee health & wellness team.
- Provided consultation on and participation in bargaining activities to implement new contracts.
- Won 'Gold Safety Award' by League of Oregon Cities (LOC) & Citycounty Insurance Services (CIS).
- Provided retirement training and support to employees for actual and planned retirements.
- Facilitated national recruitment resulting in competitive pool and successful hire of new Finance Director.
- Added job descriptions and pay schedules to HR Department web page.
- Revised City policy & practice and provided direction to staff as needed to incorporate new legislation in healthcare reform, "ban the box," expanded sick leave legislation and veteran's preference legal rulings.
- Completed classification review Event Center Coordinator, collected initial class data for Citizen Information & Engagement Specialist.
- Provided City data and advice to the PSU Center for Public Service Total Employee Cost of Compensation Program (TECC) as a Founding and Advisory Member.
- Provided information and advocacy for municipal HR priorities through membership on the LOC HR Legislative Policy Committee.

## **GOALS AND INITIATIVES**

- Transition to automated HR information system (HRIS) and online recruitment tools to better leverage limited resources and staff, improve data analysis capacity and communication capacity with applicants.
- In partnership with Safety Committee, CIS and Leadership, completion of City of Keizer Safety Manual.
- Establish employee advisory committee to review the City's health benefits programs.
- Continue and enhance development of Benefit Education and Training programs and materials to ensure employees have access to information needed to make the best decisions possible.

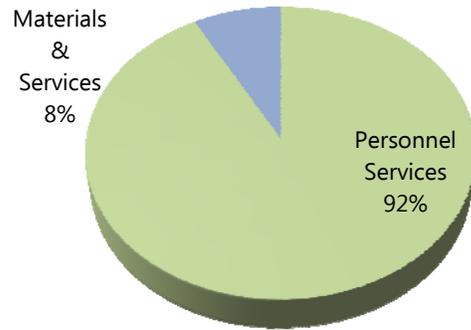
# Human Resources

**TOTAL EXPENDITURES \$302,400**  
**2.0 FTE**

**Personnel Services \$278,200**  
**Materials & Services \$24,200**

**OTHER BUDGETARY RESPONSIBILITIES**

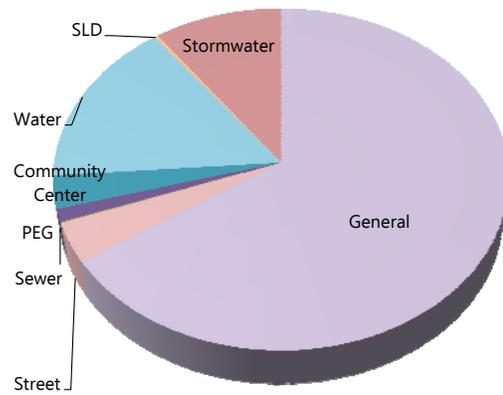
Wages & Salaries	\$6,961,300
Insurance Premiums	\$1,980,200
Retirement	\$1,596,400
Workers' Compensation	\$66,700
Labor Attorney	\$36,000
Wellness Programs	\$35,000



**ALLOCATION OF HUMAN RESOURCE COSTS**

Costs are allocated based on City-wide FTE allocations.

General	\$	198,700
Street		11,200
PEG		300
Community Center		3,600
Sewer		9,400
Water		48,100
SLD		900
Stormwater		30,200
	\$	<u>302,400</u>



# Human Resources

<b>Workload Indicators*</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16 est.</b>
Budgeted Positions Served	90.5	90	92	95	95
Recruitments Posted	5	9	11	11	8
Employment Applications Processed	N/A	N/A	409	393	200
Personnel Action Forms Completed	N/A	173	200	184	230
FMLA/OFLA Claims Managed	20	15	23	22	30
Workers' Compensation Claims Managed	5	7	4	5	4

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.

<b>Performance Measures</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16 est.</b>
% of Regular Status Position Employees Who Pass Probation	N/A	86%	100%	100%	100%
Percentage of Current Job Descriptions	N/A	N/A	99%	95%	100%
Percentage of Employees with Current Performance Evaluations	99%	100%	100%	100%	100%
Percentage of Employees Participating in Wellness Programs	N/A	25%	62%	64%	65%

**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.

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

# Finance Department

## **OVERVIEW**

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

## **PRIMARY FUNCTIONS**

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

## **ADVISORY COMMITTEES**

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

## **COUNCIL GOALS ASSIGNED**

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

# Finance Department

## NON-DEPARTMENTAL

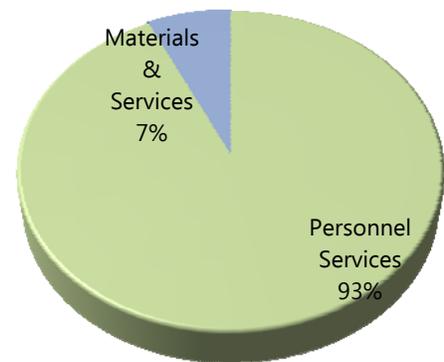
The Finance Director, Assistant Controller, Accounting Technician and Administrative Specialist provide for the overall administration of the Finance Department and financial management of the City.

### HIGHLIGHTS

- Continued facilitating the development and implementation of a sustainable General Fund revenues and services plan
- Repaid interest bearing taxing jurisdictions remaining debt owed from Urban Renewal Ninth Amendment
- Completed cross training of Finance Director’s responsibilities
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association
- Received the Distinguished Budget Presentation award from the Government Finance Officers Association.
- Completed the audit services request for proposal process

### GOALS AND INITIATIVES

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



### WORKLOAD INDICATORS

Workload Indicators	Actual FY 13-14	Actual FY 14-15	Projected FY 15-16	Budgeted FY16-17
Property Taxes Levied	\$4.1 million	\$4.3 million	\$4.7 million	\$4.9 million
Tax Increment Levied	\$1.1 million	\$1.1 million	\$0	\$0
City Funds/ Cost Centers	21/35	21/35	18/32	18/32
Total Budget	\$49 million	\$37 million	\$37 million	\$38 million
Debt Outstanding	\$20 million	\$18 million	\$17 million	\$16 million
Total Revenues	\$28 million	\$25 million	\$24 million	\$25 million
Total Expenditures	\$37 million	\$24 million	\$24 million	\$29 million

# Finance Department

## TOTAL EXPENDITURES

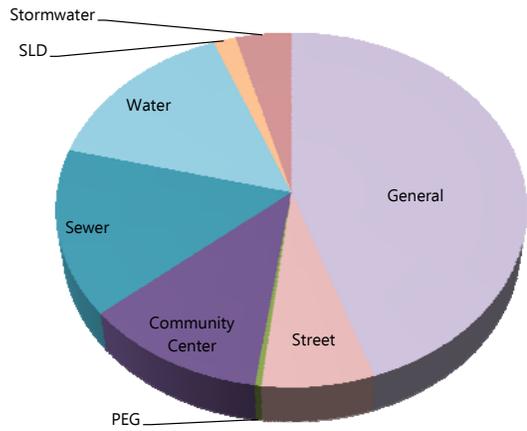
**\$453,000** Administrative Services Fund  
**4.0 FTE**

**Personnel Services \$421,500**  
**Materials & Services \$31,500**

## ALLOCATION OF COSTS

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

General	\$	189,300
Street		34,400
PEG		2,300
Community Center		51,200
Sewer		72,000
Water		72,000
SLD		8,200
Stormwater		23,600
	\$	453,000



# Finance Department

## INFORMATION SYSTEMS

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

### HIGHLIGHTS

- Assisted with the implementation of an advanced user authentication process in the Police Department as required by the Department of Justice CJIS requirements
- Replaced two aging servers

### GOALS AND INITIATIVES

- Continue to ensure compliance with the Department of Justice CJIS requirements

### WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16 est.
Computer Workstations supported	120	123	123	157	157
Telephones supported	110	110	110	110	110
City facilities networked	2	2	2	2	2

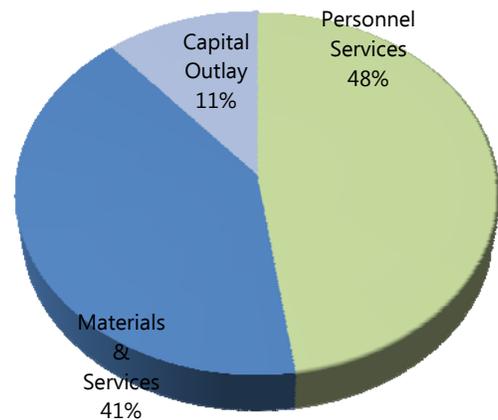
**TOTAL EXPENDITURES \$443,700 Administrative Services Fund**

**2.0 FTE**

**Personnel Services \$211,700**

**Materials & Services \$182,000**

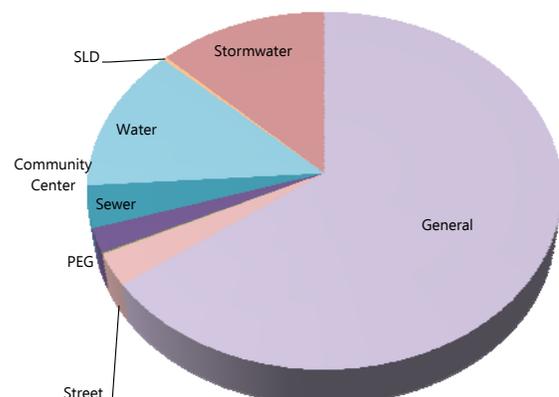
**Capital Outlay \$50,000**



### ALLOCATION OF COSTS

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

General	\$	288,000
Street		12,900
PEG		400
Community Center		9,800
Sewer		16,900
Water		58,100
SLD		1,300
Stormwater		56,300
	\$	<u>443,700</u>



# Finance Department

## UTILITY BILLING

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

### HIGHLIGHTS

- Continued commitment to providing excellent customer service

### GOALS AND INITIATIVES

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

### TOTAL EXPENDITURES

**\$414,500 Administrative Services Fund**

**4.0 FTE**

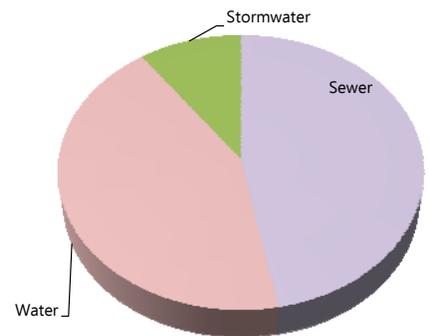
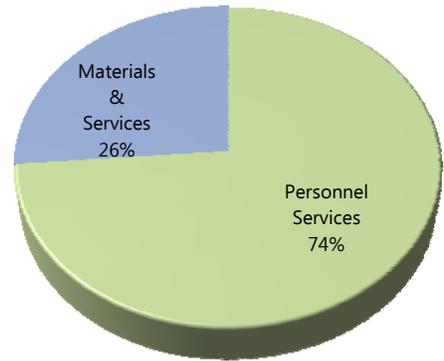
**Personnel Services \$305,500**

**Materials & Services \$109,000**

### ALLOCATION OF COSTS

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

Sewer	\$	194,800
Water		178,200
Stormwater		41,500
	\$	<u>414,500</u>



# Finance Department

## WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16 est.
Utility Bills processed	80,058	81,533	82,483	82,920	83,808
Utility accounts maintained	10,393	10,410	10,479	10,666	10,761
Water leak notifications	144	130	125	98	157
Shut-offs processed	1,236	1,155	1,166	1,158	1,172
Service Requests	2,640	2,698	2,664	2,848	3,034

### *MUNICIPAL COURT*

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

### HIGHLIGHTS, GOALS AND INITIATIVES

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

## WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16 est.
Citations Processed	4,050	2,495	1,714	1,367	2,060
Accounts sent to Collections	681	583	641	384	391
Amounts sent to Collections	\$457,121	\$425,964	\$498,082	\$327,072	\$335,941

# Finance Department

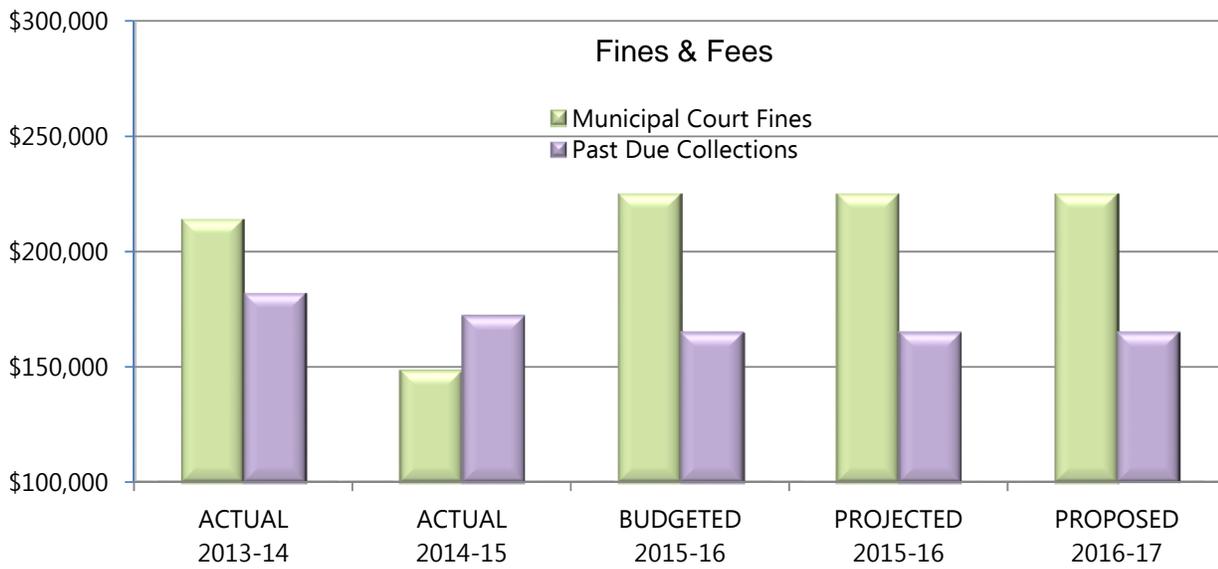
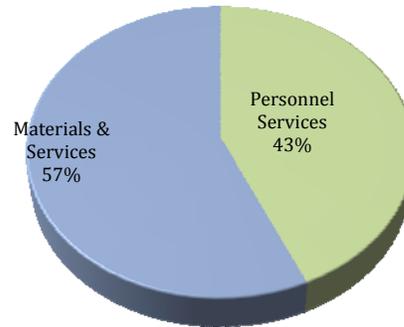
The City experienced a significant increase in municipal court fines in fiscal year 2015-16 as the result of the Police Department reinstating one-half of the Traffic Safety Unit.

**TOTAL EXPENDITURES \$205,300**

**FTE 1.0**

**Personnel Services \$88,500**

**Materials & Services \$116,800**



# Community Development

## OVERVIEW

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

## COUNCIL GOALS ASSIGNED

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

## ADVISORY COMMITTEES

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

## PRIMARY FUNCTIONS

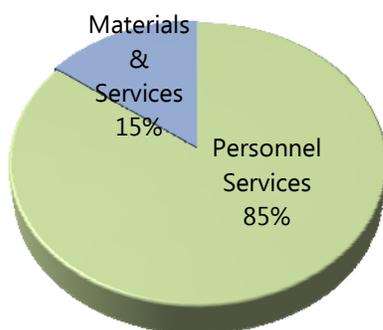
- Building permits
- State and Federal Grants
- Long-range and Current land use planning
- Sign permits
- Transportation planning
- Code enforcement
- Economic Development

## TOTAL EXPENDITURES \$642,500 General Fund

5.0 FTE

Personnel Services \$547,900

Materials & Services  
\$94,600



## WORKLOAD INDICATORS

Workload Indicators	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY15-16
Land Use Applications	17	15	23	17	10
Building Permits Reviewed	152	202	183	225	205
Single Family Permits Issued	24	33	45	68	79
Multi-family Permits Issued	1	6	0	69	16
Valuation of Permits Issued (in thousands)	\$13,036	\$17,198	\$26,236	\$32,464	\$63,159

# Community Development

## **HIGHLIGHTS**

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

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

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

## **GOALS AND INITIATIVES**

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

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

# Police Department

## OVERVIEW

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

## DEPARTMENT-WIDE EMPLOYEES

**37 sworn FTE, 8 non-sworn FTE**

## COUNCIL GOALS ASSIGNED

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

## TOTAL EXPENDITURES:

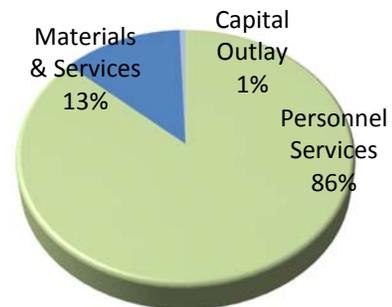
**\$6,475,800 General Fund – Police Operations**

**Personnel Services \$5,644,200**

**Materials & Services \$835,600**

**\$152,200 General Fund – Revenue Sharing (capital outlay)**

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



## Performance Measurements

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

### Output Measurements

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

### Outcome Measurements

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

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

	2014	2017	2020
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.

# Police Department

	2012	2013	2014	2015
Crimes Reported (Parts 1, 2, and 3)	4,424	4,242	3,527	3,574
Adult arrests	1,404	1,593	1,502	1,522
Juvenile referrals (for crimes and status offenses)	481	312	181	202
Violent crimes clearance rate (UCR*): AVG US cities pop. 25-50k	50.3%	50.2%	49.9%	+
Violent crimes clearance rate (NIBRS**): Keizer	70.8%	67.9%	70.4%	77.8%
Property crimes clearance rate (UCR***): AVG US cities pop. 25-50k	23.3%	24.0%	24.6%	+
Property crimes clearance rate (NIBRS****): Keizer	20.5%	21.9%	19.4%	22.6%
Traffic injury crashes	66	66	56	71
Traffic citations (does not incl. multiple citations to same driver)	2,360	1,977	1,017	1503
Traffic written warnings	2,969	2,622	1,340	1501
Officers/1,000 residents: Oregon cities pop. 33-37,000	1.3	1.3	1.3	1.3
Officers/1,000 residents: Keizer	1.0	1.0	1.0	1.0

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

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

# Public Works Department

## OVERVIEW

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

## COUNCIL GOALS ASSIGNED

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

## PRIMARY FUNCTIONS

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

## ADVISORY COMMITTEES

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

## *PARKS DIVISION*

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

## HIGHLIGHTS

- Completed landscaping around The Big Toy at Keizer Rapids Park
- Resurfaced tennis court at Willamette Manor
- Added 200 yards of certified wood fiber to playgrounds for fall protection
- Replaced drinking fountain at Carlson Skate Park
- Added additional patio space at the Amphitheater
- Added 3 sand volleyball courts at Keizer Rapids Park

## **TOTAL EXPENDITURES – \$365,800 General Fund\***

**\*Parks Operating Fund**

**Personnel Services \$162,500**

**Materials & Services \$188,200\*\***

**Capital Outlay \$15,100**

**\*\*includes Parks Dedicated Funds**

# Public Works Department

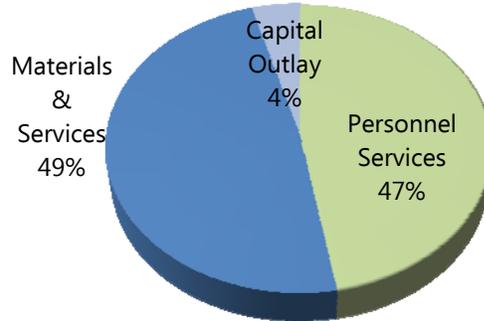
## PARK IMPROVEMENT FUND

**\$537,500 – Revenues**

**\$516,800 Capital Outlay – planned projects**

### INFRASTRUCTURE OPERATED AND MAINTAINED

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



## STREETS DIVISION

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

### HIGHLIGHTS

- Completed the Planning and Design of the Verda/Chemawa Roundabout Project for summer 2016 construction using Federal Grant funds and local matching funds
- Updated Pavement Condition Index
- Resurfaced 2.42 miles of various streets as indicated from the Pavement Condition Index (PCI)
- Continued construction of updated ADA wheel chair ramps
- Upgraded numerous street lights to LED
- Completed citywide traffic count update

**TOTAL REVENUES – \$2,174,600**

**primary source State Fuel tax**

**TOTAL EXPENDITURES – \$2,462,500 Street Fund**

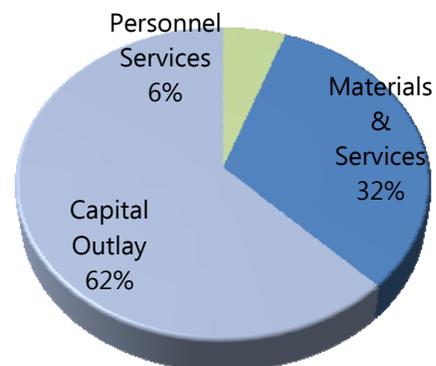
**Personnel Services \$133,100**

**Materials & Services \$777,700**

**Capital Outlay \$1,728,900**

### INFRASTRUCTURE OPERATED AND MAINTAINED

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



# Public Works Department

## ***WATER DIVISION***

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

### **HIGHLIGHTS**

- Continue updating distribution system to ensure adequate volume and pressure delivery to residents
- Rehabilitated the Wiessner well and replaced the pump, motor, pump shaft and column
- Replaced 5 large meters with more accurate and efficient meters
- Continued the water main line replacement program
- Installed filter plant at Lacey Court well

### **TOTAL REVENUES (Water & Water Facility Funds)**

**\$3,520,800 - primarily user charges**

### **TOTAL EXPENDITURES – \$2,712,900 Water Fund**

**Personnel Services \$959,800**

**Materials & Services \$1,441,000**

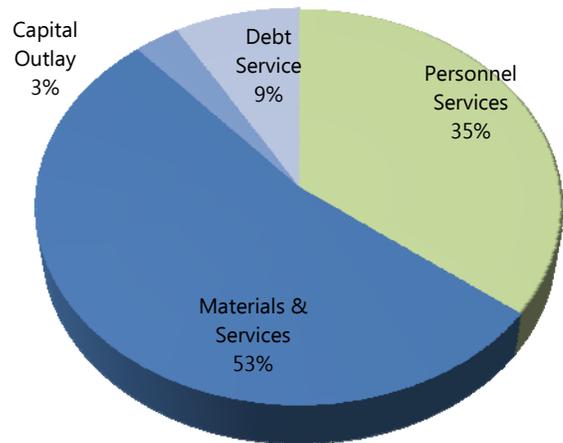
**Capital Outlay \$83,200**

**Debt Service \$228,800**

**\$544,500 Water Facility Fund (Capital Outlay)**

### **INFRASTRUCTURE OPERATED AND MAINTAINED**

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



# Public Works Department

## **STORMWATER DIVISION**

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

### **HIGHLIGHTS**

- Continued TV inspection of storm lines. Completed approximately 9% of the system – just under the 10% measurable goal.
- Continued implementation of the 3 regulatory management plans
- Completed 2 stormwater realignment projects
- Continued repair work as identified by the TV inspection program
- Initiated the stormwater private facility inventory program
- Hosted 2 regional events related to stormwater – quality and management
- Participated as part of an advisory committee to DEQ for development of a new Phase II permit
- Conducted stormwater sampling in accordance with the state approved monitoring plan

**TOTAL REVENUES – \$1,781,600 - primarily user charges**

**TOTAL EXPENDITURES – \$1,815,700 Stormwater Fund**

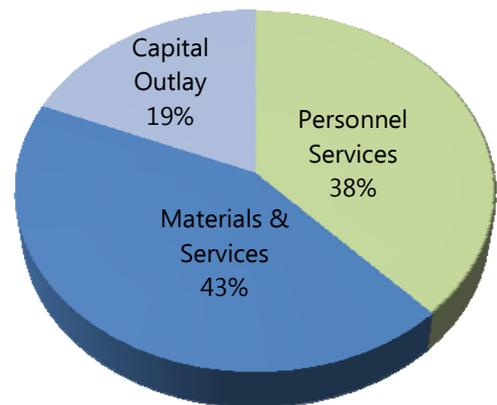
**Personnel Services \$689,300**

**Materials & Services \$786,700**

**Capital Outlay \$339,700**

### **INFRASTRUCTURE OPERATED AND MAINTAINED**

- 72.4 Miles of Pipe
- 92 Underground Injection Control Systems (UIC's)
- 1,414 Manholes
- 2,236 Catch Basins
- 112 Outfalls (Keizer owned and maintained) 148 Outfalls inspected annually
- 1.3 Acres Vegetated Stormwater Facilities



# Public Works Department

## **FACILITY MAINTENANCE**

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

### **HIGHLIGHTS**

- HVAC coil cleaning
- Restripe parking lots

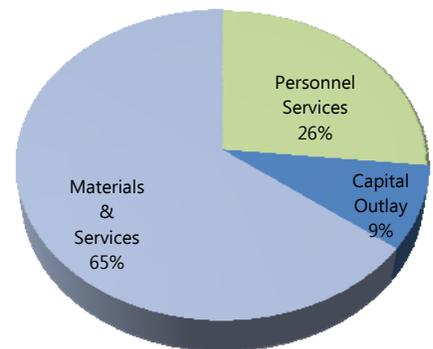
### **GOALS AND INITIATIVES**

- Install bird netting under covered area for police parking
- Install additional A/C unit for main server room

### **INFRASTRUCTURE OPERATED AND MAINTAINED**

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

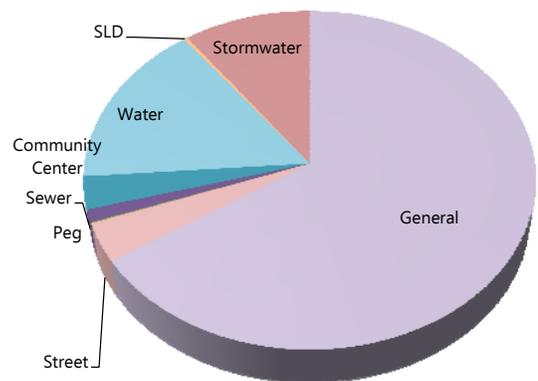
**TOTAL EXPENDITURES – \$328,000 Facility Maintenance**  
**Administrative Services Fund FTE 1.0**  
**Personnel Services \$87,300**  
**Materials & Services \$212,100**  
**Capital Outlay \$28,600**



### **ALLOCATION OF FACILITY MAINTENANCE COSTS**

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

General	\$	198,700
Street		11,200
PEG		300
Community Center		3,600
Sewer		9,400
Water		48,100
SLD		900
Stormwater		30,200
	\$	<u>302,400</u>



# Public Works Department

## *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 – \$533,200 Public Works**

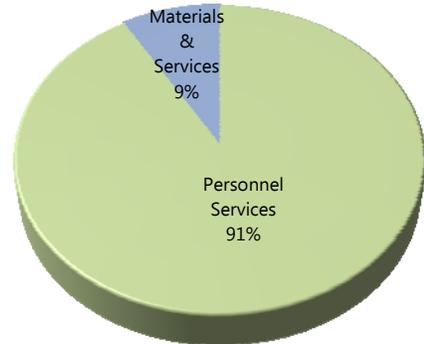
**Administrative Services Fund 4.0 FTE**

**Personnel Services \$488,300**

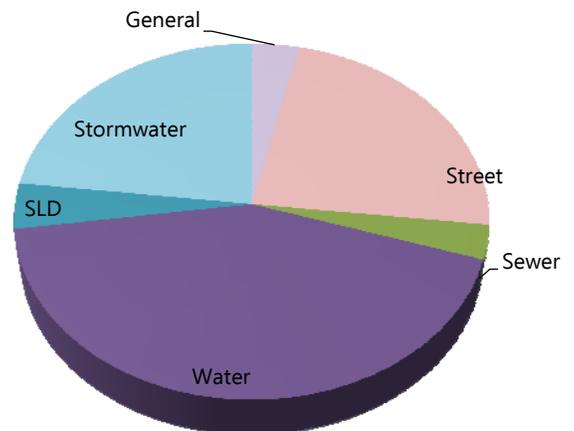
**Materials & Services \$44,900**

### **ALLOCATION OF PUBLIC WORKS NON-DEPARTMENTAL COSTS**

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



General	\$	16,500
Street		178,800
Sewer		18,700
Water		171,300
Street Light Districts		22,400
Stormwater		126,000
	\$	<u>533,700</u>





# Funds & Departments

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

# Administrative Services Fund Summary

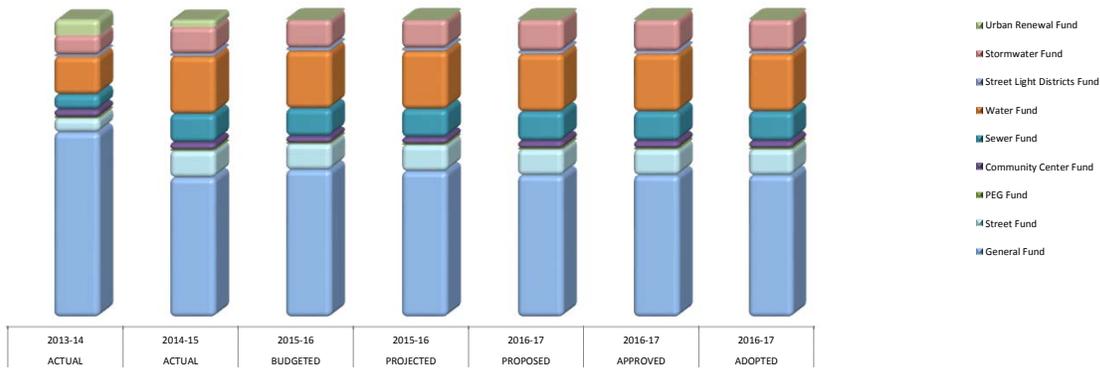
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 113,303</b>	<b>130,610</b>	<b>\$ 130,600</b>	<b>\$ 160,700</b>	<b>\$ 130,600</b>	<b>\$ 130,600</b>	<b>\$ 130,600</b>	<b>-19%</b>
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Charges for Services	2,194,559	3,140,620	3,499,900	3,344,100	3,567,000	3,567,000	3,567,000	7%
<b>6 Miscellaneous:</b>								
7 Miscellaneous Revenue	1,988	26,579	-	-	-	-	-	
<b>8 Total Revenues</b>	<b>2,196,547</b>	<b>3,167,199</b>	<b>3,499,900</b>	<b>3,344,100</b>	<b>3,567,000</b>	<b>3,567,000</b>	<b>3,567,000</b>	<b>7%</b>
<b>9 TOTAL RESOURCES</b>	<b>2,309,850</b>	<b>3,297,809</b>	<b>3,630,500</b>	<b>3,504,800</b>	<b>3,697,600</b>	<b>3,697,600</b>	<b>3,697,600</b>	<b>6%</b>
<b>10 REQUIREMENTS:</b>								
<b>11 Expenditures:</b>								
<b>12 Personnel Services:</b>								
13 City Manager	195,610	204,845	213,700	213,800	219,400	219,400	219,400	3%
14 City Attorney's Office	239,867	253,583	270,700	270,500	276,700	276,700	276,700	2%
15 City Recorder's Office	191,526	199,609	214,200	213,800	221,500	221,500	221,500	4%
16 Human Resources	232,444	245,397	265,500	265,100	278,200	278,200	278,200	5%
17 Finance - Non-Departmental	399,792	420,712	442,400	415,000	421,500	421,500	421,500	2%
18 Finance - Information Systems	96,894	143,927	201,400	200,200	211,700	211,700	211,700	6%
19 Finance - Utility Billing	-	257,267	294,200	294,500	305,500	305,500	305,500	4%
20 Civic Center Facilities	68,303	74,981	83,000	83,000	87,300	87,300	87,300	5%
21 Public Works	-	452,253	470,500	469,500	488,300	488,300	488,300	4%
<b>22 Total Personnel Services</b>	<b>1,424,436</b>	<b>2,252,574</b>	<b>2,455,600</b>	<b>2,425,400</b>	<b>2,510,100</b>	<b>2,510,100</b>	<b>2,510,100</b>	<b>3%</b>
<b>23 Materials &amp; Services:</b>								
24 General Administration	263,288	231,680	261,300	258,100	268,200	268,200	268,200	4%
25 City Manager	6,530	5,822	6,300	6,200	6,300	6,300	6,300	2%
26 City Attorney's Office	6,758	4,196	13,100	8,000	12,400	12,400	12,400	55%
27 City Recorder's Office	5,768	5,051	6,200	6,200	6,200	6,200	6,200	0%
28 Human Resources	22,436	27,240	26,800	26,100	24,200	24,200	24,200	-7%
29 Finance - Non-Departmental	29,990	28,538	29,500	28,600	31,500	31,500	31,500	10%
30 Finance - Information Systems	146,636	112,611	155,500	145,500	182,000	182,000	182,000	25%
31 Finance - Utility Billing	-	93,077	106,000	102,000	109,000	109,000	109,000	7%
32 Civic Center Facilities	194,736	234,650	214,100	207,400	212,100	212,100	212,100	2%
33 Public Works	-	44,582	47,500	42,200	44,900	44,900	44,900	6%
<b>34 Total Materials &amp; Services</b>	<b>676,142</b>	<b>787,447</b>	<b>866,300</b>	<b>830,300</b>	<b>896,800</b>	<b>896,800</b>	<b>896,800</b>	<b>8%</b>
<b>35 Capital Outlay:</b>								
36 Finance - Information Systems	57,840	79,411	88,800	80,000	50,000	50,000	50,000	-38%
37 Public Works Administration	-	3,825	35,500	35,500	-	-	-	-100%
38 Civic Center Facilities	20,822	13,853	2,700	2,900	28,600	28,600	28,600	886%
<b>39 Total Capital Outlay</b>	<b>78,662</b>	<b>97,089</b>	<b>127,000</b>	<b>118,400</b>	<b>78,600</b>	<b>78,600</b>	<b>78,600</b>	<b>-34%</b>
<b>40 Total Expenditures</b>	<b>2,179,240</b>	<b>3,137,110</b>	<b>3,448,900</b>	<b>3,374,100</b>	<b>3,485,500</b>	<b>3,485,500</b>	<b>3,485,500</b>	<b>3%</b>
<b>41 Other Requirements:</b>								
42 Contingencies	-	-	181,500	-	212,000	212,000	212,000	
<b>43 Fund Balance:</b>								
44 Committed	130,610	160,699	100	130,700	100	100	100	-100%
<b>45 TOTAL REQUIREMENTS</b>	<b>\$ 2,309,850</b>	<b>\$ 3,297,809</b>	<b>\$ 3,630,500</b>	<b>\$ 3,504,800</b>	<b>\$ 3,697,600</b>	<b>\$ 3,697,600</b>	<b>\$ 3,697,600</b>	<b>6%</b>

# Administrative Services Fund Summary



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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>CHARGES FOR SERVICES BY FUND</b>								
* General Fund	\$ 1,361,709	\$ 1,472,639	\$ 1,731,600	\$ 1,637,500	\$ 1,699,900	\$ 1,699,900	\$ 1,699,900	4%
Street Fund	107,227	286,330	311,600	303,100	313,900	313,900	313,900	4%
PEG Fund	3,239	3,400	2,300	2,200	6,700	6,700	6,700	205%
* Community Center Fund	58,656	82,189	82,300	78,000	93,400	93,400	93,400	20%
Sewer Fund	109,923	297,796	324,600	315,500	347,500	347,500	347,500	10%
Water Fund	278,240	606,929	675,100	650,200	688,000	688,000	688,000	6%
Street Light Districts Fund	13,753	28,323	35,900	34,900	37,100	37,100	37,100	6%
Stormwater Fund	147,210	285,998	336,000	322,700	380,500	380,500	380,500	18%
* Urban Renewal Fund	114,603	77,017	-	-	-	-	-	-
Adjustments	-	-	500	-	-	-	-	-
<b>Total Allocation by Fund</b>	<b>\$ 2,194,560</b>	<b>\$ 3,140,621</b>	<b>\$ 3,499,900</b>	<b>\$ 3,344,100</b>	<b>\$ 3,567,000</b>	<b>\$ 3,567,000</b>	<b>\$ 3,567,000</b>	<b>7%</b>

\* In FY14-15 the Community Center Fund did not have sufficient cash to pay the full cost of Administrative Service Charges so \$3,166 was paid by the General Fund. The Urban Renewal Project Fund was closed out in FY14-15 so charges totaling \$11,338 were paid by the General Fund.

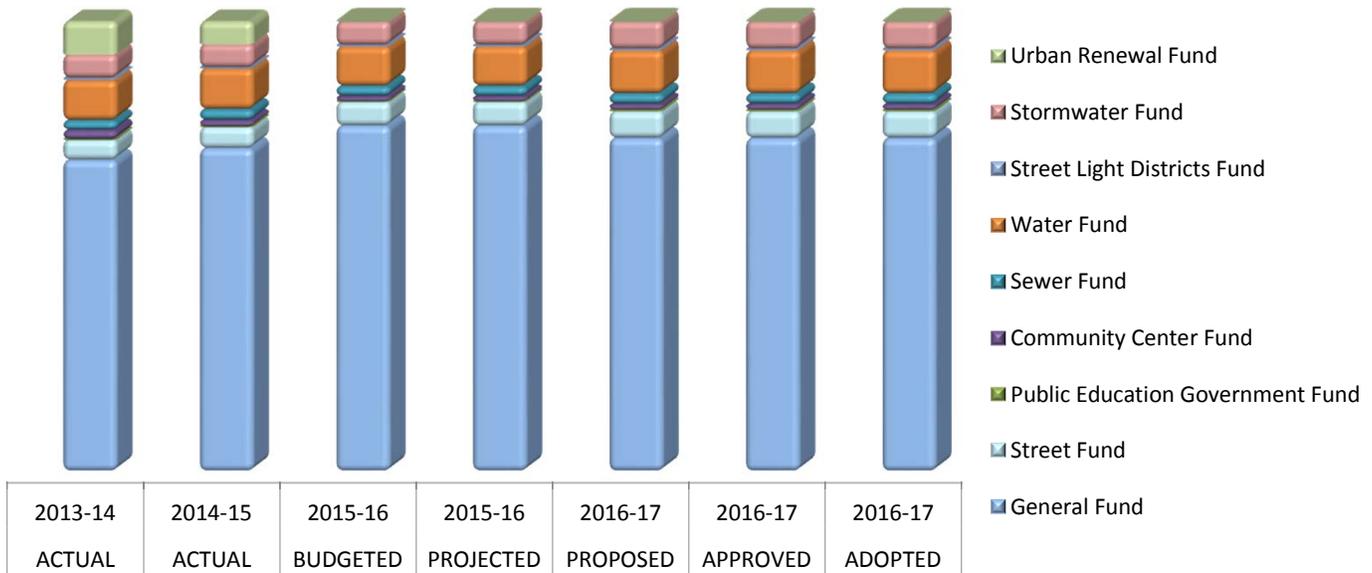
# City Manager's Office

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ 4	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	202,140	210,671	220,000	220,000	225,700	225,700	225,700	3%
<b>6 TOTAL RESOURCES</b>	<b>202,144</b>	<b>210,675</b>	<b>220,000</b>	<b>220,000</b>	<b>225,700</b>	<b>225,700</b>	<b>225,700</b>	<b>3%</b>
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Personnel Services:</b>								
10 City Manager	139,835	147,642	147,500	147,500	151,600	151,600	151,600	3%
11 Vehicle Allowance	4,200	4,200	4,200	4,200	4,200	4,200	4,200	0%
12 Cell Phone Stipend	-	-	-	-	-	-	-	-
13 Wellness	207	386	400	400	400	400	400	0%
14 Medicare	2,218	2,315	2,400	2,400	2,400	2,400	2,400	0%
15 Retirement	32,694	32,965	39,600	39,600	39,900	39,900	39,900	1%
16 Insurance Benefits	16,340	17,207	19,400	19,400	20,600	20,600	20,600	6%
17 Workers Compensation	116	130	200	300	300	300	300	0%
<b>18 Total Personnel Services</b>	<b>195,610</b>	<b>204,845</b>	<b>213,700</b>	<b>213,800</b>	<b>219,400</b>	<b>219,400</b>	<b>219,400</b>	<b>3%</b>
<b>19 Materials &amp; Services:</b>								
20 Meetings, Travel & Training	6,230	5,522	6,000	5,900	6,000	6,000	6,000	2%
21 Liability Insurance	300	300	300	300	300	300	300	0%
<b>22 Total Materials &amp; Services</b>	<b>6,530</b>	<b>5,822</b>	<b>6,300</b>	<b>6,200</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>	<b>2%</b>
<b>23 Total Expenditures:</b>	<b>202,140</b>	<b>210,667</b>	<b>220,000</b>	<b>220,000</b>	<b>225,700</b>	<b>225,700</b>	<b>225,700</b>	<b>3%</b>
<b>24 Fund Balance:</b>								
25 Committed for Operations	4	8	-	-	-	-	-	-
<b>26 TOTAL REQUIREMENTS</b>	<b>\$ 202,144</b>	<b>\$ 210,675</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ 225,700</b>	<b>\$ 225,700</b>	<b>\$ 225,700</b>	<b>3%</b>

# City Manager's Office



## SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	FTE/ Project Time
General Fund	\$ 139,751	\$ 151,124	\$ 168,800	\$ 168,800	\$ 167,000	\$ 167,000	\$ 167,000	74.0%
Street Fund	9,283	10,170	11,900	11,900	13,500	13,500	13,500	6.0%
Public Education Government Fund	-	-	100	100	700	700	700	0.3%
Community Center Fund	4,192	3,013	2,500	2,500	2,900	2,900	2,900	1.3%
Sewer Fund	4,292	5,025	4,900	4,900	5,200	5,200	5,200	2.3%
Water Fund	18,168	19,182	19,400	19,400	21,700	21,700	21,700	9.6%
Street Light Districts Fund	799	365	600	600	700	700	700	0.3%
Stormwater Fund	10,881	11,238	11,800	11,800	14,000	14,000	14,000	6.2%
Urban Renewal Fund	14,774	10,554	-	-	-	-	-	
Adjustments	-	-	-	-	-	-	-	
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 202,140</b>	<b>\$ 210,671</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ 225,700</b>	<b>\$ 225,700</b>	<b>\$ 225,700</b>	<b>100.0%</b>

**Budget Notes:**

**Expenditures:**

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

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

# City Attorney's Office

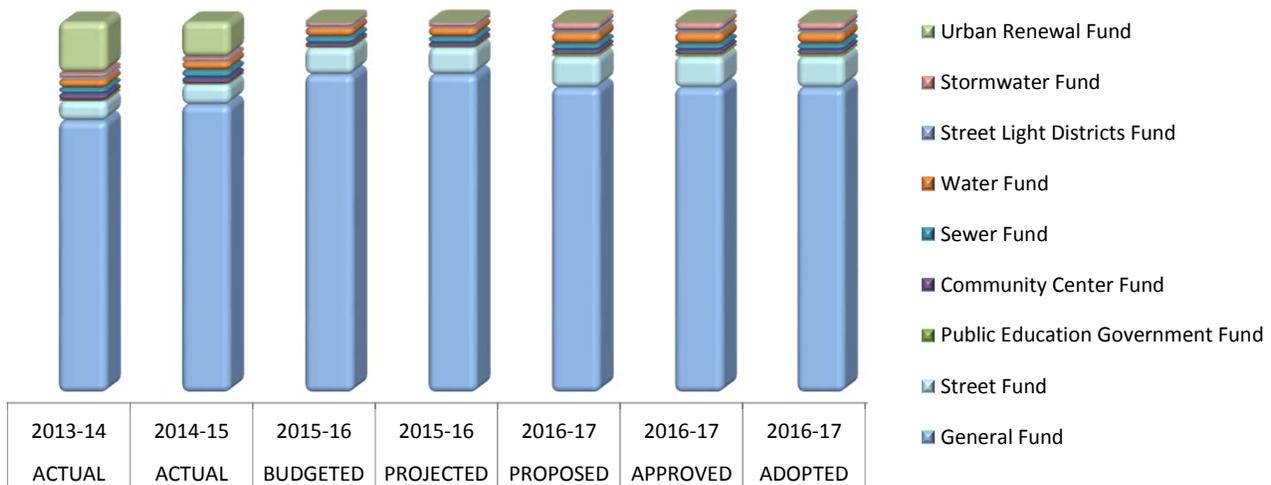
The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for most matters requiring special expertise.

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ 56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	246,569	257,778	283,800	278,500	289,100	289,100	289,100	4%
<b>6 TOTAL RESOURCES</b>	<b>246,625</b>	<b>257,778</b>	<b>283,800</b>	<b>278,500</b>	<b>289,100</b>	<b>289,100</b>	<b>289,100</b>	<b>4%</b>
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Personnel Services:</b>								
10 Attorney	126,846	133,903	135,500	135,500	137,500	137,500	137,500	1%
11 Administrative Support	51,198	54,058	56,400	56,400	57,200	57,200	57,200	1%
12 Cell Phone Stipend	660	660	900	900	900	900	900	0%
13 Wellness	114	304	600	300	800	800	800	167%
14 Medicare	2,767	2,928	3,000	3,000	3,000	3,000	3,000	0%
15 Retirement	25,375	27,163	35,300	35,300	35,800	35,800	35,800	1%
16 Insurance Benefits	32,681	34,318	38,800	38,800	41,200	41,200	41,200	6%
17 Workers Compensation	226	249	200	300	300	300	300	0%
<b>18 Total Personnel Services</b>	<b>239,867</b>	<b>253,583</b>	<b>270,700</b>	<b>270,500</b>	<b>276,700</b>	<b>276,700</b>	<b>276,700</b>	<b>2%</b>
<b>19 Materials &amp; Services:</b>								
20 Meetings, Travel & Training	5,320	3,731	8,500	6,000	8,400	8,400	8,400	40%
21 Legal Services Contracts	348	440	3,500	1,000	3,500	3,500	3,500	250%
22 Law Library Maintenance	1,090	25	1,100	1,000	500	500	500	-50%
<b>23 Total Materials &amp; Services</b>	<b>6,758</b>	<b>4,196</b>	<b>13,100</b>	<b>8,000</b>	<b>12,400</b>	<b>12,400</b>	<b>12,400</b>	<b>55%</b>
<b>24 Total Expenditures:</b>	<b>246,625</b>	<b>257,779</b>	<b>283,800</b>	<b>278,500</b>	<b>289,100</b>	<b>289,100</b>	<b>289,100</b>	<b>4%</b>
<b>25 Fund Balance:</b>								
26 Committed for Operations	-	(1)	-	-	-	-	-	-
<b>27 TOTAL REQUIREMENTS</b>	<b>\$ 246,625</b>	<b>\$ 257,778</b>	<b>\$ 283,800</b>	<b>\$ 278,500</b>	<b>\$ 289,100</b>	<b>\$ 289,100</b>	<b>\$ 289,100</b>	<b>4%</b>

# City Attorney's Office



## SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	Project Time
General Fund	\$ 180,822	\$ 200,074	\$ 243,200	\$ 238,700	\$ 237,600	\$ 237,600	\$ 237,600	82.2%
Street Fund	13,360	14,628	20,900	20,500	24,300	24,300	24,300	8.4%
Public Education Government Func	-	-	400	400	1,700	1,700	1,700	0.6%
Community Center Fund	4,943	4,267	3,000	2,900	3,800	3,800	3,800	1.3%
Sewer Fund	3,572	5,200	4,700	4,600	4,300	4,300	4,300	1.5%
Water Fund	5,996	6,511	7,400	7,300	9,300	9,300	9,300	3.2%
Street Light Districts Fund	1,279	152	600	600	900	900	900	0.3%
Stormwater Fund	2,664	2,253	3,600	3,500	7,200	7,200	7,200	2.5%
Urban Renewal Fund	33,933	24,693	-	-	-	-	-	0.0%
Adjustments	-	-	-	-	-	-	-	0.0%
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 246,569</b>	<b>\$ 257,778</b>	<b>\$ 283,800</b>	<b>\$ 278,500</b>	<b>\$ 289,100</b>	<b>\$ 289,100</b>	<b>\$ 289,100</b>	<b>100%</b>

### Budget Notes:

#### Expenditures:

- 9 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.  
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 21 Legal Services Contracts include outside legal assistance on City matters (excluding Bond Counsel costs).

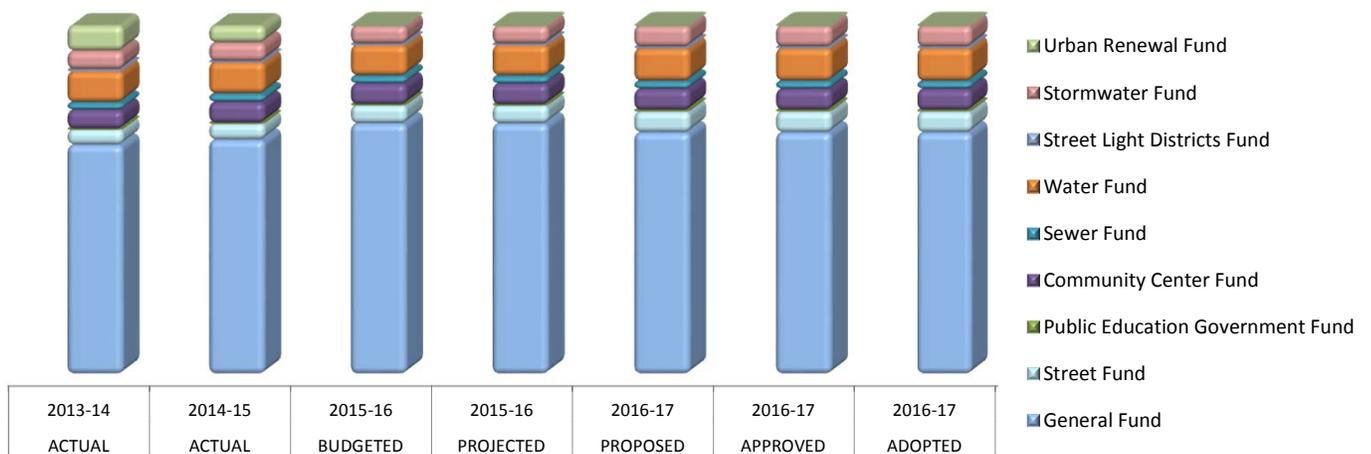
# City Records Department

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

Costs are primarily allocated through a time tracking mechanism managed by the Legal Department staff and the results are categorized by operating fund. A three-year rolling average is used as the basis for allocating costs which helps smooth out spikes in workload in any given year. An adjustment is made for the Community Center activity since the City Recorder manages that program. The allocation methodology is authorized by Council Resolution.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	197,237	204,662	220,400	220,000	227,700	227,700	227,700	4%
<b>6 TOTAL RESOURCES</b>	<b>197,294</b>	<b>204,662</b>	<b>220,400</b>	<b>220,000</b>	<b>227,700</b>	<b>227,700</b>	<b>227,700</b>	<b>4%</b>
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Personnel Services:</b>								
10 City Recorder	80,220	82,237	83,300	83,300	84,500	84,500	84,500	1%
11 Administrative Support	52,158	55,102	57,500	57,500	60,100	60,100	60,100	5%
12 Cell Phone Stipend	605	660	900	900	900	900	900	0%
13 Wellness	289	333	800	300	800	800	800	167%
14 Medicare	2,050	2,128	2,200	2,200	2,300	2,300	2,300	5%
15 Retirement	23,360	24,583	30,500	30,500	31,400	31,400	31,400	3%
16 Insurance Benefits	32,681	34,318	38,800	38,800	41,200	41,200	41,200	6%
17 Workers Compensation	163	248	200	300	300	300	300	0%
<b>18 Total Personnel Services</b>	<b>191,526</b>	<b>199,609</b>	<b>214,200</b>	<b>213,800</b>	<b>221,500</b>	<b>221,500</b>	<b>221,500</b>	<b>4%</b>
<b>19 Materials &amp; Services:</b>								
20 Meetings, Travel & Training	5,768	5,051	6,200	6,200	6,200	6,200	6,200	0%
<b>21 Total Expenditures:</b>	<b>197,294</b>	<b>204,660</b>	<b>220,400</b>	<b>220,000</b>	<b>227,700</b>	<b>227,700</b>	<b>227,700</b>	<b>4%</b>
<b>22 Fund Balance:</b>								
23 Committed for Operations	-	2	-	-	-	-	-	-
<b>24 TOTAL REQUIREMENTS</b>	<b>\$ 197,294</b>	<b>\$ 204,662</b>	<b>\$ 220,400</b>	<b>\$ 220,000</b>	<b>\$ 227,700</b>	<b>\$ 227,700</b>	<b>\$ 227,700</b>	<b>4%</b>

# City Records Department



## SUMMARY OF CITY RECORDS DEPARTMENT CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	Time Spent
General Fund	\$ 129,546	\$ 137,344	\$ 158,200	\$ 157,900	\$ 157,600	\$ 157,600	\$ 157,600	69.2%
Street Fund	9,037	9,880	11,900	11,900	13,900	13,900	13,900	6.1%
Public Education Government Fund	-	-	-	-	700	700	700	0.3%
Community Center Fund	10,848	12,397	13,400	13,400	13,900	13,900	13,900	6.1%
Sewer Fund	4,192	4,882	4,900	4,900	5,200	5,200	5,200	2.3%
Water Fund	17,724	18,635	19,500	19,500	21,600	21,600	21,600	9.5%
Street Light Districts Fund	826	354	600	600	700	700	700	0.3%
Stormwater Fund	10,607	10,917	11,800	11,800	14,100	14,100	14,100	6.2%
Urban Renewal Fund	14,457	10,253	-	-	-	-	-	0.0%
Adjustments	-	-	100	-	-	-	-	0.0%
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 197,237</b>	<b>\$ 204,662</b>	<b>\$ 220,400</b>	<b>\$ 220,000</b>	<b>\$ 227,700</b>	<b>\$ 227,700</b>	<b>\$ 227,700</b>	<b>100.0%</b>

### Budget Notes:

#### Expenditures:

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

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

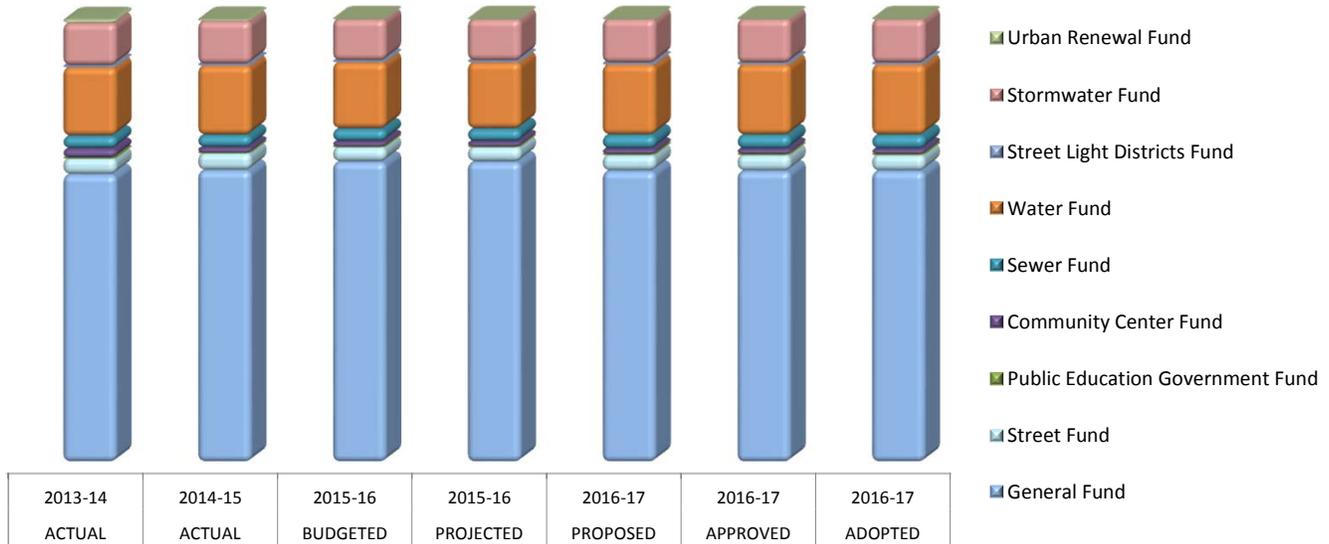
# Human Resources Department

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ 3,074	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	251,806	272,637	292,300	291,200	302,400	302,400	302,400	4%
<b>6 TOTAL RESOURCES</b>	<b>254,880</b>	<b>272,637</b>	<b>292,300</b>	<b>291,200</b>	<b>302,400</b>	<b>302,400</b>	<b>302,400</b>	<b>4%</b>
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Personnel Services:</b>								
10 Administrative Support	57,851	61,283	63,900	63,900	66,800	66,800	66,800	5%
11 Human Resources Director	105,277	111,165	115,800	115,800	121,100	121,100	121,100	5%
12 Cell Phone Stipend	1,000	900	900	900	900	900	900	0%
13 Wellness Program	275	327	800	300	800	800	800	167%
14 Medicare/Social Security	2,541	2,670	2,800	2,800	2,900	2,900	2,900	4%
15 Retirement	32,645	34,472	42,300	42,300	44,200	44,200	44,200	4%
16 Insurance Benefits	32,681	34,318	38,800	38,800	41,200	41,200	41,200	6%
17 Workers Compensation	174	262	200	300	300	300	300	0%
<b>18 Total Personnel Services</b>	<b>232,444</b>	<b>245,397</b>	<b>265,500</b>	<b>265,100</b>	<b>278,200</b>	<b>278,200</b>	<b>278,200</b>	<b>5%</b>
<b>19 Materials &amp; Services:</b>								
20 Safety & Wellness	6,837	5,558	8,700	7,000	7,000	7,000	7,000	0%
21 Meetings, Travel & Training	5,636	5,856	7,500	6,500	6,600	6,600	6,600	2%
22 Labor Attorney -- City-wide	3,164	10,091	5,000	7,000	5,000	5,000	5,000	-29%
23 Contractual Services	5,839	4,244	3,400	3,400	3,600	3,600	3,600	6%
24 Medical Testing	960	1,491	1,700	1,700	1,600	1,600	1,600	-6%
25 Recruitment	-	-	500	500	400	400	400	-20%
<b>26 Total Materials &amp; Services</b>	<b>22,436</b>	<b>27,240</b>	<b>26,800</b>	<b>26,100</b>	<b>24,200</b>	<b>24,200</b>	<b>24,200</b>	<b>-7%</b>
<b>27 Total Expenditures:</b>	<b>254,880</b>	<b>272,637</b>	<b>292,300</b>	<b>291,200</b>	<b>302,400</b>	<b>302,400</b>	<b>302,400</b>	<b>4%</b>
<b>28 Fund Balance:</b>								
29 Committed for Operations	-	-	-	-	-	-	-	
<b>30 Total Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>31 TOTAL REQUIREMENTS</b>	<b>\$ 254,880</b>	<b>\$ 272,637</b>	<b>\$ 292,300</b>	<b>\$ 291,200</b>	<b>\$ 302,400</b>	<b>\$ 302,400</b>	<b>\$ 302,400</b>	<b>4%</b>

# Human Resources Department



## SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	FTE
General Fund	\$ 163,488	\$ 179,544	\$ 198,000	\$ 197,300	\$ 198,700	\$ 198,700	\$ 198,700	65.7%
Street Fund	9,430	10,851	10,100	10,100	11,200	11,200	11,200	3.7%
Public Education Government Fund	-	-	-	-	300	300	300	0.1%
Community Center Fund	5,274	3,286	3,400	3,400	3,600	3,600	3,600	1.2%
Sewer Fund	7,055	7,506	8,200	8,200	9,400	9,400	9,400	3.1%
Water Fund	39,133	42,762	44,000	43,800	48,100	48,100	48,100	15.9%
Street Light Districts Fund	804	783	800	800	900	900	900	0.3%
Stormwater Fund	24,362	26,704	27,700	27,600	30,200	30,200	30,200	10.0%
Urban Renewal Fund	2,260	1,201	-	-	-	-	-	0.0%
Adjustments	-	-	100	-	-	-	-	
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 251,806</b>	<b>\$ 272,637</b>	<b>\$ 292,300</b>	<b>\$ 291,200</b>	<b>\$ 302,400</b>	<b>\$ 302,400</b>	<b>\$ 302,400</b>	<b>100.00%</b>

**Budget Notes:**

**Expenditures:**

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

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

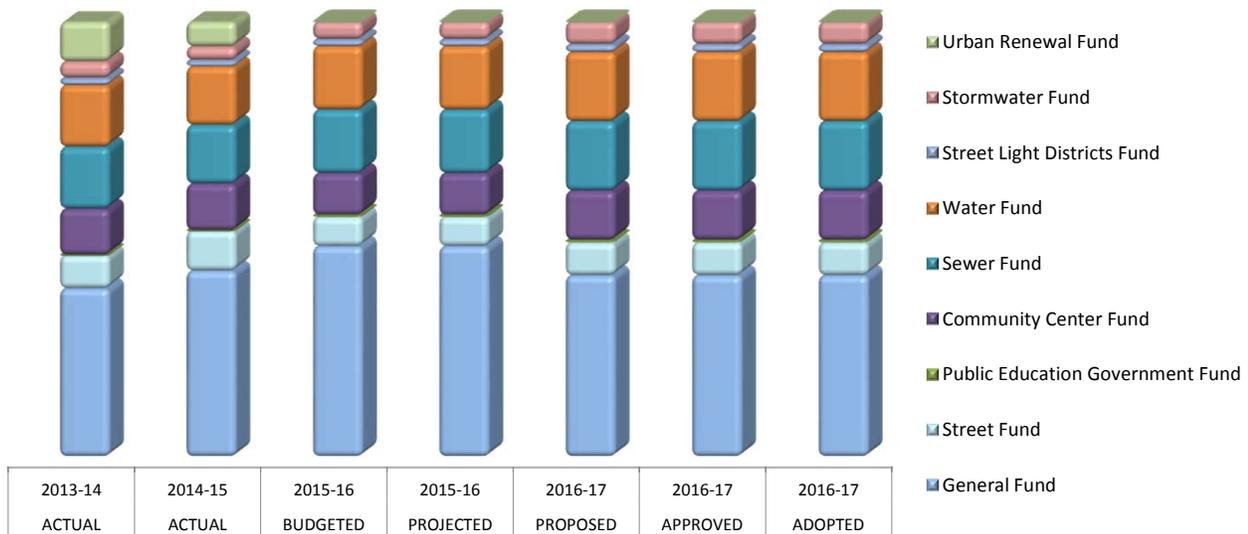
# Finance - Non-Departmental

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 2,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	427,482	449,255	471,900	443,600	453,000	453,000	453,000	2%
<b>6 TOTAL RESOURCES</b>	<b>429,782</b>	<b>449,255</b>	<b>471,900</b>	<b>443,600</b>	<b>453,000</b>	<b>453,000</b>	<b>453,000</b>	<b>2%</b>
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Personnel Services:</b>								
10 Administrative Support	173,074	181,197	181,900	157,000	172,100	172,100	172,100	10%
11 Finance Director	111,687	117,930	122,900	121,000	104,500	104,500	104,500	-14%
12 Overtime	452	-	-	-	-	-	-	
13 Wellness	580	562	1,300	500	1,600	1,600	1,600	220%
14 Medicare	4,383	4,608	4,800	4,800	4,600	4,600	4,600	-4%
15 Retirement	44,023	47,367	55,800	55,800	57,700	57,700	57,700	3%
16 Insurance Benefits	65,265	68,541	75,300	75,300	80,400	80,400	80,400	7%
17 Workers Compensation	328	507	400	600	600	600	600	0%
<b>18 Total Personnel Services</b>	<b>399,792</b>	<b>420,712</b>	<b>442,400</b>	<b>415,000</b>	<b>421,500</b>	<b>421,500</b>	<b>421,500</b>	<b>2%</b>
<b>19 Materials &amp; Services:</b>								
20 Office Materials and Supplies	59	574	-	-	-	-	-	
21 Meetings, Travel & Training	4,146	2,179	3,000	2,500	4,000	4,000	4,000	60%
22 Audit Fees	25,785	25,785	26,500	26,100	27,500	27,500	27,500	5%
<b>23 Total Materials &amp; Services</b>	<b>29,990</b>	<b>28,538</b>	<b>29,500</b>	<b>28,600</b>	<b>31,500</b>	<b>31,500</b>	<b>31,500</b>	<b>10%</b>
<b>24 Total Expenditures:</b>	<b>429,782</b>	<b>449,250</b>	<b>471,900</b>	<b>443,600</b>	<b>453,000</b>	<b>453,000</b>	<b>453,000</b>	<b>2%</b>
<b>25 Fund Balance:</b>								
26 Committed for Operations	-	5	-	-	-	-	-	
<b>27 Total Fund Balance</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>28 TOTAL REQUIREMENTS</b>	<b>\$ 429,782</b>	<b>\$ 449,255</b>	<b>\$ 471,900</b>	<b>\$ 443,600</b>	<b>\$ 453,000</b>	<b>\$ 453,000</b>	<b>\$ 453,000</b>	<b>2%</b>

# Finance - Non-Departmental



## SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	Average Revenue/ Expense
General Fund	\$ 165,818	\$ 192,438	\$ 228,600	\$ 215,000	\$ 189,300	\$ 189,300	\$ 189,300	41.8%
Street Fund	32,763	41,521	32,000	30,100	34,400	34,400	34,400	7.6%
Public Education Government Fund	-	-	1,800	1,700	2,300	2,300	2,300	0.5%
Community Center Fund	45,232	48,126	45,100	42,400	51,200	51,200	51,200	11.3%
Sewer Fund	60,707	60,467	68,700	64,600	72,000	72,000	72,000	15.9%
Water Fund	60,707	60,467	68,700	64,600	72,000	72,000	72,000	15.9%
Street Light Districts Fund	7,007	6,539	7,700	7,200	8,200	8,200	8,200	1.8%
Stormwater Fund	16,056	13,953	19,100	18,000	23,600	23,600	23,600	5.2%
Urban Renewal Fund	39,192	25,744	-	-	-	-	-	0.0%
Adjustments	-	-	200	-	-	-	-	0.0%
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 427,482</b>	<b>\$ 449,255</b>	<b>\$ 471,900</b>	<b>\$ 443,600</b>	<b>\$ 453,000</b>	<b>\$ 453,000</b>	<b>\$ 453,000</b>	<b>100.00%</b>

### Budget Notes:

#### Expenditures:

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

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

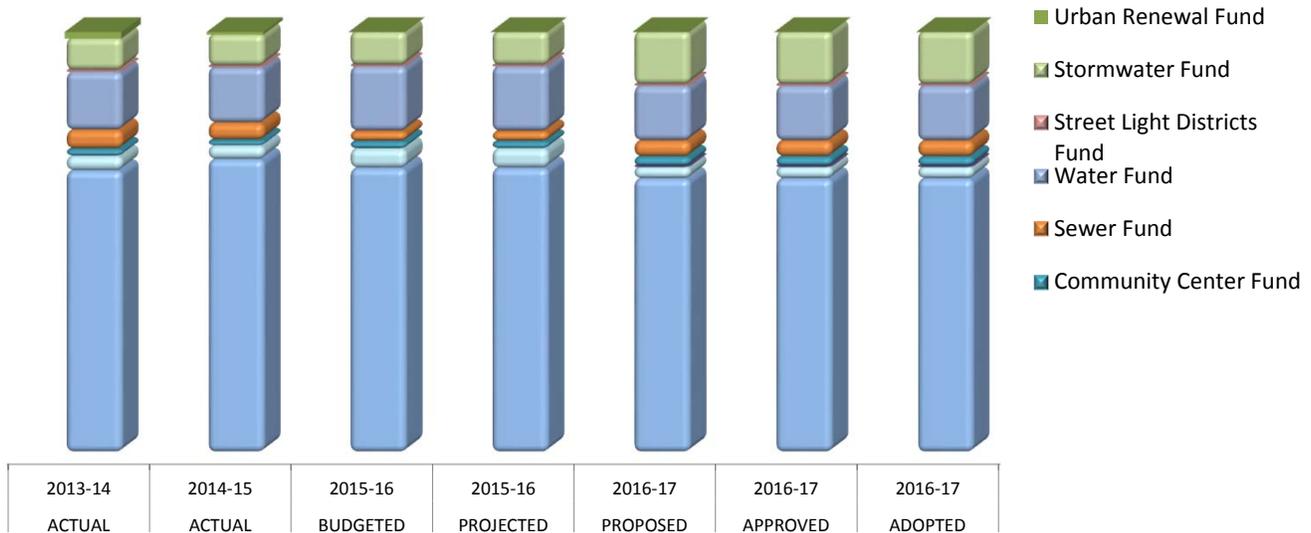
# Finance - Information Systems

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ 2,455	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	298,915	335,951	445,700	425,700	443,700	443,700	443,700	4%
<b>6 TOTAL RESOURCES</b>	<b>301,370</b>	<b>335,951</b>	<b>445,700</b>	<b>425,700</b>	<b>443,700</b>	<b>443,700</b>	<b>443,700</b>	<b>4%</b>
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Personnel Services:</b>								
10 Network Support	65,897	98,671	133,400	133,400	139,400	139,400	139,400	4%
11 Temporary Help	3,058	272	-	-	-	-	-	
12 Cell Phone Stipend	660	660	1,800	900	1,800	1,800	1,800	100%
13 Wellness	-	-	400	-	800	800	800	
14 Medicare	1,257	1,552	2,100	2,100	2,200	2,200	2,200	5%
15 Retirement	9,563	12,433	24,800	24,800	25,900	25,900	25,900	4%
16 Insurance Benefits	16,341	30,112	38,700	38,700	41,200	41,200	41,200	6%
17 Workers Compensation	118	227	200	300	400	400	400	33%
<b>18 Total Personnel Services</b>	<b>96,894</b>	<b>143,927</b>	<b>201,400</b>	<b>200,200</b>	<b>211,700</b>	<b>211,700</b>	<b>211,700</b>	<b>6%</b>
<b>19 Materials &amp; Services:</b>								
20 Travel & Training	458	44	1,000	500	1,000	1,000	1,000	100%
21 Contractual Services	82	41	-	-	-	-	-	
22 Telephone	14,364	14,228	16,000	16,000	17,000	17,000	17,000	6%
23 Computer Software & Maintenance	111,395	76,961	116,500	105,000	140,000	140,000	140,000	33%
24 Office Equipment Maintenance	20,337	21,337	22,000	24,000	24,000	24,000	24,000	0%
<b>25 Total Materials &amp; Services</b>	<b>146,636</b>	<b>112,611</b>	<b>155,500</b>	<b>145,500</b>	<b>182,000</b>	<b>182,000</b>	<b>182,000</b>	<b>25%</b>
<b>26 Capital Outlay:</b>								
27 Computer Hardware	57,840	79,411	88,800	80,000	50,000	50,000	50,000	-38%
<b>28 Total Expenditures:</b>	<b>301,370</b>	<b>335,949</b>	<b>445,700</b>	<b>425,700</b>	<b>443,700</b>	<b>443,700</b>	<b>443,700</b>	<b>4%</b>
<b>29 Fund Balance:</b>								
30 Committed for Operations	-	2	-	-	-	-	-	
<b>31 Total Fund Balance</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>32 TOTAL REQUIREMENTS</b>	<b>\$ 301,370</b>	<b>\$ 335,951</b>	<b>\$ 445,700</b>	<b>\$ 425,700</b>	<b>\$ 443,700</b>	<b>\$ 443,700</b>	<b>\$ 443,700</b>	<b>4%</b>

# Finance - Information Systems



## SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	Allocation
General Fund	\$ 199,711	\$ 233,495	\$ 300,500	\$ 287,100	\$ 288,000	\$ 288,000	\$ 288,000	64.9%
Street Fund	10,457	11,086	20,700	19,800	12,900	12,900	12,900	2.9%
PEG Fund					400	400	400	0.1%
Community Center Fund	5,042	4,409	7,800	7,400	9,800	9,800	9,800	2.2%
Sewer Fund	13,392	13,630	10,600	10,100	16,900	16,900	16,900	3.8%
Water Fund	41,348	44,660	68,900	65,800	58,100	58,100	58,100	13.1%
Street Light Districts Fund	1,099	832	1,000	1,000	1,300	1,300	1,300	0.3%
Stormwater Fund	23,207	25,713	36,100	34,500	56,300	56,300	56,300	12.7%
Urban Renewal Fund	4,659	2,126	-	-	-	-	-	0.0%
Adjustments	-	-	100	-	-	-	-	0.0%
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 298,915</b>	<b>\$ 335,951</b>	<b>\$ 445,700</b>	<b>\$ 425,700</b>	<b>\$ 443,700</b>	<b>\$ 443,700</b>	<b>\$ 443,700</b>	<b>100.0%</b>

### Budget Notes:

#### Expenditures:

- 9 The Budget provides a 1.5% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.  
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 23 The increase in Computer Software & Maintenance is primarily for Public Works GIS, Eledata and Pitometry software for the Stormwater Fund.
- 27 The decrease in Computer Hardware is the result of not needing to buy computers and servers during the current year as the computer and server upgrade project was completed in the prior year.

# Finance - Utility Billing

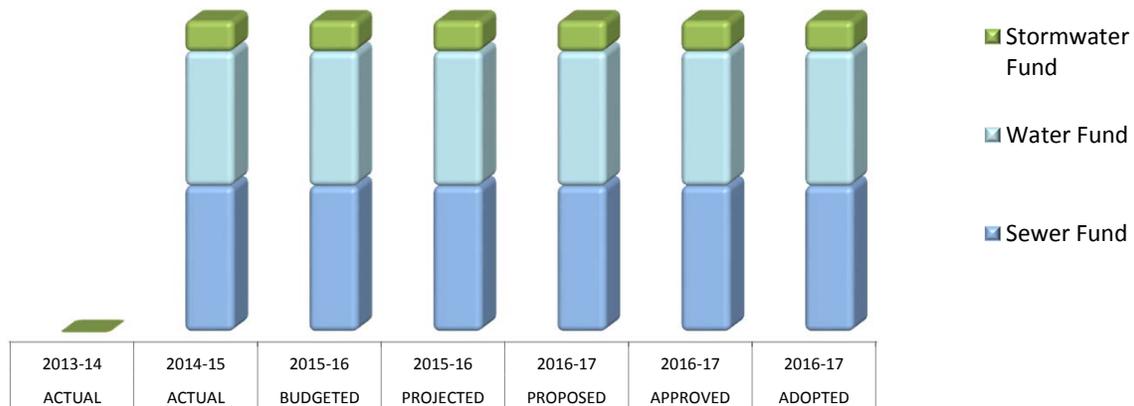
Utility Billing operates and maintains the billing function for the City's water, sewer, and stormwater utilities. The City bills active accounts bi-monthly, billing one-half of the City one month and alternating billing the other half of the City the following month. Emphasis is on excellence in customer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

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	-	350,344	400,200	396,600	414,500	414,500	414,500	5%
<b>6 TOTAL RESOURCES</b>	<b>-</b>	<b>350,344</b>	<b>400,200</b>	<b>396,600</b>	<b>414,500</b>	<b>414,500</b>	<b>414,500</b>	<b>5%</b>
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Personnel Services:</b>								
10 Administrative Support	-	168,555	179,200	179,200	183,800	183,800	183,800	3%
11 Overtime	-	-	-	500	500	500	500	0%
12 Wellness	-	286	1,600	800	1,600	1,600	1,600	100%
13 Medicare	-	2,590	2,800	2,800	2,900	2,900	2,900	4%
14 Retirement	-	20,906	32,900	32,900	33,800	33,800	33,800	3%
15 Insurance Benefits	-	59,938	77,300	77,300	82,400	82,400	82,400	7%
16 Workers Compensation	-	4,992	400	1,000	500	500	500	-50%
<b>17 Total Personnel Services</b>	<b>-</b>	<b>257,267</b>	<b>294,200</b>	<b>294,500</b>	<b>305,500</b>	<b>305,500</b>	<b>305,500</b>	<b>4%</b>
<b>18 Materials &amp; Services:</b>								
19 Postage & Printing	-	53,708	52,000	52,000	53,500	53,500	53,500	3%
20 Contractual Services	-	39,328	52,000	50,000	53,500	53,500	53,500	7%
21 Meetings, Travel & Training	-	41	2,000	-	2,000	2,000	2,000	
<b>22 Total Materials &amp; Services</b>	<b>-</b>	<b>93,077</b>	<b>106,000</b>	<b>102,000</b>	<b>109,000</b>	<b>109,000</b>	<b>109,000</b>	<b>7%</b>
<b>23 Total Expenditures</b>	<b>-</b>	<b>350,344</b>	<b>400,200</b>	<b>396,500</b>	<b>414,500</b>	<b>414,500</b>	<b>414,500</b>	<b>5%</b>
<b>24 Fund Balance:</b>								
25 Committed for Operations	-	-	-	-	-	-	-	
<b>26 Total Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>27 TOTAL REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ 350,344</b>	<b>\$ 400,200</b>	<b>\$ 396,500</b>	<b>\$ 414,500</b>	<b>\$ 414,500</b>	<b>\$ 414,500</b>	<b>5%</b>

## Finance - Utility Billing



### SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	Utility Account Allocation
Sewer Fund	\$ -	\$ 164,662	\$ 188,100	\$ 186,400	\$ 194,800	\$ 194,800	\$ 194,800	47%
Water Fund	-	150,648	172,100	170,500	178,200	178,200	178,200	43%
Stormwater Fund	-	35,034	40,000	39,700	41,500	41,500	41,500	10%
Adjustments	-	-	-	-	-	-	-	-
<b>TOTAL CHARGES BY FUND</b>	<b>\$ -</b>	<b>\$ 350,344</b>	<b>\$ 400,200</b>	<b>\$ 396,600</b>	<b>\$ 414,500</b>	<b>\$ 414,500</b>	<b>\$ 414,500</b>	<b>100%</b>

#### Budget Notes:

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

#### Expenditures:

- 9 The Budget provides a 1.5% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 20 Contractual services are primarily for credit card fee charges.

# Public Works - Non-Departmental

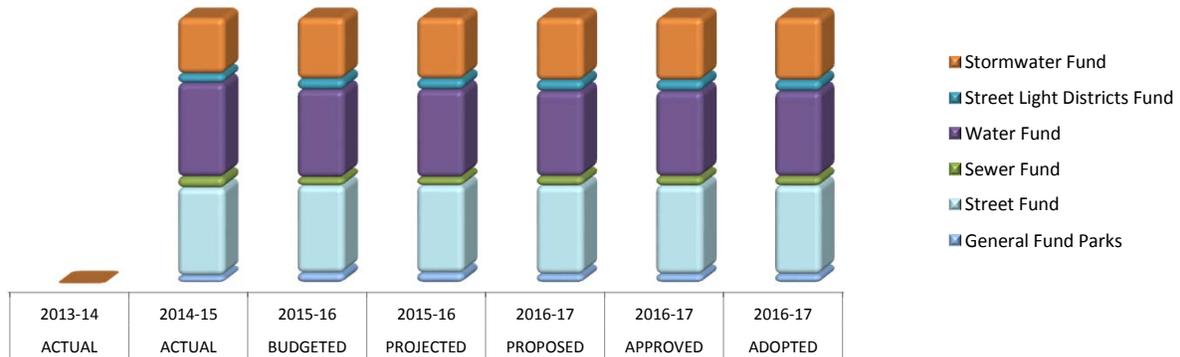
The Public Works Department is responsible for providing efficient and sound infrastructure, facilities, and services regarding the City's transportation, water, wastewater, stormwater, parks and building and property management. These services are required year round and are fundamental in supporting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

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
2 <b>Beginning Balance:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 <b>Revenues:</b>								
4 <b>Charges for Services:</b>								
5 Administrative Service Charges	-	500,743	553,500	547,200	533,200	533,200	533,200	-3%
6 <b>TOTAL RESOURCES</b>	-	<b>500,743</b>	<b>553,500</b>	<b>547,200</b>	<b>533,200</b>	<b>533,200</b>	<b>533,200</b>	<b>-3%</b>
<b>7 REQUIREMENTS:</b>								
8 <b>Expenditures:</b>								
9 <b>Personnel Services:</b>								
10 Public Works Director	-	107,929	112,500	112,500	117,600	117,600	117,600	5%
11 Municipal Utility Workers	-	151,699	154,700	154,700	158,600	158,600	158,600	3%
12 Administrative Support	-	51,349	53,700	53,700	54,500	54,500	54,500	1%
13 Cell Phone and Clothing Stipend	-	2,120	2,200	2,400	2,700	2,700	2,700	13%
14 Wellness	-	547	1,400	1,000	1,600	1,600	1,600	60%
15 Medicare	-	4,768	5,900	5,100	5,100	5,100	5,100	0%
16 Retirement	-	44,293	58,100	58,100	61,000	61,000	61,000	5%
17 Insurance Benefits	-	85,679	77,300	77,300	82,400	82,400	82,400	7%
18 Workers Compensation	-	3,869	4,700	4,700	4,800	4,800	4,800	2%
19 <b>Total Personnel Services</b>	-	<b>452,253</b>	<b>470,500</b>	<b>469,500</b>	<b>488,300</b>	<b>488,300</b>	<b>488,300</b>	<b>4%</b>
20 <b>Materials &amp; Services:</b>								
21 Shop Operations and Supplies	-	12,363	10,500	9,700	10,500	10,500	10,500	8%
22 Meetings, Travel & Training	-	331	500	500	500	500	500	0%
23 Public Notices	-	56	-	-	-	-	-	
24 Labor Attorney	-	84	5,000	500	1,000	1,000	1,000	100%
25 Janitorial Services	-	4,846	5,000	5,000	5,000	5,000	5,000	0%
26 Shop Utilities	-	8,478	9,000	9,000	9,000	9,000	9,000	0%
27 Telephone, Telemetry & Fire Alarm	-	4,180	1,600	1,600	1,600	1,600	1,600	0%
28 Insurance - Auto	-	13,044	14,100	14,100	15,500	15,500	15,500	10%
29 Operating Materials	-	1,200	-	-	-	-	-	
30 Medical Testing	-	-	1,800	1,800	1,800	1,800	1,800	0%
31 <b>Total Materials &amp; Services</b>	-	<b>44,582</b>	<b>47,500</b>	<b>42,200</b>	<b>44,900</b>	<b>44,900</b>	<b>44,900</b>	<b>6%</b>
32 <b>Capital Outlay:</b>								
33 Shop Improvements	-	3,825	35,500	35,500	-	-	-	-100%
34 <b>Total Expenditures</b>	-	<b>500,660</b>	<b>553,500</b>	<b>547,200</b>	<b>533,200</b>	<b>533,200</b>	<b>533,200</b>	<b>-3%</b>
35 <b>Fund Balance:</b>								
36 Committed for Operations	-	83	-	-	-	-	-	
37 <b>Total Fund Balance</b>	-	<b>83</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
38 <b>TOTAL REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ 500,743</b>	<b>\$ 553,500</b>	<b>\$ 547,200</b>	<b>\$ 533,200</b>	<b>\$ 533,200</b>	<b>\$ 533,200</b>	<b>-3%</b>

# Public Works - Non-Departmental



## SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	Allocation
General Fund Parks	\$ -	\$ 13,009	\$ 19,700	\$ 19,800	\$ 16,500	\$ 16,500	\$ 16,500	3%
Street Fund	-	166,098	182,900	180,800	178,600	178,600	178,600	34%
Sewer Fund	-	21,138	17,200	17,000	18,700	18,700	18,700	4%
Water Fund	-	176,987	182,900	180,800	171,200	171,200	171,200	32%
Street Light Districts Fund	-	17,703	22,800	22,500	22,400	22,400	22,400	4%
Stormwater Fund	-	105,808	127,800	126,300	125,800	125,800	125,800	24%
Adjustments	-	-	200	-	-	-	-	
<b>TOTAL CHARGES BY FUND</b>	<b>\$ -</b>	<b>\$ 500,743</b>	<b>\$ 553,500</b>	<b>\$ 547,200</b>	<b>\$ 533,200</b>	<b>\$ 533,200</b>	<b>\$ 533,200</b>	<b>100.0%</b>

### Budget Notes:

#### Expenditures:

##### Personnel Services:

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

# Public Works - Civic Center Facilities

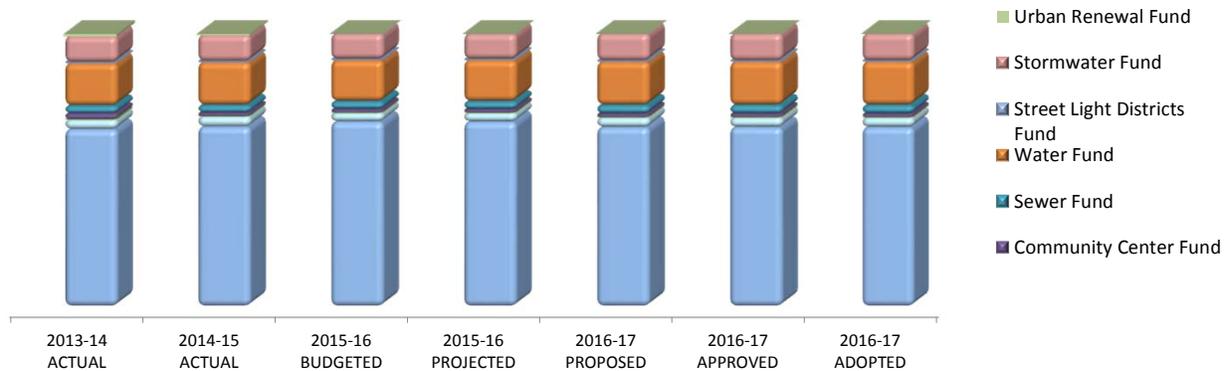
The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>								
3 Restricted for Civic Center Improvements	\$ 98,807	\$ 130,600	\$ 130,600	\$ 130,600	\$ 130,500	\$ 130,500	\$ 130,500	0%
4 Unrestricted	-	-	-	-	-	-	-	
<b>5 Total Beginning Balances</b>	<b>98,807</b>	<b>130,600</b>	<b>130,600</b>	<b>130,600</b>	<b>130,500</b>	<b>130,500</b>	<b>130,500</b>	<b>0%</b>
<b>6 Revenues:</b>								
<b>7 Charges for Services:</b>								
8 Administrative Service Charges	315,654	323,499	301,300	293,200	339,500	339,500	339,500	16%
<b>9 TOTAL RESOURCES</b>	<b>414,461</b>	<b>454,099</b>	<b>431,900</b>	<b>423,800</b>	<b>470,000</b>	<b>470,000</b>	<b>470,000</b>	<b>11%</b>
<b>10 REQUIREMENTS:</b>								
<b>11 Expenditures:</b>								
<b>12 Personnel Services:</b>								
13 Municipal Utility Worker	3,682	5,557	5,900	5,900	6,200	6,200	6,200	5%
14 Facility Maintenance Technician	39,651	41,864	43,700	43,700	45,700	45,700	45,700	5%
15 Overtime	-	-	400	400	400	400	400	0%
16 Clothing Allowance	400	440	500	500	500	500	500	0%
17 Wellness	159	250	500	500	500	500	500	0%
18 Medicare	675	740	800	800	800	800	800	0%
19 Retirement	6,228	6,914	9,300	9,300	9,700	9,700	9,700	4%
20 Insurance Benefits	17,211	18,806	21,300	21,300	22,700	22,700	22,700	7%
21 Workers Compensation	-	410	600	600	800	800	800	33%
22 Unemployment Insurance	297	-	-	-	-	-	-	
<b>23 Total Personnel Services</b>	<b>68,303</b>	<b>74,981</b>	<b>83,000</b>	<b>83,000</b>	<b>87,300</b>	<b>87,300</b>	<b>87,300</b>	<b>5%</b>
<b>24 Materials &amp; Services:</b>								
25 Materials & Supplies	48	69	-	-	-	-	-	
26 Contractual Services	9,202	7,214	9,600	9,600	9,600	9,600	9,600	0%
27 Janitorial Services	59,637	60,226	62,000	62,000	62,000	62,000	62,000	0%
28 Utilities	103,391	100,026	105,000	101,000	105,000	105,000	105,000	4%
29 Equipment Maintenance & Replacement	10,565	59,125	25,000	25,000	25,000	25,000	25,000	0%
30 Maintenance Supplies	5,656	5,290	8,000	5,300	6,000	6,000	6,000	13%
31 Janitorial Supplies	6,237	2,700	4,500	4,500	4,500	4,500	4,500	0%
<b>32 Total Materials &amp; Services</b>	<b>194,736</b>	<b>234,650</b>	<b>214,100</b>	<b>207,400</b>	<b>212,100</b>	<b>212,100</b>	<b>212,100</b>	<b>2%</b>
<b>33 Capital Outlay:</b>								
34 Civic Center Improvements	20,822	13,853	2,700	2,900	28,600	28,600	28,600	886%
<b>35 Total Expenditures</b>	<b>283,861</b>	<b>323,484</b>	<b>299,800</b>	<b>293,300</b>	<b>328,000</b>	<b>328,000</b>	<b>328,000</b>	<b>12%</b>
<b>36 Other Requirements:</b>								
<b>37 Contingency:</b>								
38 Operating Contingency	-	-	1,500	-	1,500	1,500	1,500	
39 Civic Center Improvements	-	-	130,500	-	140,500	140,500	140,500	
<b>40 Total Contingency</b>	<b>-</b>	<b>-</b>	<b>132,000</b>	<b>-</b>	<b>142,000</b>	<b>142,000</b>	<b>142,000</b>	

# Public Works - Civic Center Facilities

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
41 <b>Fund Balance:</b>								
42 Committed for Civic Center Improvements	130,600	130,615	-	130,500	-	-	-	-100%
43 Committed for Operations	-	-	-	-	-	-	-	
44 <b>Total Fund Balance</b>	<b>130,600</b>	<b>130,615</b>	<b>-</b>	<b>130,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100%</b>
45 <b>TOTAL REQUIREMENTS</b>	<b>\$ 414,461</b>	<b>\$ 454,099</b>	<b>\$ 431,800</b>	<b>\$ 423,800</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>	<b>11%</b>



## PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	FTE
General Fund	\$ 204,941	\$ 213,039	\$ 204,100	\$ 198,500	\$ 223,000	\$ 223,000	\$ 223,000	65.7%
Street Fund	11,821	12,875	10,400	10,100	12,600	12,600	12,600	3.7%
PEG Fund	-	-	-	-	300	300	300	0.1%
Community Center Fund	6,612	3,899	3,500	3,400	4,100	4,100	4,100	1.2%
Sewer Fund	8,844	8,907	8,500	8,300	10,500	10,500	10,500	3.1%
Water Fund	49,055	50,739	45,400	44,200	54,000	54,000	54,000	15.9%
Street Light Districts Fund	1,009	929	900	900	1,000	1,000	1,000	0.3%
Stormwater Fund	30,539	31,686	28,600	27,800	34,000	34,000	34,000	10.0%
Urban Renewal Fund	2,833	1,425	-	-	-	-	-	0.0%
Adjustments	-	-	(100)	-	-	-	-	
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 315,654</b>	<b>\$ 323,499</b>	<b>\$ 301,300</b>	<b>\$ 293,200</b>	<b>\$ 339,500</b>	<b>\$ 339,500</b>	<b>\$ 339,500</b>	<b>100.0%</b>

### Budget Notes:

#### Expenditures:

##### Personnel Services:

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

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

##### Materials & Services:

26 Contractual services includes \$2,000 for bark blown in around Civic Center.

29 Equipment Maintenance & Replacement costs include lighting ballast replacements.

##### Capital Outlay:

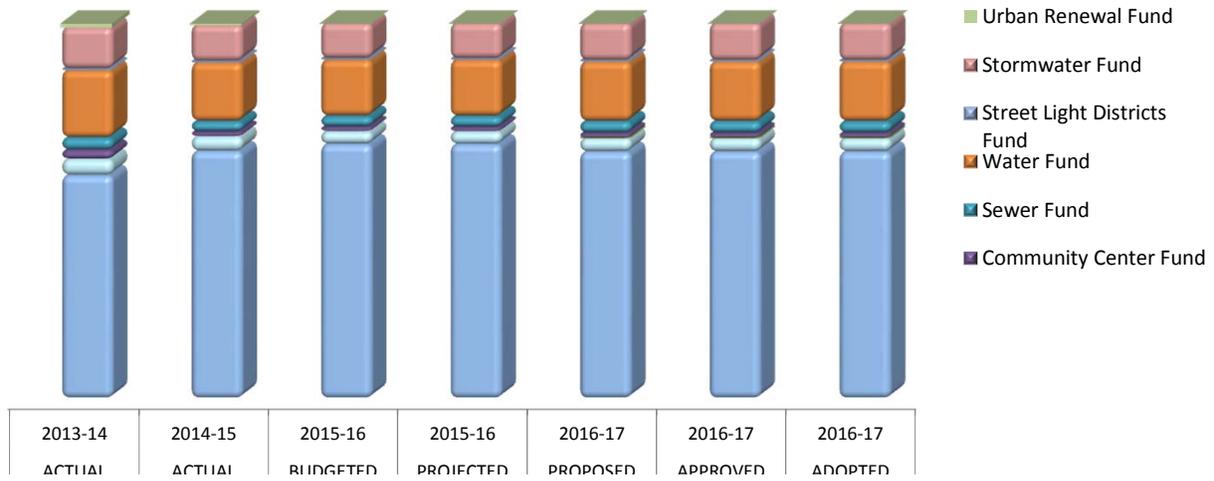
34 Civic Center Improvements includes replacing the A/C unit for the main server room, bird netting for the Police covered parking area, upgrading the control system for the lobby speakers, and purchase of a Gator type unit for maintaining the grounds around the Civic Center.

# General Administration

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 6,550</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ 30,100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>-100%</b>
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Administrative Service Charges	254,756	235,080	310,800	228,100	338,200	338,200	338,200	48%
<b>6 Miscellaneous:</b>								
7 Interest	1,988	26,579	-	-	-	-	-	
<b>8 TOTAL RESOURCES</b>	<b>263,294</b>	<b>261,665</b>	<b>310,800</b>	<b>258,200</b>	<b>338,300</b>	<b>338,300</b>	<b>338,300</b>	<b>31%</b>
<b>9 REQUIREMENTS:</b>								
<b>10 Expenditures:</b>								
<b>11 Materials &amp; Services:</b>								
12 Office Materials & Supplies	17,616	27,036	27,000	28,000	28,000	28,000	28,000	0%
13 Postage & Printing	20,561	18,276	25,200	20,000	30,000	30,000	30,000	50%
14 Association Memberships	48,241	50,526	51,000	52,000	53,000	53,000	53,000	2%
15 City Council Expenses	4,857	9,715	9,000	9,000	9,000	9,000	9,000	0%
16 Committee Meeting Expense	249	354	500	500	500	500	500	0%
17 Public Notices	722	962	1,000	1,000	1,000	1,000	1,000	0%
18 Contractual Services	895	669	1,100	1,100	1,200	1,200	1,200	9%
19 Liability Insurance	169,616	123,680	146,000	146,000	145,000	145,000	145,000	-1%
20 Miscellaneous Expense	531	462	500	500	500	500	500	0%
<b>21 Total Materials &amp; Services</b>	<b>263,288</b>	<b>231,680</b>	<b>261,300</b>	<b>258,100</b>	<b>268,200</b>	<b>268,200</b>	<b>268,200</b>	<b>4%</b>
<b>22 Total Expenditures</b>	<b>263,288</b>	<b>231,680</b>	<b>261,300</b>	<b>258,100</b>	<b>268,200</b>	<b>268,200</b>	<b>268,200</b>	<b>4%</b>
<b>23 Other Requirements:</b>								
<b>24 Contingency:</b>								
25 Liability Retro Plan	-	-	49,500	-	70,000	70,000	70,000	
<b>26 Fund Balance:</b>								
27 Committed for Operations	6	29,985	-	100	100	100	100	0%
<b>28 TOTAL REQUIREMENTS</b>	<b>\$263,294</b>	<b>\$261,665</b>	<b>\$310,800</b>	<b>\$ 258,200</b>	<b>\$338,300</b>	<b>\$338,300</b>	<b>\$ 338,300</b>	<b>31%</b>

# General Administration



## SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	FTE
General Fund	\$ 151,404	\$ 152,572	\$ 210,500	\$ 154,400	\$ 222,200	\$ 222,200	\$ 222,200	65.7%
Street Fund	11,035	9,221	10,800	7,900	12,500	12,500	12,500	3.7%
PEG Fund					300	300	300	0.1%
Community Center Fund	6,172	2,792	3,600	2,600	4,100	4,100	4,100	1.2%
Sewer Fund	8,256	6,379	8,800	6,500	10,500	10,500	10,500	3.1%
Water Fund	45,794	36,338	46,800	34,300	53,800	53,800	53,800	15.9%
Street Light Districts Fund	941	666	900	700	1,000	1,000	1,000	0.3%
Stormwater Fund	28,509	22,692	29,500	21,700	33,800	33,800	33,800	10.0%
Urban Renewal Fund	2,645	1,021	-	-	-	-	-	0.0%
Adjustments	-	-	(100)	-	-	-	-	0.0%
<b>TOTAL CHARGES BY FUND</b>	<b>\$ 254,756</b>	<b>\$ 231,681</b>	<b>\$ 310,800</b>	<b>\$ 228,100</b>	<b>\$ 338,200</b>	<b>\$ 338,200</b>	<b>\$ 338,200</b>	<b>100.0%</b>

# General Administration

## Budget Notes:

### Expenditures:

- 13 The increase in Postage and Printing is to provide for a citizen survey.
- 14 Association Memberships include organizations such as the Council of Governments, League of Oregon Cities, Chamber of Commerce, & local newspaper subscriptions.
- 15 Funding provides for 5 council members to attend the fall League of Oregon Cities conference and the Mayor to attend the annual Mayor's Association Conference.
- 18 Contractual Services include the ASCAP and BMI licenses. American Society of Composers, Authors & Publishers (ASCAP ) licenses the right to perform songs and musical works created and owned by publishers who are ASCAP members. Broadcast Music, Inc. (BMI), a global leader in rights management, collects license fees from businesses that use music, which it distributes as royalties to songwriters, composers & music publishers. Licenses apply to the City's on-hold telephone music and Amphitheater performances.
- 19 The City's Liability Insurance is expected to increase 9%. Premiums cover, Property, General and Auto liability. The City participates in a "Retro Plan" agreement on its General and Auto liability insurance premiums. Under this plan, premium contributions are 75% of the base premium amount with a maximum exposure of 112.5%. Because of the City's good claims loss experience it saves money by participating in this plan, although it does assume additional risk. Auto insurance premiums are paid from the Police Operating budget and Public Works budgets. FY16-17 projections expect premium rates to increase 9% over FY15-16. Liability insurance includes insuring art pieces included as part of the City's Art Walk Program. The premium is estimated at \$750 annually. The deductibles are based on the value. If the value of the art is \$7,500 or under, the City's deductible is \$2,500. If the value is over \$7,500, the deductible is \$5,000. Deductibles will be paid from General Fund resources.
- 25 As explained in the Liability Insurance line item, the City's risk exposure for participating in the "Retro Plan" equates to 37.5% of the premiums paid on General and Auto liability. Premiums paid on property and auto damage are not part of the "Retro Plan".

# Public Works Street Fund

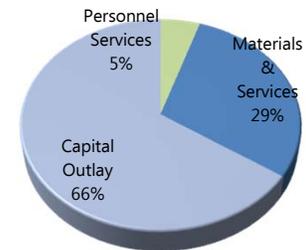
The Street Fund is managed by the Public Works Department to provide quality streets, lighting, traffic signals, sidewalks, and bike paths. The primary source of revenue is State Fuel Taxes, which are apportioned by the State based on population. Fuel tax revenues are restricted by constitutional limits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

## Accomplishments for FY15-16

- Resurfaced approximately 2.4 miles of city streets
- Revised sign replacement program
- Updated ADA ramps at 12 locations
- Replaced pathway lighting to Country Glen
- Completed citywide traffic count update

## Goals for FY16-17

- Complete the Verda/Chemawa Roundabout project
- Continue the ADA ramp replacement program
- Maintain the street sign replacement program
- Continue annual resurfacing of various City streets
- Complete design, obtain permits, and begin construction of the bridge replacement over Claggett Creek on Dearborn Avenue NE



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>								
3 Unrestricted Beginning Balance	\$ 1,440,562	\$ 1,189,868	\$ 1,126,600	\$ 1,260,800	\$ 1,224,900	\$ 1,224,900	\$ 1,224,900	-3%
4 Bike Safety Donations	1,738	1,272	-	-	-	-	-	
<b>5 Total Beginning Balances</b>	<b>1,442,300</b>	<b>1,191,140</b>	<b>1,126,600</b>	<b>1,260,800</b>	<b>1,224,900</b>	<b>1,224,900</b>	<b>1,224,900</b>	<b>-3%</b>
<b>6 Revenues:</b>								
<b>7 Taxes &amp; Assessments:</b>								
8 Assessments	2,007	3,696	-	-	-	-	-	
<b>9 Licenses &amp; Fees:</b>								
10 Planning Construction Fees	16,768	19,096	7,500	53,000	7,500	7,500	7,500	-86%
11 Driveway Permit Fees	4,410	7,140	4,600	6,500	4,600	4,600	4,600	-29%
<b>12 Total Licenses &amp; Fees</b>	<b>21,178</b>	<b>26,236</b>	<b>12,100</b>	<b>59,500</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>-80%</b>
<b>13 Intergovernmental:</b>								
14 Grants	393	-	-	-	-	-	-	
15 State Fuel Tax	2,100,979	2,131,377	2,100,000	2,150,000	2,161,000	2,161,000	2,161,000	1%
<b>16 Total Intergovernmental</b>	<b>2,101,372</b>	<b>2,131,377</b>	<b>2,100,000</b>	<b>2,150,000</b>	<b>2,161,000</b>	<b>2,161,000</b>	<b>2,161,000</b>	<b>1%</b>
<b>17 Miscellaneous:</b>								
18 Bike Safety Donations	359	236	-	500	-	-	-	-100%
19 Assessment Interest	178	169	-	-	-	-	-	
20 Interest	2,449	2,054	1,500	1,500	1,500	1,500	1,500	0%
21 Miscellaneous Revenue	1,058	4,671	-	-	-	-	-	
<b>22 Total Miscellaneous</b>	<b>4,044</b>	<b>7,129</b>	<b>1,500</b>	<b>2,000</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>-25%</b>
<b>23 Other Revenue Sources:</b>								
24 Loan	-	-	-	-	175,000	175,000	<b>175,000</b>	
<b>23 TOTAL RESOURCES</b>	<b>3,570,901</b>	<b>3,359,577</b>	<b>3,240,200</b>	<b>3,472,300</b>	<b>3,574,500</b>	<b>3,574,500</b>	<b>3,574,500</b>	<b>3%</b>

# Public Works Street Fund

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
24 <b>REQUIREMENTS:</b>								
25 <b>Expenditures:</b>								
26 <b>Personnel Services:</b>								
27 Public Works Director	40,891	-	-	-	-	-	-	
28 Municipal Utility Workers	84,199	43,752	48,600	48,600	50,800	50,800	50,800	5%
29 Community Development Director	11,849	12,146	12,300	12,300	12,500	12,500	12,500	2%
30 Code Compliance Officer	-	-	7,000	7,000	7,200	7,200	7,200	3%
31 Administrative Support	20,956	-	-	-	-	-	-	
32 Overtime	3,159	5,235	5,200	3,000	5,200	5,200	5,200	73%
33 Parade Overtime	-	-	2,200	1,900	1,100	1,100	1,100	-42%
34 Duty Pay	6,525	7,835	7,800	7,800	7,800	7,800	7,800	0%
35 Clothing Allowance/Cell Phone Stipend	1,187	490	700	300	500	500	500	67%
36 Wellness	154	14	500	500	500	500	500	0%
37 Medicare	2,575	1,067	1,200	1,200	1,300	1,300	1,300	8%
38 Retirement	24,348	11,088	16,900	16,900	16,900	16,900	16,900	0%
39 Insurance Benefits	46,507	21,795	24,200	24,200	27,800	27,800	27,800	15%
40 Workers Compensation	1,572	1,494	1,400	1,400	1,500	1,500	1,500	7%
41 <b>Total Personnel Services</b>	<b>243,922</b>	<b>104,917</b>	<b>128,000</b>	<b>125,100</b>	<b>133,100</b>	<b>133,100</b>	<b>133,100</b>	<b>6%</b>
42 <b>Materials &amp; Services:</b>								
43 Helmets	825	-	1,200	1,200	-	-	-	-100%
44 Postage & Printing	25	-	-	-	-	-	-	
45 Meetings, Travel & Training	998	1,149	1,500	1,000	1,500	1,500	1,500	50%
46 Public Notices	-	-	500	500	500	500	500	0%
47 Labor Attorney	126	-	-	-	-	-	-	
48 Administrative Services Charges	107,227	286,330	311,600	303,100	313,900	313,900	313,900	4%
49 Contractual Services	59,037	95,074	139,000	120,000	123,000	123,000	123,000	3%
50 Parade Traffic Control	2,358	1,059	2,700	2,700	2,700	2,700	2,700	0%
51 Engineering Services	26,863	13,298	25,000	25,000	50,000	50,000	50,000	100%
52 Traffic Engineering SDC Review	-	7,624	5,000	-	5,000	5,000	5,000	
53 Janitorial	472	(3)	-	-	-	-	-	
54 Utilities	1,288	-	-	200	300	300	300	50%
55 Telephone	882	523	-	-	-	-	-	
56 Auto Insurance	427	-	-	-	-	-	-	
57 Gasoline/Diesel	2,894	2,650	2,500	2,500	2,500	2,500	2,500	0%
58 Equipment Maintenance	3,318	815	5,000	1,000	5,000	5,000	5,000	400%
59 Sidewalk Maintenance	1,550	125	5,000	7,400	5,000	5,000	5,000	-32%
60 Operating Materials and Supplies	10,715	9,316	15,000	15,000	15,000	15,000	15,000	0%
61 Street Maintenance & Repair	104,122	89,989	155,000	155,000	155,000	155,000	155,000	0%
62 Street Light Utilities	68,003	57,665	65,000	54,000	60,000	60,000	60,000	11%
63 Traffic Light Utilities	22,929	24,326	28,000	25,000	28,000	28,000	28,000	12%
64 Medical Testing	193	274	200	200	200	200	200	0%
65 Rental Property Expenses	799	-	500	-	-	-	-	
66 MPO Support/ SKATS	6,969	9,863	9,900	9,900	9,900	9,900	9,900	0%
67 <b>Total Materials &amp; Services</b>	<b>422,020</b>	<b>600,077</b>	<b>772,600</b>	<b>723,700</b>	<b>777,500</b>	<b>777,500</b>	<b>777,500</b>	<b>7%</b>

# Public Works Street Fund

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
68 <b>Capital Outlay:</b>								
69 Heavy Equipment/Vehicles	7,678	26,080	-	-	1,300	1,300	1,300	
70 Street Improvements	74,675	501,797	300,000	175,000	675,000	675,000	675,000	286%
71 Infill and ADA Sidewalk Completions	26,952	25,150	25,000	25,000	25,000	25,000	25,000	0%
72 Street Resurfacing	631,106	497,910	800,000	825,000	800,000	800,000	800,000	-3%
73 Signage & Signal Upgrades	62,691	-	20,000	-	20,000	20,000	20,000	
74 Field Equipment	-	1,547	1,100	1,100	5,400	5,400	5,400	391%
75 Area B Development Costs	-	-	45,000	-	45,000	45,000	45,000	
76 Unanticipated Expense	-	-	119,100	-	157,200	157,200	157,200	
77 <b>Total Capital Outlay</b>	<b>803,102</b>	<b>1,052,484</b>	<b>1,310,200</b>	<b>1,026,100</b>	<b>1,728,900</b>	<b>1,728,900</b>	<b>1,728,900</b>	<b>68%</b>
78 <b>Debt Service:</b>								
79 Principal	594,000	-	-	-	-	-	-	
80 Interest	6,080	-	-	-	-	-	-	
81 <b>Total Debt Service</b>	<b>600,080</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
82 <b>Total Expenditures</b>	<b>2,069,124</b>	<b>1,757,478</b>	<b>2,210,800</b>	<b>1,874,900</b>	<b>2,639,500</b>	<b>2,639,500</b>	<b>2,639,500</b>	<b>41%</b>
83 <b>Other Requirements:</b>								
84 <b>Contingency:</b>								
85 Operating Contingency	-	-	45,300	-	45,500	45,500	45,500	
86 <b>Transfers Out:</b>								
87 Stormwater Fund	310,637	341,300	372,500	372,500	406,400	406,400	406,400	9%
88 <b>Fund Balance:</b>								
89 Restricted Property Sales Proceeds	143,100	143,100	143,100	-	143,100	143,100	143,100	
90 Restricted for Street Improvements	-	-	50,000	-	50,000	50,000	50,000	
91 Restricted for Operations	1,048,040	1,117,700	418,500	1,224,900	290,000	290,000	290,000	-76%
92 <b>Total Fund Balance</b>	<b>1,191,140</b>	<b>1,260,800</b>	<b>611,600</b>	<b>1,224,900</b>	<b>483,100</b>	<b>483,100</b>	<b>483,100</b>	<b>-61%</b>
93 <b>TOTAL REQUIREMENTS</b>	<b>\$ 3,570,901</b>	<b>\$ 3,359,577</b>	<b>\$ 3,240,200</b>	<b>\$ 3,472,300</b>	<b>\$ 3,574,500</b>	<b>\$ 3,574,500</b>	<b>\$ 3,574,500</b>	<b>3%</b>

# Public Works Street Fund

## Summary of Administrative Service Fund Charges

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
City-Wide Administration	\$ 11,035	\$ 9,221	\$ 10,800	\$ 7,900	\$ 12,500	\$ 12,500	\$ 12,500	58%
City Manager	9,283	10,170	11,900	11,900	13,500	13,500	13,500	13%
Information Systems	10,457	11,086	20,700	19,800	12,900	12,900	12,900	-35%
Attorney's Office	13,360	14,628	20,900	20,500	24,300	24,300	24,300	19%
City Recorder	9,037	9,880	11,900	11,900	13,900	13,900	13,900	17%
Human Resources	9,430	10,851	10,100	10,100	11,200	11,200	11,200	11%
Finance	32,763	41,521	32,000	30,100	34,400	34,400	34,400	14%
Facility Maintenance	11,821	12,875	10,400	10,100	12,600	12,600	12,600	25%
Public Works	-	166,098	182,900	180,800	178,600	178,600	178,600	-1%
Adjustments	41	-	-	-	-	-	-	-
Administrative Services Charges	\$ 107,227	\$ 286,330	\$ 311,600	\$ 303,100	\$ 313,900	\$ 313,900	\$ 313,900	4%

### Budget Notes:

#### Revenues:

15 The League of Oregon Cities notes that state highway shared revenues are projecting a 0.5% increase next year. The League also noted that in recent years state projections have exceeded actual revenues.

#### Expenditures:

##### Personnel Services:

26 The Budget provides a 1.5% and a 2.0% wage and salary increase for all non-represented and represented staff, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

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

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

##### Materials & Services:

47 Labor Attorney Costs are included in the Public Works Administrative Services Fund.

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

50 Contractual Services include \$75,000 for pavement markings, \$48,000 for routine costs such as landscape maintenance and right of way mowing.

53  
54 Janitorial, utilities, telephone and auto insurance costs have been moved to the Public Works Administration Fund.  
55  
56

##### Capital Outlay:

70 Street Improvements include design, permit fees, and initial construction to replace the bridge over Claggett Creek on Dearborn Ave NE.

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

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

86 The transfer to the Stormwater Fund is the Street Fund's share of stormwater costs. The Stormwater Fund rate slope provides for a \$0.50 per ESU rate increase effective January 1, 2017.

# Public Works

## Street Lighting District Fund

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 294,651</b>	<b>\$ 305,847</b>	<b>\$ 346,500</b>	<b>\$ 414,700</b>	<b>\$ 369,600</b>	<b>\$ 369,600</b>	<b>\$ 369,600</b>	<b>-11%</b>
<b>3 Revenues:</b>								
<b>4 Taxes &amp; Assessments:</b>								
5 Lighting District Assessments	413,282	450,398	305,000	318,000	411,200	411,200	411,200	29%
<b>6 Miscellaneous:</b>								
7 Interest Earnings/Miscellaneous	7,426	70,662	7,000	7,000	7,000	7,000	7,000	0%
<b>8 Transfers:</b>								
9 Transfer from Sewer Fund	32,900	-	55,600	55,600	-	-	-	
<b>10 Total Revenues</b>	<b>453,608</b>	<b>521,060</b>	<b>367,600</b>	<b>380,600</b>	<b>418,200</b>	<b>418,200</b>	<b>418,200</b>	<b>10%</b>
<b>11 TOTAL RESOURCES</b>	<b>748,259</b>	<b>826,907</b>	<b>714,100</b>	<b>795,300</b>	<b>787,800</b>	<b>787,800</b>	<b>787,800</b>	<b>-1%</b>
<b>12 REQUIREMENTS:</b>								
<b>13 Expenditures:</b>								
<b>14 Personnel Services:</b>								
15 Public Works Director	5,111	-	-	-	-	-	-	
16 Administrative Support Staff	4,874	-	-	-	-	-	-	
17 Cell Phone Stipend	66	-	-	-	-	-	-	
18 Wellness	14	-	-	-	-	-	-	
19 Medicare	152	-	-	-	-	-	-	
20 Retirement	1,233	-	-	-	-	-	-	
21 Insurance Benefits	3,094	-	-	-	-	-	-	
22 Workers Compensation	128	-	-	-	-	-	-	
<b>23 Total Personnel Services</b>	<b>14,672</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>24 Materials &amp; Services:</b>								
25 Public Notices	566	670	800	800	800	800	800	0%
26 Administrative Services Charges	13,753	28,322	35,900	34,900	37,100	37,100	37,100	6%
27 Engineering Costs	1,929	1,061	3,000	3,000	3,000	3,000	3,000	0%
28 Lighting Costs	409,884	375,289	416,500	385,000	405,000	405,000	405,000	5%
29 Street Lighting Maintenance - KS Area A	1,608	5,651	2,000	2,000	2,000	2,000	2,000	0%
30 Miscellaneous Expense	-	1,197	-	-	-	-	-	
<b>31 Total Materials &amp; Services</b>	<b>427,740</b>	<b>412,190</b>	<b>458,200</b>	<b>425,700</b>	<b>447,900</b>	<b>447,900</b>	<b>447,900</b>	<b>5%</b>
<b>32 Total Expenditures</b>	<b>442,412</b>	<b>412,190</b>	<b>458,200</b>	<b>425,700</b>	<b>447,900</b>	<b>447,900</b>	<b>447,900</b>	<b>5%</b>
<b>33 Other Requirements:</b>								
34 Contingency	-	-	23,000	-	25,000	25,000	25,000	
<b>35 Fund Balance:</b>								
<b>36 Restricted:</b>								
37 Pole Replacement at KS Area A	-	31,200	31,200	31,200	31,200	31,200	31,200	0%
38 Pole Replacement Option B Districts	-	-	-	-	10,000	10,000	10,000	
39 Restricted for Operations	305,847	383,518	201,700	338,400	273,700	273,700	273,700	
<b>40 Total Restricted Fund Balance</b>	<b>305,847</b>	<b>414,718</b>	<b>232,900</b>	<b>369,600</b>	<b>314,900</b>	<b>314,900</b>	<b>314,900</b>	
<b>41 TOTAL REQUIREMENTS</b>	<b>\$ 748,259</b>	<b>\$ 826,907</b>	<b>\$ 714,100</b>	<b>\$ 795,300</b>	<b>\$ 787,800</b>	<b>\$ 787,800</b>	<b>\$ 787,800</b>	<b>-1%</b>

# Public Works Street Lighting District Fund

## Summary of Administrative Service Fund Charges

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
City-Wide Administration	\$ 941	\$ 666	\$ 900	\$ 700	\$ 1,000	\$ 1,000	\$ 1,000	43%
City Manager	799	365	600	600	700	700	700	17%
Information Systems	1,099	832	1,000	1,000	1,300	1,300	1,300	30%
Attorney's Office	1,279	152	600	600	900	900	900	50%
City Recorder	826	354	600	600	700	700	700	17%
Human Resources	804	783	800	800	900	900	900	13%
Finance	7,007	6,539	7,700	7,200	8,200	8,200	8,200	14%
Facility Maintenance	1,009	929	900	900	1,000	1,000	1,000	11%
Public Works	-	17,703	22,800	22,500	22,400	22,400	22,400	0%
Adjustments	(11)	(1)	-	-	-	-	-	
Administrative Services Charges	\$ 13,753	\$ 28,322	\$ 35,900	\$ 34,900	\$ 37,100	\$ 37,100	\$ 37,100	6%

### Budget Notes:

#### Revenues:

- 5 The Street Lighting District Fund operates on a reimbursement basis. Electricity is paid in Year One and assessed on the tax rolls in Year Two. The decrease in Lighting District Assessments is due to applying electricity rebate credits received during
- 9 The transfer from the Sewer Fund is to transfer electricity rebates previously recorded in the Sewer fund to the Street Lighting District where the electricity expenditures were recorded. The credits will reduce future assessment amounts for Salem Electric customers.

#### Expenditures:

- 14 Personnel service costs were for various Public Works staff time spent on Street Lighting District issues. These costs have been moved to the Public Works Administrative Services fund and are charged back to the Street Lighting District Fund.
- 26 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 28 The City is expecting two additional street lighting districts to form in FY2016-17.

# Public Works

## Transportation Improvement Fund

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

### Recommendations for expenditures in FY16-17:

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 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 1,980,235</b>	<b>\$ 2,175,283</b>	<b>\$ 2,369,900</b>	<b>\$ 2,416,400</b>	<b>\$ 2,639,600</b>	<b>\$ 2,639,600</b>	<b>\$ 2,639,600</b>	<b>9%</b>
<b>3 Revenues:</b>								
<b>4 Licenses &amp; Fees:</b>								
5 System Development Fees	162,448	236,101	216,900	218,700	65,700	65,700	65,700	-70%
<b>6 Miscellaneous:</b>								
7 Interest	5,894	4,979	4,500	4,500	4,500	4,500	4,500	0%
<b>8 Total Revenues</b>	<b>168,342</b>	<b>241,080</b>	<b>221,400</b>	<b>223,200</b>	<b>70,200</b>	<b>70,200</b>	<b>70,200</b>	<b>-69%</b>
<b>9 Other Resources:</b>								
10 Sewer Reserve Fund Loan Repayment	26,706	-	-	-	-	-	-	-
<b>11 Total Other Resources</b>	<b>26,706</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>12 TOTAL RESOURCES</b>	<b>2,175,283</b>	<b>2,416,363</b>	<b>2,591,300</b>	<b>2,639,600</b>	<b>2,709,800</b>	<b>2,709,800</b>	<b>2,709,800</b>	<b>3%</b>
<b>13 REQUIREMENTS:</b>								
<b>14 Expenditures:</b>								
<b>15 Capital Outlay:</b>								
16 Improvements	-	-	450,000	-	450,000	450,000	450,000	
17 Unanticipated Expenses	-	-	1,750,000	-	2,000,000	2,000,000	2,000,000	
<b>18 Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>2,200,000</b>	<b>-</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>2,450,000</b>	
<b>19 Total Expenditures</b>								
<b>20 Fund Balance:</b>								
21 Restricted for Improvements	2,175,283	2,416,363	391,300	2,639,600	259,800	259,800	259,800	-90%
<b>22 TOTAL REQUIREMENTS</b>	<b>\$ 2,175,283</b>	<b>\$ 2,416,363</b>	<b>\$ 2,591,300</b>	<b>\$ 2,639,600</b>	<b>\$ 2,709,800</b>	<b>\$ 2,709,800</b>	<b>\$ 2,709,800</b>	<b>3%</b>

### Revenues:

5 The System Development Fee projections for FY16-17 assume 50 new single family homes developed during the year.

### Expenditures:

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

# Public Works

## Off-Site Transportation Improvement Fund

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 52,754</b>	<b>\$ 52,903</b>	<b>\$ 53,000</b>	<b>\$ 53,000</b>	<b>\$ 123,400</b>	<b>\$ 123,400</b>	<b>\$123,400</b>	<b>133%</b>
<b>3 Revenues:</b>								
<b>4 Licenses &amp; Fees:</b>								
5 Off-Site Transportation Fees	-	-	45,500	70,400	-	-	-	-100%
<b>6 Miscellaneous:</b>								
7 Interest	149	114	-	-	-	-	-	
<b>8 Total Revenues</b>	<b>149</b>	<b>114</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>9 TOTAL RESOURCES</b>	<b>52,903</b>	<b>53,017</b>	<b>98,500</b>	<b>123,400</b>	<b>123,400</b>	<b>123,400</b>	<b>123,400</b>	<b>0%</b>
<b>10 REQUIREMENTS:</b>								
<b>11 Expenditures:</b>								
<b>12 Capital Outlay:</b>								
13 Off-Site Transportation Improvements	-	-	98,500	-	123,400	123,400	123,400	
<b>14 Fund Balance:</b>								
15 Restricted for Improvements	52,903	53,017	-	123,400	-	-	-	-100%
<b>16 TOTAL REQUIREMENTS</b>	<b>\$ 52,903</b>	<b>\$ 53,017</b>	<b>\$ 98,500</b>	<b>\$ 123,400</b>	<b>\$ 123,400</b>	<b>\$ 123,400</b>	<b>\$123,400</b>	<b>0%</b>

**Budget Notes:**

**Revenues:**

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

**Expenditures:**

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

# Public Works

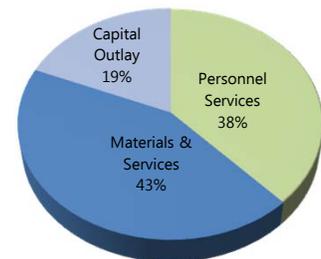
## Stormwater Fund

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

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

### Accomplishments for FY15-16

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



### Division Goals for FY16-17

- Continue storm line realignments with Capital Improvement funds
- Continue repair work identified by the TV inspection contractor
- Complete and submit the 5th Year Evaluation Report for the TMDL Implementation Plan
- Develop the new Stormwater Management Plan as required by the new Phase II General Permit
- Continue private stormwater facility inventory program
- Continue TV Inspection and Cleaning work
- Develop long term maintenance strategy for Vegetated Stormwater Facilities (VSFs)
- Revise and submit the new TMDL Implementation Plan
- Continue to expand regional Education and Outreach programs
- Meet the required conditions of the new Phase II General Permit

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 460,629</b>	<b>\$ 435,147</b>	<b>\$ 422,500</b>	<b>\$ 441,800</b>	<b>\$ 371,100</b>	<b>\$ 371,100</b>	<b>\$ 371,100</b>	<b>-16%</b>
<b>3 Revenues:</b>								
<b>4 Charges for Services:</b>								
5 Planning & Construction Fees	12,450	16,736	10,000	21,500	10,000	10,000	10,000	-53%
6 Service Fees	886,984	982,803	1,062,500	1,072,000	1,158,600	1,158,600	1,158,600	8%
<b>7 Total Charges for Services</b>	<b>899,434</b>	<b>999,539</b>	<b>1,072,500</b>	<b>1,093,500</b>	<b>1,168,600</b>	<b>1,168,600</b>	<b>1,168,600</b>	<b>7%</b>
<b>8 Miscellaneous:</b>								
9 Interest	882	527	2,000	2,000	2,000	2,000	2,000	0%
10 Miscellaneous Revenue	2,557	2,150	-	-	-	-	-	
<b>11 Total Miscellaneous</b>	<b>3,439</b>	<b>2,676</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0%</b>
<b>12 Total Revenues</b>	<b>902,873</b>	<b>1,002,215</b>	<b>1,074,500</b>	<b>1,095,500</b>	<b>1,170,600</b>	<b>1,170,600</b>	<b>1,170,600</b>	<b>7%</b>
<b>13 Other Resources:</b>								
<b>14 Debt Proceeds:</b>								
15 Loan	-	-	-	-	204,600	204,600	204,600	
<b>16 Transfers In:</b>								
17 Charges to Street Fund	310,637	341,300	372,500	372,500	406,400	406,400	406,400	9%
<b>18 Total Other Resources</b>	<b>310,637</b>	<b>341,300</b>	<b>372,500</b>	<b>372,500</b>	<b>611,000</b>	<b>611,000</b>	<b>611,000</b>	<b>64%</b>
<b>19 TOTAL RESOURCES</b>	<b>1,674,139</b>	<b>1,778,663</b>	<b>1,869,500</b>	<b>1,909,800</b>	<b>2,152,700</b>	<b>2,152,700</b>	<b>2,152,700</b>	<b>13%</b>

# Public Works Stormwater Fund

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
20 <b>REQUIREMENTS:</b>								
21 <b>Expenditures:</b>								
22 <b>Personnel Services:</b>								
23 Public Works Director	18,401	-	-	-	-	-	-	
24 Municipal Utility Workers	178,542	150,570	158,800	158,800	164,400	164,400	164,400	4%
25 Community Development Staff	1,905	1,975	2,100	2,100	2,200	2,200	2,200	5%
26 Administrative Support	18,007	-	-	-	-	-	-	
27 Environmental Program Staff	212,071	218,531	236,700	236,700	252,200	252,200	252,200	7%
28 Overtime	1,658	1,285	4,800	1,400	3,000	3,000	3,000	114%
29 Duty Pay	6,525	7,835	7,800	7,800	7,800	7,800	7,800	0%
30 Cell Phone - Clothing Allowances	1,427	1,209	1,300	1,300	2,200	2,200	2,200	69%
31 Wellness	879	1,469	2,800	2,800	2,800	2,800	2,800	0%
32 Medicare	7,170	5,875	6,300	6,300	6,600	6,600	6,600	5%
33 Retirement	69,455	64,965	86,800	86,800	91,400	91,400	91,400	5%
34 Insurance Benefits	138,555	122,169	134,600	134,600	151,500	151,500	151,500	13%
35 Workers Compensation	7,217	3,290	5,100	5,100	5,200	5,200	5,200	2%
36 <b>Total Personnel Services</b>	<b>661,812</b>	<b>579,174</b>	<b>647,100</b>	<b>643,700</b>	<b>689,300</b>	<b>689,300</b>	<b>689,300</b>	<b>7%</b>
37 <b>Materials &amp; Services:</b>								
38 Postage & Printing	5,031	-	-	-	-	-	-	
39 Concrete	1,850	-	3,000	3,000	3,000	3,000	3,000	0%
40 Rock & Backfill	699	1,298	1,200	1,000	1,500	1,500	1,500	50%
41 Paving	2,415	3,050	4,500	3,500	4,800	4,800	4,800	37%
42 Meetings, Travel & Training	8,454	6,380	7,000	7,000	8,000	8,000	8,000	14%
43 Public Notices	10	80	-	-	-	-	-	
44 Labor Attorney	50	-	-	-	-	-	-	
45 Administrative Services Charges	147,210	286,338	336,000	322,700	380,500	380,500	380,500	18%
46 Contractual Services	109,407	95,091	113,300	113,300	159,200	159,200	159,200	41%
47 Engineering Services	11,001	18,990	20,000	30,000	45,000	45,000	45,000	50%
48 Janitorial	785	(6)	-	-	-	-	-	
49 Utilities	1,737	513	-	-	-	-	-	
50 Storm Drain Utilities	5,421	4,694	5,500	5,500	5,500	5,500	5,500	0%
51 Telephone	2,430	1,583	-	-	-	-	-	
52 Auto Insurance	4,098	267	-	-	-	-	-	
53 Gasoline	2,057	2,429	2,200	2,500	3,000	3,000	3,000	20%
54 Diesel Fuel	6,209	4,384	10,000	5,500	8,000	8,000	8,000	45%
55 Vehicle Maintenance	3,444	1,419	3,500	700	3,500	3,500	3,500	400%
56 Equipment Maintenance	6,546	8,279	14,000	8,500	14,000	14,000	14,000	65%
57 Storm Sewer Dumping Costs	65	-	-	-	-	-	-	
58 Permit Renewal & Registration Fees	850	3,032	4,000	4,000	4,000	4,000	4,000	0%
59 Plant Maintenance	5,808	6,229	12,500	8,900	12,500	12,500	12,500	40%
60 Pump Maintenance	-	3,626	10,000	2,500	10,000	10,000	10,000	300%
61 Operating Materials & Supplies	10,170	18,901	12,800	10,000	12,800	12,800	12,800	28%
62 Street Sweeping	105,225	96,602	98,000	98,000	98,000	98,000	98,000	0%
63 Medical Testing	349	309	400	400	400	400	400	0%
64 Lab Tests	3,692	4,060	8,000	4,500	9,000	9,000	9,000	100%
65 Consumer Confidence Report/ Public Education	874	3,055	3,000	1,500	4,000	4,000	4,000	167%
66 <b>Total Materials &amp; Services</b>	<b>445,887</b>	<b>570,600</b>	<b>668,900</b>	<b>633,000</b>	<b>786,700</b>	<b>786,700</b>	<b>786,700</b>	<b>24%</b>

# Public Works Stormwater Fund

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
67 <b>Capital Outlay:</b>								
68 Field Equipment	3,824	3,485	9,700	9,000	13,400	13,400	13,400	49%
69 Heavy Equipment/Service Vehicle	23,032	26,976	-	-	1,300	1,300	1,300	
70 Storm Sewer Pipe Extension or Repair	104,436	156,634	250,000	253,000	325,000	325,000	325,000	28%
71 <b>Total Capital Outlay</b>	<b>131,292</b>	<b>187,095</b>	<b>259,700</b>	<b>262,000</b>	<b>339,700</b>	<b>339,700</b>	<b>339,700</b>	<b>30%</b>
72 <b>Total Expenditures</b>	<b>1,238,991</b>	<b>1,336,869</b>	<b>1,575,700</b>	<b>1,538,700</b>	<b>1,815,700</b>	<b>1,815,700</b>	<b>1,815,700</b>	<b>18%</b>
73 <b>Other Requirements:</b>								
74 Contingency	-	-	46,600	-	90,800	90,800	90,800	
75 <b>Fund Balance:</b>								
76 Assigned	435,148	441,794	247,200	371,100	246,200	246,200	246,200	-34%
77 <b>TOTAL REQUIREMENTS</b>	<b>\$ 1,674,139</b>	<b>\$ 1,778,663</b>	<b>\$ 1,869,500</b>	<b>\$ 1,909,800</b>	<b>\$ 2,152,700</b>	<b>\$ 2,152,700</b>	<b>\$ 2,152,700</b>	<b>13%</b>

## Summary of Administrative Service Fund Charges

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
City-Wide Administration	\$ 28,509	\$ 22,692	\$ 29,500	\$ 21,700	\$ 33,800	\$ 33,800	\$ 33,800	56%
City Manager	10,881	11,238	11,800	11,800	14,000	14,000	14,000	19%
Information Systems	23,207	25,713	36,100	34,500	56,300	56,300	56,300	63%
Attorney's Office	2,664	2,253	3,600	3,500	7,200	7,200	7,200	106%
City Recorder	10,607	10,917	11,800	11,800	14,100	14,100	14,100	19%
Human Resources	24,362	26,704	27,700	27,600	30,200	30,200	30,200	9%
Finance	16,056	13,953	19,100	18,000	23,600	23,600	23,600	31%
Utility Billing	-	35,034	40,000	39,700	41,500	41,500	41,500	5%
Facility Maintenance	30,539	31,686	28,600	27,800	34,000	34,000	34,000	22%
Public Works	-	105,808	127,800	126,300	125,800	125,800	125,800	0%
Adjustments	385	-	-	-	-	-	-	
Administrative Services Charges	\$ 147,210	\$ 285,998	\$ 336,000	\$ 322,700	\$ 380,500	\$ 380,500	\$ 380,500	18%

### Budget Notes:

#### Revenues:

- 6 The City updated the Stormwater Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its stormwater rates. Annual rate increases are expected to be approximately \$0.50 per Equivalent Service Unit for the next few years. The FY16-17 increase is anticipated in January 2017.

#### Expenditures:

##### Personnel Services:

- 22 The Budget provides a 1.5% and a 2.0% wage and salary increase for all non-represented and staff represented by the Local 320, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.

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

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

##### Materials & Services:

- 44 Labor Attorney Costs have moved to the Public Works Administrative Services Fund.  
45 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.  
46 Contractual Services includes Video Inspection services, Vegetated Stormwater Facility Maintenance costs, and other routine costs.

48 Janitorial, utility, telephone and auto insurance costs have been moved to the Public Works Administration Fund.  
49  
51  
52

# Public Works Sewer Fund

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>RESOURCES:</b>								
1 <b>Beginning Balance:</b>	\$ 248,216	\$ 224,671	\$ 246,000	\$ 239,000	\$ 226,000	\$ 226,000	\$ 226,000	-5%
2 <b>Revenues:</b>								
3 <b>Charges for Services:</b>								
4 Plan/Construction Fees	3,035	2,626	-	-	-	-	-	
5 Salem Sewer Billing	4,879,208	5,030,099	5,202,000	5,205,000	5,387,000	5,387,000	5,387,000	3%
6 Sewer Administration Fee	299,041	326,181	360,800	360,800	360,800	360,800	360,800	0%
7 <b>Total Charges for Services</b>	<b>5,181,284</b>	<b>5,358,906</b>	<b>5,562,800</b>	<b>5,565,800</b>	<b>5,747,800</b>	<b>5,747,800</b>	<b>5,747,800</b>	<b>3%</b>
8 <b>Miscellaneous:</b>								
9 Miscellaneous	252	99	-	-	-	-	-	
10 Interest Earnings	32	118	400	400	400	400	400	0%
11 <b>Total Miscellaneous</b>	<b>284</b>	<b>217</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>0%</b>
12 <b>Total Revenues</b>	<b>5,181,568</b>	<b>5,359,123</b>	<b>5,563,200</b>	<b>5,566,200</b>	<b>5,748,200</b>	<b>5,748,200</b>	<b>5,748,200</b>	<b>3%</b>
13 <b>TOTAL RESOURCES</b>	<b>5,429,784</b>	<b>5,583,794</b>	<b>5,809,200</b>	<b>5,805,200</b>	<b>5,974,200</b>	<b>5,974,200</b>	<b>5,974,200</b>	<b>3%</b>
<b>REQUIREMENTS:</b>								
15 <b>Expenditures:</b>								
16 <b>Personnel Services:</b>								
17 Public Works Director	5,111	-	-	-	-	-	-	
18 Community Development Staff	1,905	1,976	2,100	2,100	2,200	2,200	2,200	5%
19 Administrative Support	79,030	-	-	-	-	-	-	
20 Overtime	34	-	-	-	-	-	-	
21 Cell Phone Stipend	75	9	100	100	100	100	100	0%
22 Wellness	55	4	100	100	100	100	100	0%
23 Medicare	1,537	30	100	100	100	100	100	0%
24 Retirement	11,009	454	600	600	600	600	600	0%
25 Insurance Benefits	30,554	382	400	400	500	500	500	25%
26 Workers Compensation	270	61	100	100	100	100	100	0%
27 <b>Total Personnel Services</b>	<b>129,580</b>	<b>2,916</b>	<b>3,500</b>	<b>3,500</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>6%</b>
28 <b>Materials &amp; Services:</b>								
29 Postage & Printing	23,123	-	-	-	-	-	-	
30 Meetings, Travel & Training	121	-	-	-	-	-	-	
31 Public Notices	45	64	100	100	100	100	100	0%
32 Administrative Services Charges	109,923	299,394	324,600	315,500	347,500	347,500	347,500	10%
33 Contractual Services	17,804	1	-	-	-	-	-	
34 Engineering Services	1,083	695	500	500	500	500	500	0%
35 Salem Sewer Payments	4,890,534	5,041,692	5,202,000	5,202,000	5,387,000	5,387,000	5,387,000	4%
36 Emergency Management Expense	-	-	1,000	1,000	1,000	1,000	1,000	0%
37 Miscellaneous Expense	-	-	1,000	1,000	1,000	1,000	1,000	0%
38 <b>Total Materials &amp; Services</b>	<b>5,042,633</b>	<b>5,341,846</b>	<b>5,529,200</b>	<b>5,520,100</b>	<b>5,737,100</b>	<b>5,737,100</b>	<b>5,737,100</b>	<b>4%</b>
39 <b>Total Expenditures</b>	<b>5,172,213</b>	<b>5,344,762</b>	<b>5,532,700</b>	<b>5,523,600</b>	<b>5,740,800</b>	<b>5,740,800</b>	<b>5,740,800</b>	<b>4%</b>
40 <b>Other Requirements:</b>								
41 Contingency	-	-	16,200	-	20,000	20,000	20,000	
42 Transfer to SLD Fund	32,900	-	55,600	55,600	-	-	-	-100%
43 <b>Total Other Requirements</b>	<b>32,900</b>	<b>-</b>	<b>71,800</b>	<b>55,600</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>-64%</b>
44 <b>Fund Balance:</b>								
45 Committed for Future Operations	224,671	239,032	204,700	226,000	213,400	213,400	213,400	-6%
46 <b>TOTAL REQUIREMENTS</b>	<b>\$ 5,429,784</b>	<b>\$ 5,583,794</b>	<b>\$ 5,809,200</b>	<b>\$ 5,805,200</b>	<b>\$ 5,974,200</b>	<b>\$ 5,974,200</b>	<b>\$ 5,974,200</b>	<b>3%</b>

Public Works  
Sewer Fund

**Summary of Administrative Service Fund Charges**

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
City-Wide Administration	\$ 8,256	\$ 6,379	\$ 8,800	\$ 6,500	\$ 10,500	\$ 10,500	\$ 10,500	62%
City Manager	4,292	5,025	4,900	4,900	5,200	5,200	5,200	6%
Information Systems	13,392	13,630	10,600	10,100	16,900	16,900	16,900	67%
Attorney's Office	3,572	5,200	4,700	4,600	4,300	4,300	4,300	-7%
City Recorder	4,192	4,882	4,900	4,900	5,200	5,200	5,200	6%
Human Resources	7,055	7,506	8,200	8,200	9,400	9,400	9,400	15%
Finance	60,707	60,467	68,700	64,600	72,000	72,000	72,000	11%
Utility Billing	-	164,662	188,100	186,400	194,800	194,800	194,800	5%
Facility Maintenance	8,844	8,907	8,500	8,300	10,500	10,500	10,500	27%
Public Works	-	21,138	17,200	17,000	18,700	18,700	18,700	10%
Adjustments	(387)	-	-	-	-	-	-	0%
Administrative Services Charges	\$ 109,923	\$ 297,796	\$ 324,600	\$ 315,500	\$ 347,500	\$ 347,500	\$ 347,500	10%

**Budget Notes:**

**Revenues:**

- 5 The City of Salem has been operating off an even rate slope model for setting its sewer rates. Keizer's rate increase is estimated at 3% for
- 6 The Sewer Administration Fee is \$5.94 per bi-monthly bill set January 2015.

**Expenditures:**

**Personnel Services:**

- 16 The Public Works and Administrative Service staff are budgeted in the Administrative Services Fund and costs are charged back to the Sewer Fund based on estimated time spent in the Division.
- 29 

Postage & Printing and Contractual Services are costs associated with generating and sending utility bills. These costs are budgeted in the Utility Billing Administrative Services Fund and changed back to the Sewer Fund.
--
- 32 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 32 The 3% increase in Salem Sewer Payments reflects the rate increase anticipated in FY16-17.

# Public Works

## Sewer Reserve Fund

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ -	\$ 72,126	\$ 162,200	\$ 154,900	\$ 233,100	\$ 233,100	\$ 233,100	50%
<b>3 Revenues:</b>								
<b>4 Licenses &amp; Fees:</b>								
5 System Development Fee	98,771	82,508	108,700	80,000	35,000	35,000	35,000	-56%
<b>6 Miscellaneous:</b>								
7 Interest	61	243	200	200	200	200	200	0%
<b>8 Total Revenues</b>	<b>98,832</b>	<b>82,751</b>	<b>108,900</b>	<b>80,200</b>	<b>35,200</b>	<b>35,200</b>	<b>35,200</b>	<b>-56%</b>
<b>9 TOTAL RESOURCES</b>	<b>98,832</b>	<b>154,877</b>	<b>271,100</b>	<b>235,100</b>	<b>268,300</b>	<b>268,300</b>	<b>268,300</b>	<b>14%</b>
<b>10 REQUIREMENTS:</b>								
<b>11 Expenditures:</b>								
<b>12 Capital Outlay:</b>								
13 Sewer Line Extensions	-	-	-	-	75,000	75,000	75,000	
14 Unanticipated Expense	-	-	270,500	2,000	178,300	178,300	178,300	8815%
<b>15 Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>270,500</b>	<b>2,000</b>	<b>253,300</b>	<b>253,300</b>	<b>253,300</b>	<b>12565%</b>
<b>16 Other Requirements:</b>								
<b>17 Transfers Out:</b>								
18 Transportation Fund Interfund Loan	26,706	-	-	-	-	-	-	
<b>19 Fund Balance:</b>								
20 Restricted for Improvements	72,126	154,877	600	233,100	15,000	15,000	15,000	-94%
<b>21 TOTAL REQUIREMENTS</b>	<b>\$ 98,832</b>	<b>\$ 154,877</b>	<b>\$ 271,100</b>	<b>\$ 235,100</b>	<b>\$ 268,300</b>	<b>\$ 268,300</b>	<b>\$ 268,300</b>	<b>14%</b>

**Budget Notes:**

**Revenues:**

5 The System Development Fee projections for FY16-17 assumes the 5 acres of development.

# Public Works Water Fund

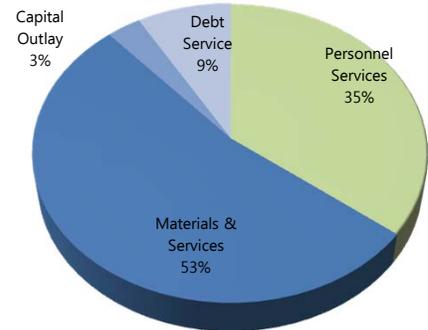
Revenues in the Water fund are derived from user charges. The City's charter designates this as a dedicated fund to be used solely for water related services. The water system is managed by the Public Works Department to provide safe, low cost, high quality drinking water that meets or exceeds state and federal regulations. The Water Division operates under the Oregon Administrative Rules for Public Water Systems enforced by the Oregon Health Authority (OHA), Drinking Water Services (DWS) that administer and enforce drinking water quality standards for public water systems in the state of Oregon.

### Accomplishments for FY15-16

- Continued updating distribution system to ensure adequate volume and pressure delivery to residents
- Continued developing a comprehensive integrated public education program with the Stormwater Division
- Completed waterline relocation for roundabout
- Updated (3) 4" meters and (2) 6" meters to more efficient and accurate meters
- Repaired 15 Water Main leaks
- Rehabilitated Keizer Station and Weissner Wells

### Division Goals for FY15-20

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



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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 633,892</b>	<b>\$ 671,481</b>	<b>\$ 598,200</b>	<b>\$ 682,100</b>	<b>\$ 698,500</b>	<b>\$ 698,500</b>	<b>\$ 698,500</b>	<b>2%</b>
<b>3 Revenues:</b>								
<b>4 Taxes &amp; Assessments:</b>								
5 Assessments	350	-	-	-	-	-	-	
<b>6 Licenses &amp; Fees:</b>								
7 Planning & Construction Fees	11,535	11,422	10,000	12,500	10,000	10,000	10,000	-20%
8 Service Fees	20,413	27,041	15,000	25,000	15,000	15,000	15,000	-40%
9 Diesel Fuel Sales	31,961	27,787	37,000	25,000	37,000	37,000	37,000	48%
10 Live Tap Reimbursement	18,505	26,565	7,500	18,500	7,500	7,500	7,500	-59%
<b>11 Total Licenses &amp; Fees</b>	<b>82,414</b>	<b>92,814</b>	<b>69,500</b>	<b>81,000</b>	<b>69,500</b>	<b>69,500</b>	<b>69,500</b>	<b>-14%</b>
<b>12 Charges for Services:</b>								
13 Water Sales	2,437,562	2,603,493	2,812,400	2,750,000	2,865,000	2,865,000	2,865,000	4%
<b>14 Miscellaneous:</b>								
15 Interest	1,662	1,506	1,000	1,000	1,000	1,000	1,000	0%
16 Miscellaneous	5,167	16,441	7,500	7,500	7,500	7,500	7,500	0%
<b>17 Total Miscellaneous</b>	<b>6,829</b>	<b>17,947</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>0%</b>
<b>18 Other Resources:</b>								
<b>19 Transfers In:</b>								
20 Transfer from Park Improvement Fund	6,574	-	-	-	-	-	-	
21 Transfer from Park Operations Fund	-	8,161	17,400	17,400	17,400	17,400	17,400	
<b>22 Total Transfers In</b>	<b>6,574</b>	<b>8,161</b>	<b>17,400</b>	<b>17,400</b>	<b>17,400</b>	<b>17,400</b>	<b>17,400</b>	<b>0%</b>
<b>23 TOTAL RESOURCES</b>	<b>3,167,621</b>	<b>3,393,896</b>	<b>3,506,000</b>	<b>3,539,000</b>	<b>3,658,900</b>	<b>3,658,900</b>	<b>3,658,900</b>	<b>3%</b>

# Public Works Water Fund

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
24 <b>REQUIREMENTS:</b>								
25 <b>Expenditures:</b>								
26 <b>Personnel Services:</b>								
27 Public Works Director	25,557	-	-	-	-	-	-	
28 Municipal Utility Workers	532,646	517,627	538,700	538,700	557,200	557,200	557,200	3%
29 Community Development Staff	1,905	1,975	2,100	2,100	2,200	2,200	2,200	5%
30 Administrative Support	81,574	-	-	-	-	-	-	
31 Overtime	23,900	15,253	19,500	16,000	19,500	19,500	19,500	22%
32 Duty Pay	13,050	15,670	15,600	15,600	15,600	15,600	15,600	0%
33 Cell Phone/Clothing Allowance	4,602	4,009	5,200	4,500	5,000	5,000	5,000	11%
34 Wellness	518	1,256	4,200	4,200	4,100	4,100	4,100	-2%
35 Medicare	10,603	8,461	8,600	8,600	8,900	8,900	8,900	3%
36 Retirement	93,810	78,008	112,900	112,900	115,300	115,300	115,300	2%
37 Insurance Benefits	220,740	180,100	193,500	193,500	223,300	223,300	223,300	15%
38 Unemployment	5,070	-	-	-	-	-	-	
39 Workers Compensation	7,498	7,071	8,400	8,400	8,700	8,700	8,700	4%
40 <b>Total Personnel Services</b>	<b>1,021,473</b>	<b>829,429</b>	<b>908,700</b>	<b>904,500</b>	<b>959,800</b>	<b>959,800</b>	<b>959,800</b>	<b>6%</b>
41 <b>Materials &amp; Services:</b>								
42 Postage & Printing	21,586	-	-	-	-	-	-	
43 Concrete	4,870	4,753	10,000	7,600	10,000	10,000	10,000	32%
44 Rock & Backfill	4,564	3,904	5,500	2,000	4,500	4,500	4,500	125%
45 Paving	14,710	7,912	16,500	7,100	10,000	10,000	10,000	41%
46 Sequestering Agent	24,186	14,402	10,500	10,500	10,500	10,500	10,500	0%
47 Fluoride	9,658	16,063	10,500	10,500	10,500	10,500	10,500	0%
48 Meetings, Travel & Training	14,376	12,994	15,000	15,000	15,000	15,000	15,000	0%
49 Public Notices	194	276	300	300	300	300	300	0%
50 Labor Attorney	327	-	-	-	-	-	-	
51 Administrative Services Charges	278,240	608,391	675,100	650,200	688,000	688,000	688,000	6%
52 Contractual Services	24,233	16,437	25,000	13,000	17,500	17,500	17,500	35%
53 Flagging	1,804	2,645	3,000	4,000	5,000	5,000	5,000	25%
54 Engineering Services	19,786	22,639	25,000	15,000	35,000	35,000	35,000	133%
55 Janitorial	2,126	(22)	-	-	-	-	-	
56 Electricity	215,200	224,437	230,000	233,000	240,000	240,000	240,000	3%
57 Natural Gas	2,382	2,410	2,500	2,500	2,500	2,500	2,500	0%
58 Telephone	6,004	3,336	-	-	-	-	-	
59 Telemetry	10,436	2,848	10,000	10,000	10,000	10,000	10,000	0%
60 Auto Insurance	5,464	-	-	-	-	-	-	
61 Gasoline	17,381	15,412	18,000	13,000	18,000	18,000	18,000	38%
62 Diesel Fuel	42,381	37,234	50,000	32,000	45,000	45,000	45,000	41%
63 Vehicle Maintenance	7,923	21,354	22,000	20,000	20,000	20,000	20,000	0%
64 Equipment Maintenance	16,202	8,043	12,000	12,000	12,000	12,000	12,000	0%
65 Plant Maintenance	63,807	44,947	45,000	45,000	45,000	45,000	45,000	0%
66 Live Taps	13,135	28,700	10,000	18,000	10,000	10,000	10,000	-44%
67 Pump House Maintenance	13,067	12,395	10,000	10,000	10,000	10,000	10,000	0%
68 Pump Maintenance	43,916	33,889	65,000	65,000	65,000	65,000	65,000	0%
69 Operating Materials & Supplies	23,199	19,530	30,000	30,000	30,000	30,000	30,000	0%
70 Medical Testing	1,448	990	1,200	1,200	1,200	1,200	1,200	0%
71 Water Mains	18,699	36,024	35,000	40,000	25,000	25,000	25,000	-38%
72 Lab Tests	58,818	36,894	49,000	49,000	50,000	50,000	50,000	2%
73 Contract Meter Reading	35,420	36,104	38,000	37,500	38,000	38,000	38,000	1%
74 Consumer Confidence Report	7,863	8,502	12,000	12,000	12,000	12,000	12,000	0%
75 Miscellaneous	(3)	118	1,000	-	1,000	1,000	1,000	
76 <b>Total Materials &amp; Services</b>	<b>1,023,402</b>	<b>1,283,559</b>	<b>1,437,100</b>	<b>1,365,400</b>	<b>1,441,000</b>	<b>1,441,000</b>	<b>1,441,000</b>	<b>6%</b>

# Public Works Water Fund

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
77 <b>Capital Outlay:</b>								
78 Field Equipment	1,575	11,156	10,500	10,500	21,700	21,700	21,700	107%
79 Water Meters	23,117	45,081	50,000	50,000	30,500	30,500	30,500	-39%
80 Heavy Equipment/Vehicle	31,583	8,609	30,000	28,600	23,400	23,400	23,400	-18%
81 Unanticipated Expense	-	-	9,000	-	7,600	7,600	7,600	
82 <b>Total Capital Outlay</b>	<b>56,275</b>	<b>64,845</b>	<b>99,500</b>	<b>89,100</b>	<b>83,200</b>	<b>83,200</b>	<b>83,200</b>	<b>-7%</b>
83 <b>Debt Service:</b>								
84 Principal	170,000	180,000	185,000	185,000	190,000	190,000	190,000	3%
85 Interest	61,090	53,915	46,500	46,500	38,800	38,800	38,800	-17%
86 <b>Total Debt Service</b>	<b>231,090</b>	<b>233,915</b>	<b>231,500</b>	<b>231,500</b>	<b>228,800</b>	<b>228,800</b>	<b>228,800</b>	<b>-1%</b>
87 <b>Total Expenditures</b>	<b>2,332,240</b>	<b>2,411,748</b>	<b>2,676,800</b>	<b>2,590,500</b>	<b>2,712,800</b>	<b>2,712,800</b>	<b>2,712,800</b>	<b>5%</b>
88 <b>Other Requirements:</b>								
89 Contingency	-	-	125,000	-	125,000	125,000	125,000	
90 Transfer to Water Facility Replacement Reserve	163,900	300,000	250,000	250,000	400,000	400,000	400,000	60%
91 <b>Total Other Requirements</b>	<b>163,900</b>	<b>300,000</b>	<b>375,000</b>	<b>250,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>110%</b>
92 <b>Fund Balance:</b>								
93 Restricted for Operations	671,481	682,148	454,200	698,500	421,100	421,100	421,100	-40%
94 <b>TOTAL REQUIREMENTS</b>	<b>\$3,167,621</b>	<b>\$3,393,896</b>	<b>\$3,506,000</b>	<b>\$3,539,000</b>	<b>\$3,658,900</b>	<b>\$3,658,900</b>	<b>\$3,658,900</b>	<b>3%</b>

## Summary of Administrative Service Fund Charges

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
City-Wide Administration	\$ 45,794	\$ 36,338	\$ 46,800	\$ 34,300	\$ 53,800	\$ 53,800	\$ 53,800	57%
City Manager	18,168	19,182	19,400	19,400	21,700	21,700	21,700	12%
Information Systems	41,348	44,660	68,900	65,800	58,100	58,100	58,100	-12%
Attorney's Office	5,996	6,511	7,400	7,300	9,300	9,300	9,300	27%
City Recorder	17,724	18,635	19,500	19,500	21,600	21,600	21,600	11%
Human Resources	39,133	42,762	44,000	43,800	48,100	48,100	48,100	10%
Finance	60,707	60,467	68,700	64,600	72,000	72,000	72,000	11%
Utility Billing	-	150,648	172,100	170,500	178,200	178,200	178,200	5%
Facility Maintenance	49,055	50,739	45,400	44,200	54,000	54,000	54,000	22%
Public Works	-	176,987	182,900	180,800	171,200	171,200	171,200	-5%
Adjustments	315	1	-	-	-	-	-	
Administrative Service Charges	\$ 278,240	\$ 606,930	\$ 675,100	\$ 650,200	\$ 688,000	\$ 688,000	\$ 688,000	6%

# Public Works Water Fund

**Budget Notes:**

**Revenues:**

13 The City updated the Water Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its water rates. Annual rate increases are expected to be approximately 4% for the next several years. The FY16-17 increase is anticipated in January 2017.

**Expenditures:**

**Personnel Services:**

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

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

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

**Materials & Services:**

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

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

52 Contractual services include \$11,000 for temporary employees and \$5,000 for hydrant painting.

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

**Capital Outlay:**

78 Field equipment includes updating light bars for both 550's (4.5K), 2-Winches and brackets for whackers for 550's (6.8K), 2-cordless tool sets (2.1K), Shared expense speed shoring, shelving, dump trailer, storage bin (8.1K Water fund portion).

80 Replacement of the 2008 van used for the Customer Service position.

**Debt Service:**

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

09/01/16	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	\$ 1,040,000	\$ 110,085

## Public Works

# Water Facility Replacement Fund

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

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

Expenditures listed in the 2015/2016 Capital Improvements are intended to enhance the ability to provide the water needed to serve the community within the existing Urban Growth Boundary consistent with the City Council adopted 2012 Water System Master Plan Update.

### Projects completed FY15-16

- Installed a filter plant at Lacey Court Well for hydrogen sulfide issues
- Continued steel watermain replacement program

### Capital Improvements Planned FY16-17

- Continued steel watermain replacement program
- Installation of 3 monitoring wells
- Abandon the Lauderback well

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 636,995</b>	<b>\$ 556,092</b>	<b>\$ 311,000</b>	<b>\$ 316,500</b>	<b>\$ 239,000</b>	<b>\$ 239,000</b>	<b>\$ 239,000</b>	<b>-24%</b>
<b>3 Revenues:</b>								
<b>4 Licenses &amp; Fees:</b>								
5 System Development Fees	51,963	105,561	73,700	97,000	59,400	59,400	59,400	-39%
<b>6 Miscellaneous:</b>								
7 Interest	2,003	1,306	2,000	2,000	1,000	1,000	1,000	-50%
8 Miscellaneous	50	-	43,500	43,500	-	-	-	-100%
<b>9 Total Miscellaneous</b>	<b>2,053</b>	<b>1,306</b>	<b>45,500</b>	<b>45,500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-98%</b>
<b>10 Total Revenues</b>	<b>54,016</b>	<b>106,867</b>	<b>119,200</b>	<b>142,500</b>	<b>60,400</b>	<b>60,400</b>	<b>60,400</b>	<b>-58%</b>
<b>11 Other Resources:</b>								
<b>12 Debt Proceeds:</b>								
13 Loan	-	-	310,000	135,000	100,000	100,000	100,000	-26%
<b>14 Transfers In:</b>								
15 Transfer from Water Fund	163,900	300,000	250,000	250,000	400,000	400,000	400,000	60%
<b>16 Total Other Resources</b>	<b>163,900</b>	<b>300,000</b>	<b>560,000</b>	<b>385,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>30%</b>
<b>17 TOTAL RESOURCES</b>	<b>854,911</b>	<b>962,959</b>	<b>990,200</b>	<b>844,000</b>	<b>799,400</b>	<b>799,400</b>	<b>799,400</b>	<b>-5%</b>
<b>18 REQUIREMENTS:</b>								
<b>19 Expenditures:</b>								
<b>20 Capital Outlay:</b>								
21 Supply/Treatment	62,639	114,358	175,000	200,000	95,000	95,000	95,000	-53%
22 Transmission & Distribution Mains	227,620	412,747	400,000	400,000	400,000	400,000	400,000	0%
23 General Plant	8,560	119,341	-	5,000	-	-	-	-100%
24 Unanticipated Expenses	-	-	131,500	-	49,500	49,500	49,500	
<b>25 Total Capital Outlay</b>	<b>298,819</b>	<b>646,445</b>	<b>706,500</b>	<b>605,000</b>	<b>544,500</b>	<b>544,500</b>	<b>544,500</b>	<b>-10%</b>
<b>26 Fund Balance:</b>								
27 Restricted for Debt Service Requirements	234,100	-	234,100	234,100	234,100	234,100	234,100	0%
28 Restricted for Improvements	321,992	316,514	49,600	4,900	20,800	20,800	20,800	324%
<b>29 Total Fund Balance</b>	<b>556,092</b>	<b>316,514</b>	<b>283,700</b>	<b>239,000</b>	<b>254,900</b>	<b>254,900</b>	<b>254,900</b>	<b>7%</b>
<b>30 TOTAL REQUIREMENTS</b>	<b>\$ 854,911</b>	<b>\$ 962,959</b>	<b>\$ 990,200</b>	<b>\$ 844,000</b>	<b>\$ 799,400</b>	<b>\$ 799,400</b>	<b>\$ 799,400</b>	<b>-5%</b>

### Budget Notes:

#### Revenues:

- 5 The System Development Fee projections for FY16-17 assume 50 new single family homes, and 2 two inch meters for Area C apartments.  
The City intends to finance its capital improvements over the next several years to help smooth water rates charged to customers.

#### Expenditures:

- 21 Supply & Treatment costs are for the installation of three new monitoring wells, and abandonment of the Lauderback well.

# Public Works

## Park Improvement Fund

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

### Improvements in FY15-16

Completion of landscaping improvements around the Big Toy at Keizer Rapids Park and preliminary design costs for grant application.

### Improvements Planned for FY16-17

Restrooms, fall protection surfacing for Big Toy, and paved pathways at Keizer Rapids Park.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 388,606</b>	<b>\$ 371,698</b>	<b>\$ 460,200</b>	<b>\$ 471,900</b>	<b>\$ 915,800</b>	<b>\$ 915,800</b>	<b>\$ 915,800</b>	<b>94%</b>
<b>3 Revenues:</b>								
<b>4 Licenses &amp; Fees:</b>								
5 System Development Fees	45,051	261,778	366,100	454,000	80,100	80,100	80,100	-82%
<b>6 Intergovernmental:</b>								
7 Grants	-	30,000	75,000	-	456,800	456,800	456,800	
<b>8 Miscellaneous:</b>								
9 Interest	879	1,006	600	600	600	600	600	0%
10 Donations	10,262	83,538	-	19,300	-	-	-	-100%
<b>11 Total Miscellaneous</b>	<b>11,141</b>	<b>84,544</b>	<b>600</b>	<b>19,900</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>-97%</b>
<b>12 Total Revenues</b>	<b>56,192</b>	<b>376,322</b>	<b>441,700</b>	<b>473,900</b>	<b>537,500</b>	<b>537,500</b>	<b>537,500</b>	<b>13%</b>
<b>13 TOTAL RESOURCES</b>	<b>444,798</b>	<b>748,020</b>	<b>901,900</b>	<b>945,800</b>	<b>1,453,300</b>	<b>1,453,300</b>	<b>1,453,300</b>	<b>54%</b>
<b>14 REQUIREMENTS:</b>								
<b>15 Expenditures:</b>								
<b>16 Capital Outlay:</b>								
17 Grant Expenditures	40,666	-	75,000	-	456,800	456,800	456,800	
18 Improvements	25,860	276,098	200,000	30,000	50,000	50,000	50,000	67%
<b>19 Unanticipated Expenses:</b>								
20 ADA Access to Amphitheater	-	-	10,000	-	10,000	10,000	10,000	
21 "New" SDC Money	-	-	616,900	-	-	-	-	
<b>22 Total Unanticipated Expenses</b>	<b>-</b>	<b>-</b>	<b>626,900</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	
<b>23 Total Capital Outlay</b>	<b>66,526</b>	<b>276,098</b>	<b>901,900</b>	<b>30,000</b>	<b>516,800</b>	<b>516,800</b>	<b>516,800</b>	<b>1623%</b>
<b>24 Other Requirements:</b>								
<b>25 Transfers Out:</b>								
26 Transfer to Water Fund	6,574	-	-	-	-	-	-	
<b>27 Fund Balance:</b>								
28 Restricted for Improvements	371,698	471,922	-	915,800	936,500	936,500	936,500	2%
<b>29 TOTAL REQUIREMENTS</b>	<b>\$ 444,798</b>	<b>\$ 748,020</b>	<b>\$ 901,900</b>	<b>\$ 945,800</b>	<b>\$ 1,453,300</b>	<b>\$ 1,453,300</b>	<b>\$ 1,453,300</b>	<b>54%</b>

### Budget Notes:

#### Revenues:

5 The System Development Fee projections for FY16-17 assumes 50 new single family homes during the year.

7 The City intends to apply for a grant with the Oregon Parks and Recreation Department to help fund restrooms, pathways, and fall protection surfacing at the "Big Toy" in Keizer Rapids Park.

#### Expenditures:

17 Capital outlay expenditures are for Keizer Rapids Park project.

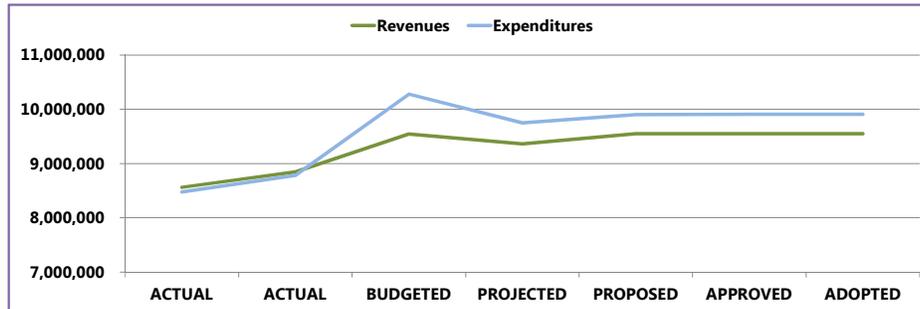
18

# General Fund Summary

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

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

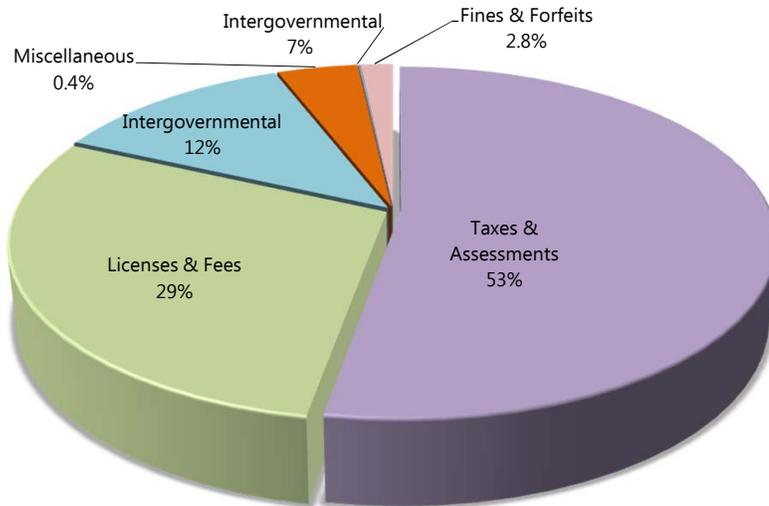
### General Fund Revenues and Expenditures



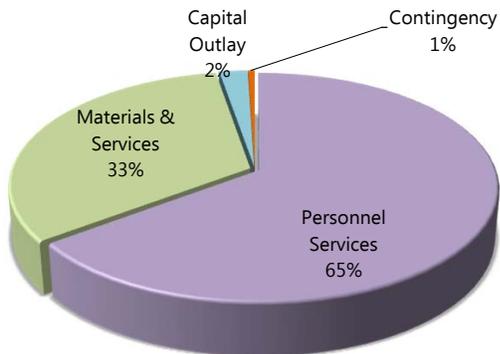
	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
2 <b>Beginning Balances</b>	\$ 2,152,434	\$ 2,238,952	\$ 2,144,900	\$ 2,252,500	\$ 1,851,500	\$ 1,851,500	\$ 1,851,500	-18%
3 <b>Revenues:</b>								
4 Taxes & Assessments	4,349,656	4,534,152	4,835,900	4,871,300	5,036,900	5,036,900	5,036,900	3%
5 Licenses & Fees	2,573,015	2,668,491	2,720,200	2,727,400	2,773,500	2,773,500	2,773,500	2%
6 Intergovernmental	1,038,203	1,062,148	1,339,100	1,156,300	1,171,800	1,171,800	1,171,800	1%
7 Fines & Forfeitures	448,092	388,858	419,000	393,000	393,000	393,000	393,000	0%
8 Charges for Services	4,275	5,549	17,500	8,000	8,000	8,000	8,000	0%
9 Miscellaneous	148,415	184,375	213,500	208,100	166,100	166,100	166,100	-20%
10 <b>Total Revenues</b>	<b>8,561,656</b>	<b>8,843,573</b>	<b>9,545,200</b>	<b>9,364,100</b>	<b>9,549,300</b>	<b>9,549,300</b>	<b>9,549,300</b>	<b>2%</b>
11 <b>Other Resources:</b>								
12 Transfers In	-	5,000	-	-	-	-	-	-
13 <b>Total Other Resources:</b>	-	5,000	-	-	-	-	-	-
14 <b>TOTAL RESOURCES</b>	<b>10,714,090</b>	<b>11,087,525</b>	<b>11,690,100</b>	<b>11,616,600</b>	<b>11,400,800</b>	<b>11,400,800</b>	<b>11,400,800</b>	<b>-2%</b>
15 <b>REQUIREMENTS:</b>								
16 <b>Expenditures:</b>								
17 Personnel Services	5,549,112	5,866,150	6,431,000	6,284,200	6,443,100	6,443,100	6,443,100	3%
18 Materials & Services	2,442,784	2,581,365	3,781,100	3,438,300	3,240,700	3,245,860	3,245,860	-6%
19 Capital Outlay	483,242	335,550	66,900	25,200	219,000	219,000	219,000	769%
20 <b>Total Expenditures</b>	<b>8,475,138</b>	<b>8,783,065</b>	<b>10,279,000</b>	<b>9,747,700</b>	<b>9,902,800</b>	<b>9,907,960</b>	<b>9,907,960</b>	<b>2%</b>
21 <b>Other Requirements:</b>								
22 Transfers Out	-	52,036	21,800	17,400	17,400	17,400	17,400	0%
23 Contingency	-	-	50,000	-	50,000	50,000	50,000	
24 <b>Total Other Requirements</b>	-	52,036	71,800	17,400	67,400	67,400	67,400	287%
25 <b>Fund Balance:</b>								
26 Committed	-	-	5,000	-	-	-	-	
27 Unassigned	2,238,952	2,252,424	1,334,300	1,851,500	1,430,600	1,425,440	1,425,440	-23%
28 <b>Total Fund Balance</b>	<b>2,238,952</b>	<b>2,252,424</b>	<b>1,339,300</b>	<b>1,851,500</b>	<b>1,430,600</b>	<b>1,425,440</b>	<b>1,425,440</b>	<b>-23%</b>
29 <b>TOTAL REQUIREMENTS</b>	<b>\$ 10,714,090</b>	<b>\$ 11,087,525</b>	<b>\$ 11,690,100</b>	<b>\$ 11,616,600</b>	<b>\$ 11,400,800</b>	<b>\$ 11,400,800</b>	<b>\$ 11,400,800</b>	<b>-2%</b>

# General Fund Revenues & Expenditures Summary

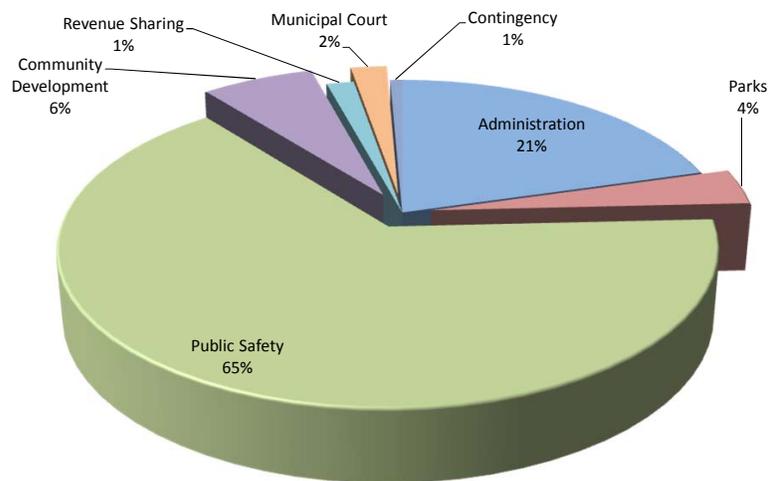
## Revenues by Major Category



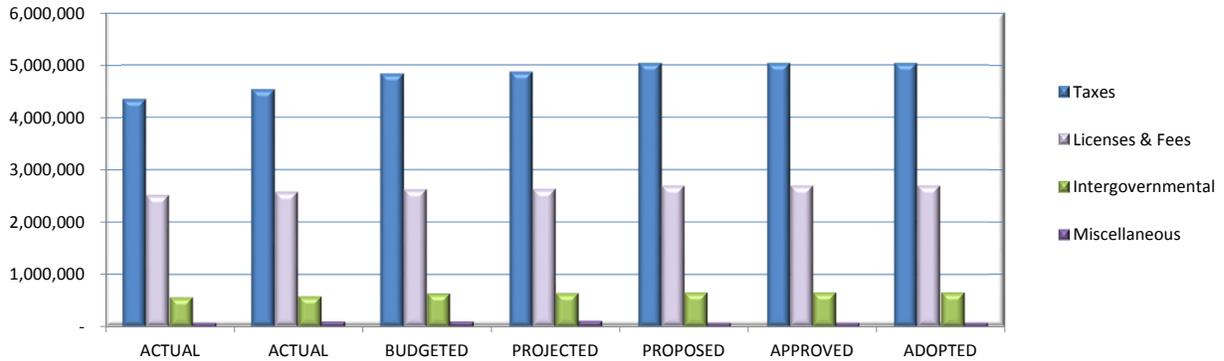
## Expenditures by Major Category



## Expenditures by Function



# General Fund Non-Departmental Resources



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balances</b>	<b>\$ 2,000,410</b>	<b>\$ 2,122,143</b>	<b>\$ 1,982,800</b>	<b>\$ 2,105,500</b>	<b>\$ 1,758,200</b>	<b>\$ 1,758,200</b>	<b>\$ 1,758,200</b>	<b>-16%</b>
<b>3 Taxes:</b>								
4 Current Taxes	4,129,108	4,296,500	4,666,100	4,701,500	4,866,900	4,866,900	4,866,900	4%
5 Prior Year Taxes	166,450	169,209	169,800	169,800	170,000	170,000	170,000	0%
6 Hotel/Motel Tax	54,098	68,443	-	-	-	-	-	
<b>7 Total Taxes</b>	<b>4,349,656</b>	<b>4,534,152</b>	<b>4,835,900</b>	<b>4,871,300</b>	<b>5,036,900</b>	<b>5,036,900</b>	<b>5,036,900</b>	<b>3%</b>
<b>8 Licenses &amp; Fees:</b>								
9 Electric Franchise	1,024,816	1,059,641	1,068,000	1,075,000	1,102,000	1,102,000	1,102,000	3%
10 Natural Gas Franchise	352,125	324,257	357,700	329,000	334,700	334,700	334,700	2%
11 Telephone Franchise	53,964	50,067	47,400	47,400	45,000	45,000	45,000	-5%
12 Cable Television Franchise	404,376	421,468	435,500	440,000	458,400	458,400	458,400	4%
13 Sanitation Franchise	197,625	203,539	209,500	215,800	216,000	216,000	216,000	0%
14 Water Sales Assessments	129,055	137,076	139,600	146,800	152,700	152,700	152,700	4%
15 Sewer License Fee	272,154	281,707	290,000	290,000	298,700	298,700	298,700	3%
16 Stormwater Franchise	46,348	51,189	53,100	56,500	61,600	61,600	61,600	9%
17 Wireless Franchise	10,000	10,920	-	-	-	-	-	
18 Liquor Licenses	2,420	2,785	2,700	2,700	2,700	2,700	2,700	0%
19 Lien Search Fee	19,052	27,994	20,000	25,000	25,000	25,000	25,000	0%
<b>20 Total Licenses &amp; Fees</b>	<b>2,511,935</b>	<b>2,570,642</b>	<b>2,623,500</b>	<b>2,628,200</b>	<b>2,696,800</b>	<b>2,696,800</b>	<b>2,696,800</b>	<b>3%</b>
<b>21 Intergovernmental:</b>								
22 Cigarette Tax	49,473	49,242	44,700	48,500	45,500	45,500	45,500	-6%
23 Liquor Tax	515,010	531,868	595,100	595,100	613,000	613,000	613,000	3%
<b>24 Total Intergovernmental</b>	<b>564,483</b>	<b>581,110</b>	<b>639,800</b>	<b>643,600</b>	<b>658,500</b>	<b>658,500</b>	<b>658,500</b>	<b>2%</b>
<b>25 Miscellaneous:</b>								
26 Stadium Rent	46,449	48,899	46,700	46,700	46,700	46,700	46,700	0%
27 Interest	5,803	4,635	5,500	5,500	5,500	5,500	5,500	0%
28 Rentals	200	100	-	-	-	-	-	
29 Cell Tower Rent	10,224	10,427	10,700	10,700	11,000	11,000	11,000	3%
30 Art Walk Revenue	800	800	-	1,800	3,200	3,200	3,200	78%
31 Parks SDC Admin Fee	4,999	29,087	40,000	50,000	10,000	10,000	10,000	-80%
32 Miscellaneous Revenue	8,615	7,878	2,000	2,000	2,000	2,000	2,000	0%
<b>33 Total Miscellaneous</b>	<b>77,090</b>	<b>101,826</b>	<b>104,900</b>	<b>116,700</b>	<b>78,400</b>	<b>78,400</b>	<b>78,400</b>	<b>-33%</b>

# General Fund Non-Departmental Resources

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
34 <b>Transfers In:</b>								
35 From PEG Fund	-	5,000	-	-	-	-	-	-
36 <b>Total Transfers In</b>	-	<b>5,000</b>	-	-	-	-	-	-
37 <b>TOTAL RESOURCES</b>	<b>\$9,503,574</b>	<b>\$9,914,874</b>	<b>\$10,186,900</b>	<b>\$10,365,300</b>	<b>\$10,228,800</b>	<b>\$10,228,800</b>	<b>\$10,228,800</b>	<b>-1%</b>

**Budget Notes:**

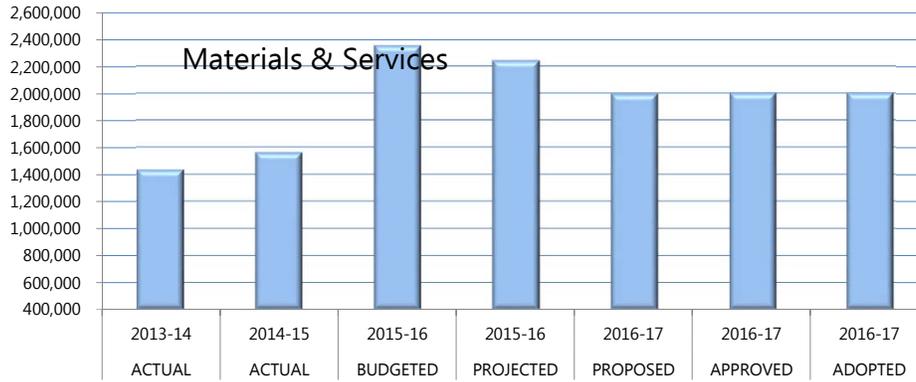
- 4 Property Tax Revenues are expected to increase 4%; 1% from new construction based on permits processed in FY15-16 and 3.0% from increased valuation. Marion County projects a tentative 4% increase overall, however, official estimates are not available at this time.
- 9 PGE anticipates a 1% rate increase effective July 2016 which will primarily impact FY2017-18, in addition financial analysts are projecting a 3-4% increase in overall revenue for calendar years 2016 and 2017. In October 2015 Salem Electric increased the residential basic charge from \$8.00 to \$10.00 per meter which resulted in an approximately 1% revenue increase, this increase is expected to continue into 2016-17.
- 10 NW Natural Gas has requested a 1.7% increase during 2015-16 which will primarily impact FY2016-17.
- 11 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. FY16-17 revenue projections are based on a 5% reduction over FY15-16 projected revenues, consistent with the current downward trend.
- 12 Comcast is projecting a 4% increase overall in cable television revenues during calendar year 2016.
- 13 Sanitation franchise operators implemented a 5% rate increase in FY2015-16, no additional rate increases are anticipated for FY2016-17.
- 14 

City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY16-17.
- 15
- 16
- 17 The City's Wireless agreement with Clear Wireless ended during FY14-15.
- 22 

The League of Oregon Cities reports that the State projects a 6% decline in Cigarette Tax revenues and a 3% increase in Liquor Tax revenues.
- 23 

Both trends are a result of sales and are not due to legislative changes in the tax or allocation of the tax.

# General Fund Non-Departmental Requirements



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 TOTAL REQUIREMENTS:</b>								
<b>2 Expenditures:</b>								
<b>3 Materials &amp; Services:</b>								
4 Public Notices	\$ 780	\$ 906	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	0%
5 Art Walk Artists' Stipends	1,140	800	1,500	1,800	3,200	3,200	3,200	78%
6 Public Art Commission	-	326	1,000	1,000	1,000	3,500	3,500	250%
7 Civic Center Art	-	-	500	500	500	500	500	0%
8 Points of Interest Commission	-	-	-	-	-	1,860	1,860	
9 Legal Services	1,484	355	18,900	5,000	18,900	18,900	18,900	278%
10 Administrative Services Charges	1,361,709	1,487,143	1,731,600	1,637,500	1,699,900	1,699,900	1,699,900	4%
11 Contractual Services	11,807	12,229	11,900	15,000	38,000	38,000	38,000	153%
12 Keizer Chamber Support	3,560	-	1,500	1,500	1,500	1,500	1,500	0%
13 Holiday Lights	9,800	4,581	20,000	15,100	-	-	-	-100%
14 Off-Site Property Maintenance	5,021	6,735	7,500	7,500	7,500	7,500	7,500	0%
15 Neighborhood Associations	1,104	1,322	1,000	1,000	1,000	1,200	1,200	20%
16 SK Schools Tax Payment	33,515	33,515	541,900	541,900	209,000	209,000	209,000	-61%
17 Volunteer Recognition	67	187	200	200	200	200	200	0%
18 Keizer Community Library	-	7,403	7,400	7,400	7,400	8,000	8,000	8%
19 After School Programs	5,000	6,000	6,000	6,000	6,000	6,000	6,000	0%
20 Miscellaneous	500	612	1,000	-	1,000	1,000	1,000	
21 Emergency Management	203	-	1,000	-	1,000	1,000	1,000	
<b>22 Total Materials &amp; Services</b>	<b>1,435,690</b>	<b>1,562,114</b>	<b>2,354,300</b>	<b>2,242,800</b>	<b>1,997,500</b>	<b>2,002,660</b>	<b>2,002,660</b>	<b>-11%</b>
<b>23 Capital Outlay</b>								
24 Area B Development Costs	-	-	41,700	-	51,700	51,700	51,700	
<b>25 Total Expenditures</b>	<b>1,435,690</b>	<b>1,562,114</b>	<b>2,396,000</b>	<b>2,242,800</b>	<b>2,049,200</b>	<b>2,054,360</b>	<b>2,054,360</b>	<b>-8%</b>
<b>26 Other Requirements:</b>								
<b>27 Contingencies:</b>								
28 General Contingency	-	-	50,000	-	50,000	50,000	50,000	
<b>29 Transfers Out:</b>								
30 Community Center Fund	-	43,875	4,400	-	-	-	-	
31 Water Fund	-	8,161	17,400	17,400	17,400	17,400	17,400	0%
<b>32 Total Transfers Out</b>	<b>-</b>	<b>52,036</b>	<b>21,800</b>	<b>17,400</b>	<b>17,400</b>	<b>17,400</b>	<b>17,400</b>	<b>0%</b>
<b>33 TOTAL REQUIREMENTS</b>	<b>\$ 1,435,690</b>	<b>\$ 1,614,151</b>	<b>\$ 2,467,800</b>	<b>\$ 2,260,200</b>	<b>\$ 2,116,600</b>	<b>\$ 2,121,760</b>	<b>\$ 2,121,760</b>	<b>-6%</b>

# General Fund

## Non-Departmental Requirements

### Summary of Administrative Service Fund Charges

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
City-Wide Administration	\$ 151,404	\$ 152,572	\$ 210,500	\$ 154,400	\$ 222,200	\$ 222,200	\$ 222,200	44%
City Manager	139,751	151,124	168,800	168,800	167,000	167,000	167,000	-1%
Information Systems	199,711	233,495	300,500	287,100	288,000	288,000	288,000	0%
Attorney's Office	180,822	200,074	243,200	238,700	237,600	237,600	237,600	0%
City Recorder	129,546	137,344	158,200	157,900	157,600	157,600	157,600	0%
Human Resources	163,488	179,544	198,000	197,300	198,700	198,700	198,700	1%
Finance	165,818	192,438	228,600	215,000	189,300	189,300	189,300	-12%
Facility Maintenance	204,941	213,039	204,100	198,500	223,000	223,000	223,000	12%
Public Works	-	13,009	19,700	19,800	16,500	16,500	16,500	-17%
Adjustments	26,228	14,504	-	-	-	-	-	
Administrative Services Charges	\$ 1,361,709	\$ 1,487,143	\$ 1,731,600	\$ 1,637,500	\$ 1,699,900	\$ 1,699,900	\$ 1,699,900	4%

#### Budget Notes:

- 9 Legal Services include \$10,000 for outside legal counsel who specialize in telecom, to prepare a master telecom ordinance, inclusive of all telecom providers doing business in Keizer. The City currently has an exclusive agreement with CenturyLink (aka Qwest) and does not have a master telecom ordinance. Another \$8,900 is appropriated for bond counsel's assistance in closing out the North River Road Urban Renewal District.
- 10 Administrative Service Charges increased primarily from personnel service increases associated with salary and wage, retirement and insurance expenses.
- 11 Contractual services includes recurring lien search fees and credit card processing fees of \$15,000. In addition \$23,000 is include to payoff outstanding property tax liens associated with property acquired by the Urban Renewal District in the Keizer Station area.
- 16 The City's outstanding debt to the Salem-Keizer School District is \$1,252,204.74, interest exempt, due in fiscal year 2022-2023. Additional annual property tax revenues from the closure of the district will be sufficient to pay off this debt in equal installments for the next six years.

# General Fund Park Operations

The Public Works Department Parks Division is funded by City policy using general fund revenues. Additional revenue for Parks operations will also be provided from the rental of property purchased at 1590 Chemawa Road North and includes rental of a house and lease of a filbert orchard. Additional revenue will come from the lease of property in Bair Park for a cellular communications tower. The Parks Division goal is to continue providing clean, safe, open spaces and river access for structured and unstructured recreation.

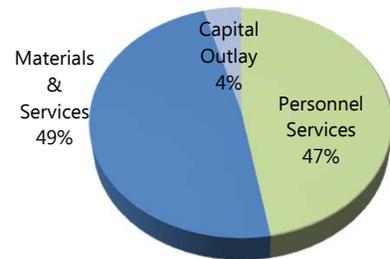
The Parks Division has two full-time employees and supplements staffing in the summer months through a temporary agency. The primary focus of Parks Staff is on maintenance of the Parks system with emphasis on mowing, garbage collection, and maintenance of the various park amenities. Repair or replacement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

### Accomplishments for FY 2015-16

Resurface Willamette Manor Tennis Court

### Division Goal for FY 2016-17

Resurface South Parking Lot at Claggett Creek Park



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>Revenues:</b>								
<b>Licenses &amp; Fees:</b>								
1 Park Reservation Fees	\$ 3,513	\$ 3,580	\$ 2,700	\$ 3,200	\$ 2,700	\$ 2,700	\$ 2,700	-16%
<b>Miscellaneous:</b>								
3 Park Rental Income	25,013	40,144	58,800	52,900	52,000	52,000	52,000	-2%
4 Little League Reimbursement	-	-	-	5,000	-	-	-	-100%
5 <b>Total Miscellaneous</b>	<b>25,013</b>	<b>40,144</b>	<b>58,800</b>	<b>57,900</b>	<b>52,000</b>	<b>52,000</b>	<b>52,000</b>	<b>-10%</b>
6 <b>Total Resources</b>	<b>28,526</b>	<b>43,724</b>	<b>61,500</b>	<b>61,100</b>	<b>54,700</b>	<b>54,700</b>	<b>54,700</b>	<b>-10%</b>
<b>Expenditures:</b>								
<b>Personnel Services:</b>								
9 Public Works Director	7,156	-	-	-	-	-	-	
10 Municipal Utility Workers	67,442	92,230	93,200	93,200	97,400	97,400	97,400	5%
11 Overtime	152	9,222	600	600	600	600	600	0%
12 Clothing/Phone Stipends	486	760	800	800	1,600	1,600	1,600	100%
13 Wellness	-	124	800	800	800	800	800	0%
14 Medicare - Social Security	1,179	1,572	1,500	1,500	1,600	1,600	1,600	7%
15 Retirement	10,663	14,652	20,700	18,000	18,800	18,800	18,800	4%
16 Insurance Benefits	32,714	32,598	36,700	36,700	40,300	40,300	40,300	10%
17 Workers Compensation	681	806	1,300	1,300	1,400	1,400	1,400	8%
18 <b>Total Personnel Services</b>	<b>120,473</b>	<b>151,963</b>	<b>155,600</b>	<b>152,900</b>	<b>162,500</b>	<b>162,500</b>	<b>162,500</b>	<b>6%</b>

# General Fund Park Operations

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>19 Materials &amp; Services:</b>								
20 Parks Materials & Supplies	16,168	23,935	30,000	30,000	30,000	30,000	30,000	0%
21 Meetings, Travel & Training	219	789	1,500	1,000	1,500	1,500	1,500	50%
22 Public Notices	307	152	-	400	400	400	400	0%
23 Contractual Services	71,507	71,363	70,000	81,800	82,200	82,200	82,200	0%
24 Utilities	4,688	3,923	4,700	3,900	4,200	4,200	4,200	8%
25 Telephone	1,858	1,269	1,700	1,300	1,500	1,500	1,500	15%
26 Auto Insurance	1,537	59	-	-	-	-	-	
27 Gasoline	6,226	7,621	7,500	6,500	7,500	7,500	7,500	15%
28 Vehicle Maintenance	2,069	2,438	2,500	3,000	3,500	3,500	3,500	17%
29 Equipment Maintenance	3,102	4,090	4,000	4,000	4,000	4,000	4,000	0%
30 Medical Testing	274	185	-	-	-	-	-	
31 Grant Program	-	2,930	20,000	20,000	20,000	20,000	20,000	0%
32 Park Rental Program Expenses	4,548	2,479	6,000	6,000	6,000	6,000	6,000	0%
33 Little League Park Maintenance	20,957	10,049	15,000	10,000	6,000	6,000	6,000	-40%
<b>34 Total Materials &amp; Services</b>	<b>133,460</b>	<b>131,283</b>	<b>162,900</b>	<b>167,900</b>	<b>166,800</b>	<b>166,800</b>	<b>166,800</b>	<b>-1%</b>
<b>35 Capital Outlay:</b>								
36 Field Equipment	9,899	4,209	3,000	3,000	4,000	4,000	4,000	33%
37 Capital Improvements	18,287	3,261	11,000	11,000	11,100	11,100	11,100	1%
<b>38 Total Capital Outlay</b>	<b>28,186</b>	<b>7,470</b>	<b>14,000</b>	<b>14,000</b>	<b>15,100</b>	<b>15,100</b>	<b>15,100</b>	<b>8%</b>
<b>39 Reserves:</b>								
40 Grant Program Reserve	-	-	5,000	-	-	-	-	
<b>41 Total Requirements</b>	<b>\$ 282,119</b>	<b>\$ 290,716</b>	<b>\$ 337,500</b>	<b>\$ 334,800</b>	<b>\$ 344,400</b>	<b>\$ 344,400</b>	<b>\$ 344,400</b>	<b>3%</b>

## 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 FY16-17 budget is 3.6% of budgeted revenues.

### Personnel Services:

8 The Budget provides a 1.5% and a 2.0% wage and salary increase for all non-represented and staff represented by the Local 320, respectively. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.  
9 The Public Works Director is budgeted in the Public Works section of the Administrative Services Fund and costs are charged back to the General Fund.

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

### Materials & Services:

31 Grant funds will be allocated to citizen sponsored projects and are to be approved by the Parks Board.  
33 Little League Park Maintenance includes \$2,000 for porta potties, \$2,400 for fertilization and weed control, \$1,000 for restroom supplies, \$600 for equipment maintenance (mower).

### Capital Outlay:

37 Capital improvements include resurfacing the south parking lot at Claggett Creek Park.

# General Fund Park Dedicated Funds

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balances:</b>								
3 Dog Park Donations	\$ 528	\$ 528	\$ -	\$ -	\$ -	\$ -	\$ -	
4 Recreation Donations	314	-	-	-	-	-	-	
5 Park Donations	1,494	5,590	-	-	-	-	-	
6 Developers Tree Reimbursements	4,889	4,889	4,700	8,300	-	-	-	-100%
7 Boat Ramp Grant	165	-	-	-	-	-	-	
8 Keizer Rotary Amphitheater Fees	7,638	8,275	7,500	6,700	-	-	-	-100%
<b>9 Total Beginning Balances</b>	<b>15,028</b>	<b>19,282</b>	<b>12,200</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100%</b>
<b>10 Revenues:</b>								
<b>11 Intergovernmental:</b>								
12 MAP Boat Ramp Grant	4,100	4,100	4,100	4,700	4,700	4,700	4,700	0%
<b>13 Charges for Services:</b>								
14 Amphitheater Rental Fees	3,752	2,951	2,500	3,000	3,000	3,000	3,000	0%
<b>15 Miscellaneous:</b>								
16 Dog Park Donations	-	1,600	-	-	-	-	-	
17 Park Donations	8,752	925	-	-	-	-	-	
18 Developers Tree Reimbursements	-	3,723	-	-	-	-	-	
<b>19 Total Miscellaneous</b>	<b>8,752</b>	<b>6,248</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>20 Total Resources</b>	<b>31,632</b>	<b>32,580</b>	<b>18,800</b>	<b>22,700</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>	<b>-66%</b>
<b>21 Expenditures:</b>								
<b>22 Materials &amp; Services:</b>								
23 Dog Park Projects	-	2,200	600	600	-	-	-	-100%
24 Recreation Projects	2,915	2,000	2,000	2,000	2,000	2,000	2,000	0%
25 Park Projects	4,656	4,016	-	-	-	-	-	
26 Boat Ramp Maintenance	3,115	5,945	4,100	4,100	4,700	4,700	4,700	15%
27 Developers Tree Expenses	-	240	4,700	4,700	4,700	4,700	4,700	0%
28 Keizer Rotary Amphitheater	3,114	4,463	10,000	10,000	10,000	10,000	10,000	0%
<b>29 Total Materials &amp; Services</b>	<b>13,800</b>	<b>18,865</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>0%</b>
<b>30 Total Expenditures</b>	<b>\$13,800</b>	<b>\$18,865</b>	<b>\$21,400</b>	<b>\$ 21,400</b>	<b>\$ 21,400</b>	<b>\$ 21,400</b>	<b>\$21,400</b>	<b>0%</b>

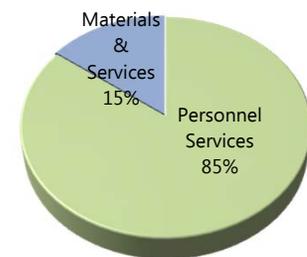
## Budget Notes:

### Expenditures:

- 28 Upon completion of the concert series, \$2,000 will be paid to the operator as a general sponsorship/stipend in support of the amphitheater concert series.

# General Fund Community Development

The Community Development Department provides a variety of services that are important to the economic wellbeing and quality of life of Keizer businesses and residents. Services include managing the City development activities, Urban Renewal activities, community plans, building permit processes, and enforcing City codes. Long-range planning activities include policy issues regarding management of the Comprehensive Plan, State Planning requirements including Periodic Review, Transportation Planning, and development of specific plans such as Master Plans, developing code revisions and ordinance development. Current planning activities include services to the public for development relative to zoning, land dividing, and floodplain management. Code Enforcement regulates zoning violations, solid waste, noxious weeds and unsafe housing issues. Building Permit Administration connects development with other appropriate staff within the City, and to Marion County, implementing the new statewide permit system.



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 Revenues:</b>								
<b>2 Licenses &amp; Fees:</b>								
3 Sign Permits	\$ 2,785	\$ 5,400	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	0%
4 Land Use Application Fees	12,373	24,356	18,000	5,000	18,000	18,000	18,000	260%
5 Building Fees - Zoning	25,326	36,613	45,000	50,000	30,000	30,000	30,000	-40%
6 Permit Administrative Fee	17,083	24,827	25,000	35,000	20,000	20,000	20,000	-43%
7 Facility Fee	-	3,074	2,000	2,000	2,000	2,000	2,000	0%
<b>8 Total Licenses &amp; Fees</b>	<b>57,567</b>	<b>94,269</b>	<b>94,000</b>	<b>96,000</b>	<b>74,000</b>	<b>74,000</b>	<b>74,000</b>	<b>-23%</b>
<b>9 Intergovernmental:</b>								
10 Grants	-	-	165,000	-	-	-	-	
<b>11 Charges for Services:</b>								
12 Nuisance Abatement	523	2,598	15,000	5,000	5,000	5,000	5,000	0%
<b>13 Total Revenues</b>	<b>58,090</b>	<b>96,867</b>	<b>274,000</b>	<b>101,000</b>	<b>79,000</b>	<b>79,000</b>	<b>79,000</b>	<b>-22%</b>
<b>14 Expenditures:</b>								
<b>15 Personnel Services:</b>								
16 Community Development Director	103,090	105,654	106,900	106,900	108,600	108,600	108,600	2%
17 Code Compliance Officer	-	9,435	39,600	39,600	40,700	40,700	40,700	3%
18 Planning Staff	130,260	137,877	145,000	145,000	149,300	149,300	149,300	3%
19 Administrative Support	48,734	51,490	53,700	53,700	54,500	54,500	54,500	1%
20 Stormwater Technician	1,948	2,150	2,700	2,700	3,000	3,000	3,000	11%
21 Overtime	-	-	2,500	-	1,000	1,000	1,000	
22 Cell Phone Stipend	1,487	1,593	1,800	3,400	3,400	3,400	3,400	0%
23 Wellness	548	1,074	1,900	1,400	1,900	1,900	1,900	36%
24 Medicare	4,355	4,721	5,500	5,500	5,500	5,500	5,500	0%
25 Retirement	52,377	57,300	82,600	79,500	81,200	81,200	81,200	2%
26 Insurance Benefits	63,524	77,623	91,800	91,800	97,700	97,700	97,700	6%
27 Workers Compensation	483	645	900	1,100	1,100	1,100	1,100	0%
<b>28 Total Personnel Services</b>	<b>406,806</b>	<b>449,562</b>	<b>534,900</b>	<b>530,600</b>	<b>547,900</b>	<b>547,900</b>	<b>547,900</b>	<b>3%</b>

# General Fund Community Development

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
29 <b>Materials &amp; Services:</b>								
30 Mapping Supplies & Services	185	212	500	200	300	300	300	50%
31 Uniforms	-	472	700	400	500	500	500	25%
32 Postage & Printing	-	117	3,000	500	3,000	3,000	3,000	500%
33 Meetings, Travel & Training	385	745	7,200	2,000	7,200	7,200	7,200	260%
34 Public Notices	2,663	2,376	2,500	2,500	2,500	2,500	2,500	0%
35 Hearings Officer	3,250	3,000	4,000	1,500	3,500	3,500	3,500	133%
36 Auto Insurance	427	463	1,000	1,000	1,100	1,100	1,100	10%
37 Gasoline & Vehicle Maintenance	930	444	2,000	1,000	1,000	1,000	1,000	0%
38 Nuisance Abatement	6,993	3,615	15,000	5,000	5,000	5,000	5,000	0%
39 Operating Equipment	-	505	1,700	500	500	500	500	0%
40 Medical Testing	-	43	-	-	-	-	-	-
41 Land Conservation Grant	1,572	-	-	-	-	-	-	-
42 TGM Grant	-	-	165,000	-	-	-	-	-
43 UGB Land Use Analysis	-	-	35,000	-	70,000	70,000	70,000	-
44 <b>Total Materials &amp; Services</b>	<b>16,405</b>	<b>11,992</b>	<b>237,600</b>	<b>14,600</b>	<b>94,600</b>	<b>94,600</b>	<b>94,600</b>	<b>548%</b>
45 <b>Total Expenditures</b>	<b>\$ 423,211</b>	<b>\$ 461,553</b>	<b>\$ 772,500</b>	<b>\$ 545,200</b>	<b>\$ 642,500</b>	<b>\$ 642,500</b>	<b>\$ 642,500</b>	<b>18%</b>

## Budget Notes:

### Revenues:

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

### Expenditures:

#### Personnel Services:

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

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

#### Materials & Services:

33 Postage & Printing costs provide for a mass mailing should legal mandates require one in FY16-17.

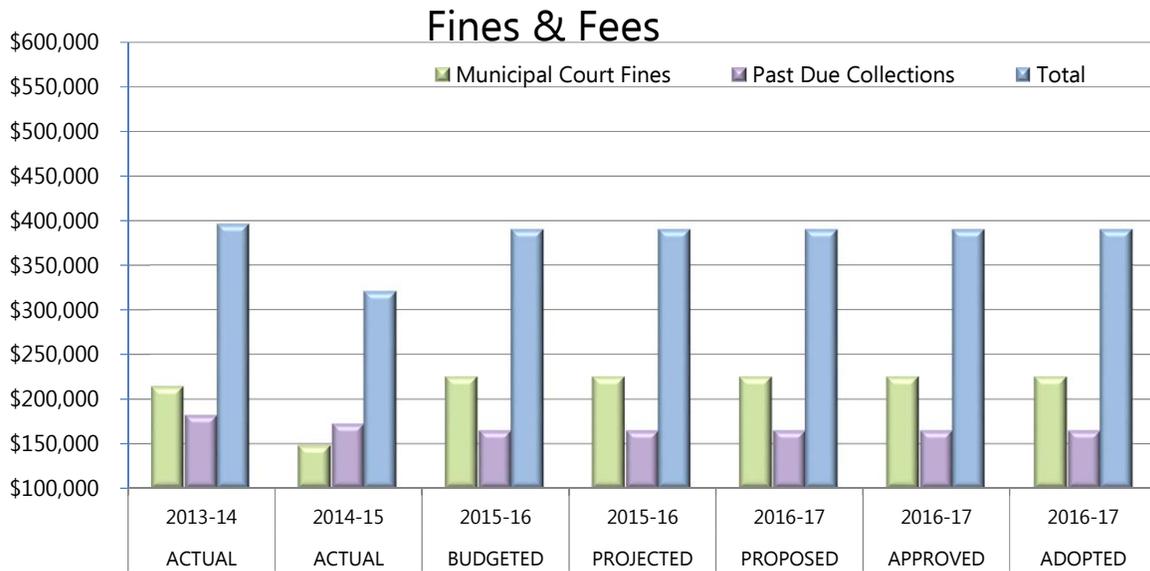
34 Meetings, Travel & Training includes \$5,000 for a national conference and \$1,600 for memberships plus \$600 for the Code Compliance training and memberships.

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

# General Fund

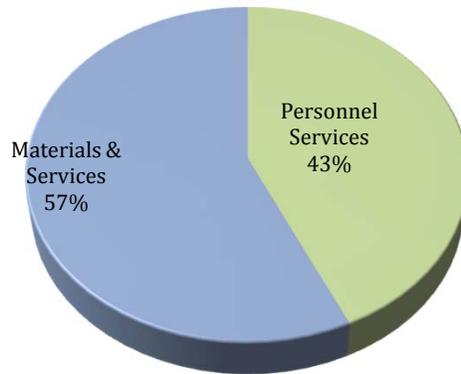
## Finance - Municipal Court

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



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 Revenues:</b>								
<b>2 Intergovernmental:</b>								
3 Peer Court JABG Grant	\$ 4,845	\$ 3,340	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>4 Fines &amp; Forfeits:</b>								
5 Municipal Court Fines	213,959	148,592	225,000	225,000	225,000	225,000	225,000	0%
6 Past Due Collections	182,033	172,208	165,000	165,000	165,000	165,000	165,000	0%
7 Peer Court Fees	5,230	1,874	3,000	3,000	3,000	3,000	3,000	-
<b>8 Total Fines &amp; Forfeits</b>	<b>401,222</b>	<b>322,674</b>	<b>393,000</b>	<b>393,000</b>	<b>393,000</b>	<b>393,000</b>	<b>393,000</b>	<b>-</b>
<b>9 Miscellaneous:</b>								
10 Peer Court Donations	-	3,278	11,200	11,200	11,200	11,200	11,200	
11 Interest Past Due Collections	-	-	18,600	1,500	1,500	1,500	1,500	
<b>12 Total Miscellaneous</b>	<b>-</b>	<b>3,278</b>	<b>29,800</b>	<b>12,700</b>	<b>12,700</b>	<b>12,700</b>	<b>12,700</b>	<b>-</b>
<b>13 Total Revenues</b>	<b>406,067</b>	<b>329,292</b>	<b>422,800</b>	<b>405,700</b>	<b>405,700</b>	<b>405,700</b>	<b>405,700</b>	<b>0%</b>

# General Fund Finance - Municipal Court



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>14 Expenditures:</b>								
<b>15 Personnel Services:</b>								
16 Court Clerks	69,259	59,517	53,100	53,100	53,500	53,500	53,500	1%
17 Overtime	687	280	500	500	500	500	500	0%
18 Wellness	191	307	500	500	500	500	500	0%
19 Medicare	1,078	924	900	900	900	900	900	0%
20 Retirement	9,953	8,639	10,000	10,000	10,200	10,200	10,200	2%
21 Insurance Benefits	24,559	25,715	21,400	21,400	22,700	22,700	22,700	6%
22 Workers Compensation	135	136	100	100	200	200	200	100%
<b>23 Total Personnel Services</b>	<b>105,862</b>	<b>95,518</b>	<b>86,500</b>	<b>86,500</b>	<b>88,500</b>	<b>88,500</b>	<b>88,500</b>	<b>2%</b>
<b>24 Materials &amp; Services:</b>								
25 Materials & Supplies	343	700	500	500	500	500	500	0%
26 Meetings, Travel & Training	548	100	1,000	500	1,000	1,000	1,000	100%
27 Judge's Services	15,367	14,098	16,000	16,000	16,000	16,000	16,000	0%
28 Other Contractual Services	5,238	5,239	7,500	7,500	7,500	7,500	7,500	0%
29 Peer Court	22,470	20,837	24,700	24,700	24,700	24,700	24,700	0%
30 Collections Cost	525	733	800	800	800	800	800	0%
31 Interagency Assessments	66,105	42,242	72,300	62,000	66,300	66,300	66,300	7%
<b>32 Total Materials &amp; Services</b>	<b>110,596</b>	<b>83,949</b>	<b>122,800</b>	<b>112,000</b>	<b>116,800</b>	<b>116,800</b>	<b>116,800</b>	<b>4%</b>
<b>33 Total Expenditures</b>	<b>\$216,458</b>	<b>\$179,467</b>	<b>\$209,300</b>	<b>\$198,500</b>	<b>\$205,300</b>	<b>\$205,300</b>	<b>\$205,300</b>	<b>3%</b>

**Budget Notes:**

5 Municipal Court Fines are expected to remain consistent with the prior year.

**Expenditures:**

**Personnel Services:**

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

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

**Materials & Services:**

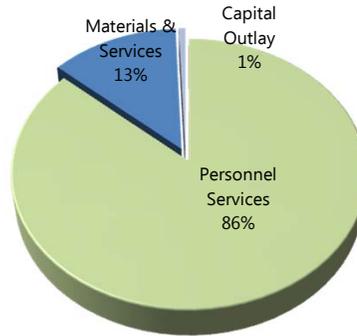
31 Interagency Assessments are approximately 17% of citation revenue

# General Fund Police Operations

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>RESOURCES:</b>								
<b>Beginning Balances:</b>								
1	Reserve Donations	\$ 2,079	2,379	\$ 2,600	\$ -	\$ -	\$ -	-
2	K-9 Donations	6,645	12,575	14,500	18,800	16,600	16,600	-12%
3	Civil/Criminal Forfeitures	128,272	82,573	132,800	113,200	76,700	76,700	-32%
4	<b>Total Beginning Balances</b>	<b>136,996</b>	<b>97,527</b>	<b>149,900</b>	<b>132,000</b>	<b>93,300</b>	<b>93,300</b>	<b>-29%</b>
5	<b>Revenues:</b>							
6	<b>Intergovernmental:</b>							
7	Special Duty Officers	2,555	2,504	5,000	3,000	3,000	3,000	0%
8	School Resource Contract	149,606	154,328	159,700	163,500	168,000	168,000	3%
9	Materials & Services Grants	5,289	5,500	17,900	17,900	5,000	5,000	-72%
10	Overtime Grants	10,727	1,872	2,000	3,000	2,000	2,000	-33%
11	<b>Total Intergovernmental</b>	<b>168,177</b>	<b>164,204</b>	<b>184,600</b>	<b>187,400</b>	<b>178,000</b>	<b>178,000</b>	<b>-5%</b>
12	<b>Fines &amp; Forfeits:</b>							
13	Impound Fees	21,705	780	1,000	-	-	-	-
14	Civil/Criminal Forfeitures	25,165	65,404	25,000	-	-	-	-
15	<b>Total Fines &amp; Forfeits</b>	<b>46,870</b>	<b>66,184</b>	<b>26,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
16	<b>Miscellaneous:</b>							
17	Police Testing Reimbursements	540	825	-	600	-	-	-100%
18	Reserve Officer Donations	300	300	-	-	-	-	-
19	Police Donations	1,750	3,136	-	400	-	-	-100%
20	K-9 Donations	17,728	9,303	-	800	8,000	8,000	900%
21	Event Overtime Reimbursements	-	3,413	5,000	4,000	-	-	-100%
22	Miscellaneous	17,242	15,903	15,000	15,000	15,000	15,000	0%
23	<b>Total Miscellaneous</b>	<b>37,560</b>	<b>32,879</b>	<b>20,000</b>	<b>20,800</b>	<b>23,000</b>	<b>23,000</b>	<b>11%</b>
24	<b>TOTAL RESOURCES</b>	<b>389,603</b>	<b>360,794</b>	<b>380,500</b>	<b>340,200</b>	<b>294,300</b>	<b>294,300</b>	<b>-13%</b>

# General Fund Police Operations



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
25 <b>Expenditures:</b>								
26 <b>Personnel Services:</b>								
27 Chief of Police	102,755	115,562	120,400	120,400	125,800	125,800	125,800	4%
28 Deputy Chief	106,716	112,368	117,000	117,000	118,800	118,800	118,800	2%
29 Lieutenants	240,376	285,987	297,700	260,300	282,900	282,900	282,900	9%
30 Sergeants	518,300	516,844	527,600	542,300	542,700	542,700	542,700	0%
31 Police Officers	1,810,858	1,868,523	1,982,200	1,946,000	1,935,700	1,935,700	1,935,700	-1%
32 Community Service								
Officer/Evidence Specialist	37,848	40,082	44,200	34,000	44,200	44,200	44,200	30%
33 Administrative Support	377,906	394,212	403,900	403,900	393,600	393,600	393,600	-3%
34 Reserve Officers	649	-	1,500	-	-	-	-	
35 Overtime	126,466	122,070	130,400	156,000	156,000	156,000	156,000	0%
36 Overtime - Grant Programs	12,784	10,142	12,000	12,000	12,000	12,000	12,000	0%
37 Overtime - Community Events	7,300	9,321	8,800	8,800	5,500	5,500	5,500	-38%
38 On Call Duty Pay	-	-	-	-	18,200	18,200	18,200	
39 Clothing, Cell Phone Stipends	34,113	32,435	42,200	39,000	40,500	40,500	40,500	4%
40 Wellness	10,684	10,086	16,700	10,000	15,000	15,000	15,000	50%
41 Medicare SSI	57,911	56,567	53,900	58,000	60,000	60,000	60,000	3%
42 Retirement & VEBA	691,750	738,012	933,700	900,000	912,000	912,000	912,000	1%
43 Insurance Benefits	746,049	807,193	923,300	868,000	941,800	941,800	941,800	9%
44 Workers Compensation	33,506	49,704	38,500	38,500	39,500	39,500	39,500	3%
45 <b>Total Personnel Services</b>	<b>4,915,971</b>	<b>5,169,107</b>	<b>5,654,000</b>	<b>5,514,200</b>	<b>5,644,200</b>	<b>5,644,200</b>	<b>5,644,200</b>	<b>2%</b>

# General Fund Police Operations

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
46 <b>Materials &amp; Services:</b>								
47 Office Materials & Supplies	9,705	-	-	-	-	-	-	
48 Cadet Program	852	507	2,500	2,500	2,500	2,500	2,500	0%
49 Reserve Officer Program	690	13,370	21,000	21,000	21,000	21,000	21,000	0%
50 K-9 Donation Expense	1,128	2,989	3,000	-	3,000	11,000	11,000	
51 Clothing & Duty Gear	27,896	21,680	24,000	48,000	24,000	24,000	24,000	-50%
52 Civil/Criminal Forfeiture Expense	13,749	1,095	36,500	37,500	5,000	5,000	5,000	-87%
53 K-9 Program	3,150	4,779	5,000	5,500	13,500	5,500	5,500	0%
54 Postage & Printing	3,529	-	-	-	-	-	-	
55 Association Memberships	-	1,849	2,000	2,000	2,000	2,000	2,000	0%
56 Meetings, Travel & Training	24,822	28,086	40,900	40,900	34,000	34,000	34,000	-17%
57 Tuition Reimbursement	-	1,424	3,000	-	3,000	3,000	3,000	
58 Public Notices	192	684	500	500	500	500	500	0%
59 Labor Attorney	32,687	54,779	40,000	60,000	30,000	30,000	30,000	-50%
60 Contractual Services	1,892	8,882	6,500	4,500	5,000	5,000	5,000	11%
61 Labor	3,421	4,537	-	-	-	-	-	
62 Telephone/Internet Service	14,618	13,109	15,000	15,000	15,000	15,000	15,000	0%
63 Auto Insurance	11,952	17,866	18,900	19,700	21,600	21,600	21,600	10%
64 Office Equipment Rental	1,532	1,343	2,000	1,500	2,000	2,000	2,000	33%
65 Gasoline	74,196	59,708	90,000	48,000	55,000	55,000	55,000	15%
66 Vehicle Maintenance	15,549	35,540	32,000	28,000	32,000	32,000	32,000	14%
67 Equipment Maintenance	3,505	956	2,000	1,000	3,500	3,500	3,500	250%
68 Community Events Materials	2,639	810	1,800	800	3,000	3,000	3,000	275%
69 Operating Materials	22,044	9,454	12,000	12,500	14,000	14,000	14,000	12%
70 Ammo & Weapons	12,054	14,898	12,000	12,000	12,000	12,000	12,000	0%
71 Durable Goods	-	12,257	11,000	24,000	8,000	8,000	8,000	-67%
72 Willamette Valley Comm Center	358,367	371,599	401,300	401,300	429,400	429,400	429,400	7%
73 Salem Radio Bandwidth	31,164	28,728	30,800	30,800	34,000	34,000	34,000	10%
74 RAIN	7,178	7,410	8,100	7,600	8,400	8,400	8,400	11%
75 PRIORS	42,620	44,200	47,300	47,500	49,200	49,200	49,200	4%
76 Investigations	8,752	6,238	10,000	5,500	10,000	10,000	10,000	82%
77 Donation Expense	-	2,355	-	-	-	-	-	
78 Applicant Testing Expense	2,950	2,030	3,000	2,000	3,000	3,000	3,000	50%
79 <b>Total Materials &amp; Services</b>	<b>732,833</b>	<b>773,163</b>	<b>882,100</b>	<b>879,600</b>	<b>843,600</b>	<b>843,600</b>	<b>843,600</b>	<b>-4%</b>
80 <b>Capital Outlay:</b>								
81 K-9 Dog	10,670	-	-	-	-	-	-	
82 Computer Equipment	6,800	-	-	-	-	-	-	
83 Furniture	17,273	-	-	-	-	-	-	
84 Uniforms & Equipment	15,002	14,719	-	-	-	-	-	
85 Vehicles	-	18,952	-	-	-	-	-	
86 <b>Total Capital Outlay</b>	<b>49,745</b>	<b>33,671</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
87 <b>Total Expenditures</b>	<b>\$5,698,549</b>	<b>\$5,975,941</b>	<b>\$ 6,536,100</b>	<b>\$ 6,393,800</b>	<b>\$ 6,487,800</b>	<b>\$ 6,487,800</b>	<b>\$ 6,487,800</b>	<b>1%</b>

# General Fund

## Police Operations

### **Budget Notes:**

#### **Revenues:**

- 8 The Salem-Keizer School District contracts with the Keizer Police Department to provide School Resource Officers. The School District reimburses the City 40% of two School Resource Officer'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.
- 14 Civil Forfeiture can be used only to support law enforcement operations, not personnel costs, and may be spent on such costs as equipment, training, and investigations.

#### **Personnel Services:**

- 26 The Budget provides a 1.5% wage and salary increase for all non-represented staff. Represented staff receive a 1.5% increase in July and a 1.0% increase in January as provided for in the Keizer Police Association Union Contract. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies.
- 35 Overtime costs are dependent upon after-hours investigations and court appearances. Training rarely incurs overtime. Overtime costs are about 6% of sworn staff wages.

#### **Materials & Services:**

- 47 Office Materials & Supplies are tracked in the Administrative Services Fund, City-Wide Administration account.
- 49 This line-item includes all direct costs associated with Reserve Officers, including training, uniforms, and equipment, to provide an accurate accounting of the cost of this program.
- 51 FY16 included \$24,000 in rain/cold weather costs and pants, replacing similar ten-year old gear.
- 54 Postage & Printing costs are tracked in the Administrative Services Fund, City-Wide Administration account.
- 56 FY16 training expenses were offset by \$10,600 in grants (\$40,900 - 10,600 = \$30,300). FY17 training includes one-time costs to send one member to the FBI National Academy and two members to a conference on Problem-Oriented Policing.
- 59 Labor Attorney costs are for union negotiations including dispute resolution.
- 60 Increased costs reflect contracted chaplaincy services, professional services to computer forensics investigators, and the Oregon Accreditation Alliance, a law enforcement accrediting association.
- 63 Auto insurance premiums will increase up to 10%. The increases result from claim loss settlements from prior years.
- 65 The change is a reflection of the price of gasoline from a conservative prediction of \$3.50 for FY15 to \$2.50 per gallon, times 21,000 gallons.
- 71 FY16 included a second speed radar trailer (\$8,000) and "go" bags for active shooter response (\$10,000).

# General Fund Revenue Sharing

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
2 Beginning Balances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>3 Revenues:</b>								
<b>4 Intergovernmental:</b>								
5 State Revenue Sharing	296,598	307,203	340,000	315,000	325,000	325,000	325,000	3%
6 Police Capital Grants	-	2,191	5,600	5,600	5,600	5,600	5,600	0%
<b>7 Total Intergovernmental</b>	<b>296,598</b>	<b>309,394</b>	<b>345,600</b>	<b>320,600</b>	<b>330,600</b>	<b>330,600</b>	<b>330,600</b>	<b>3%</b>
<b>8 TOTAL RESOURCES</b>	<b>296,598</b>	<b>309,394</b>	<b>345,600</b>	<b>320,600</b>	<b>330,600</b>	<b>330,600</b>	<b>330,600</b>	<b>3%</b>
<b>9 REQUIREMENTS:</b>								
<b>10 Expenditures:</b>								
<b>11 Capital Outlay:</b>								
12 Police Protective Vests	3,825	8,678	11,200	11,200	11,200	11,200	11,200	0%
13 Parks Vehicle	-	28,462	-	-	-	-	-	-
14 Police Vehicle Leases	57,189	975	-	-	-	-	-	-
15 Police Vehicle Purchases	344,297	256,294	-	-	141,000	141,000	141,000	-
<b>16 Total Capital Outlay</b>	<b>405,311</b>	<b>294,409</b>	<b>11,200</b>	<b>11,200</b>	<b>152,200</b>	<b>152,200</b>	<b>152,200</b>	<b>1259%</b>
<b>17 Total Expenditures</b>	<b>\$ 405,311</b>	<b>\$ 294,409</b>	<b>\$ 11,200</b>	<b>\$ 11,200</b>	<b>\$ 152,200</b>	<b>\$ 152,200</b>	<b>\$ 152,200</b>	<b>1259%</b>

**Budget Notes:**

**Revenues:**

- 5 State Revenue Sharing revenues have increased due to an increase in liquor sales in Oregon. The League of Oregon Cities projects a 3% increase in FY16-17. Due to funding constraints, Revenue Sharing dollars are planned to fund operating expenditures.
- 6 Police grants fund 50% of the cost for Protective Vests and the Department has applied for funding 13 vests for FY16-17. The actual amount awarded will not be available until October 2016.

**Expenditures:**

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

# Urban Renewal District Summary

The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 5,833,694</b>	<b>\$ 232,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>3 Revenues:</b>								
4 Taxes & Assessments	1,225,332	1,175,799	-	-	-	-	-	-
5 Miscellaneous	400,850	400	-	-	-	-	-	-
<b>6 Total Revenues</b>	<b>1,626,182</b>	<b>1,176,199</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>7 Other Resources:</b>								
8 Debt Proceeds	3,817,323	71,477	-	-	-	-	-	-
<b>9 TOTAL RESOURCES</b>	<b>11,277,199</b>	<b>1,479,976</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>10 REQUIREMENTS:</b>								
<b>11 Expenditures:</b>								
12 Materials & Services	317,537	122,813	-	-	-	-	-	-
13 Capital Outlay	3,725,193	501	-	-	-	-	-	-
14 Debt Service	7,002,168	1,356,662	-	-	-	-	-	-
<b>15 Total Expenditures</b>	<b>11,044,898</b>	<b>1,479,976</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>16 Fund Balance:</b>								
17 Restricted	232,301	-	-	-	-	-	-	-
<b>18 TOTAL REQUIREMENTS</b>	<b>\$11,277,199</b>	<b>\$ 1,479,976</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# Urban Renewal District

## Program Income Fund

The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 616,090</b>	<b>\$ 51,837</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>3 Revenues:</b>								
<b>4 Miscellaneous:</b>								
5 Interest	1,460	-	-	-	-	-	-	-
<b>6 Total Miscellaneous</b>	<b>1,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>7 TOTAL RESOURCES</b>	<b>617,550</b>	<b>51,837</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>8 REQUIREMENTS:</b>								
<b>9 Expenditures:</b>								
<b>10 Materials &amp; Services:</b>								
11 Legal Services	200,129	126	-	-	-	-	-	-
12 Repayment to Taxing Jurisdictions	-	51,711	-	-	-	-	-	-
13 Miscellaneous Expense	84	-	-	-	-	-	-	-
<b>14 Total Materials &amp; Services</b>	<b>200,213</b>	<b>51,837</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>15 Debt Service:</b>								
16 Assessment Payment on Foreclosures	365,500	-	-	-	-	-	-	-
<b>17 Total Expenditures</b>	<b>565,713</b>	<b>51,837</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>18 Fund Balance:</b>								
19 Restricted	51,837	-	-	-	-	-	-	-
<b>20 TOTAL REQUIREMENTS</b>	<b>\$ 617,550</b>	<b>\$ 51,837</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# Urban Renewal District Project Fund

The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
1 <b>RESOURCES:</b>								
2 <b>Beginning Balance:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 <b>Revenues:</b>								
4 <b>Miscellaneous:</b>								
5 Reimbursements	25,195	-	-	-	-	-	-	-
6 <b>Total Miscellaneous</b>	<b>25,195</b>	-	-	-	-	-	-	-
7 <b>Total Revenues</b>	<b>25,195</b>	-	-	-	-	-	-	-
8 <b>Other Resources:</b>								
9 <b>Debt Proceeds:</b>								
10 Loan Proceeds	-	71,477	-	-	-	-	-	-
11 Bond Proceeds (from Tax Increment Fund	3,817,323	-	-	-	-	-	-	-
12 <b>Total Debt Proceeds</b>	<b>3,817,323</b>	<b>71,477</b>	-	-	-	-	-	-
13 <b>TOTAL RESOURCES</b>	<b>3,842,518</b>	<b>71,477</b>	-	-	-	-	-	-
14 <b>REQUIREMENTS:</b>								
15 <b>Expenditures:</b>								
30 <b>Materials &amp; Services:</b>								
31 Postage & Printing	528	-	-	-	-	-	-	-
32 Association Memberships	516	516	-	-	-	-	-	-
33 Public Notices	296	786	-	-	-	-	-	-
34 Legal Services	1,102	846	-	-	-	-	-	-
35 Administrative Services Charges	114,603	65,678	-	-	-	-	-	-
36 Contractual Services	-	2,870	-	-	-	-	-	-
37 Audit	250	250	-	-	-	-	-	-
38 Miscellaneous	29	30	-	-	-	-	-	-
39 <b>Total Materials &amp; Services</b>	<b>117,324</b>	<b>70,976</b>	-	-	-	-	-	-
40 <b>Capital Outlay:</b>								
41 Property Acquisition & Development	3,725,193	501	-	-	-	-	-	-
42 <b>Total Capital Outlay</b>	<b>3,725,193</b>	<b>501</b>	-	-	-	-	-	-
43 <b>Total Expenditures</b>	<b>3,842,517</b>	<b>71,477</b>	-	-	-	-	-	-
44 <b>Fund Balance:</b>								
45 Restricted	1	-	-	-	-	-	-	-
46 <b>TOTAL REQUIREMENTS</b>	<b>\$ 3,842,518</b>	<b>\$ 71,477</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# Urban Renewal District

## Tax Increment Fund

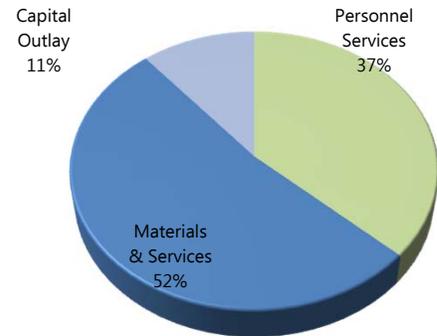
The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
1 <b>RESOURCES:</b>								
2 <b>Beginning Balance:</b>	\$ 5,217,604	\$ 180,463	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 <b>Revenues:</b>								
4 <b>Taxes &amp; Assessments:</b>								
5 Tax Increment Revenue	1,098,053	1,112,116	-	-	-	-	-	-
6 Prior Year Taxes	127,279	63,683	-	-	-	-	-	-
7 <b>Total Taxes &amp; Assessments</b>	<b>1,225,332</b>	<b>1,175,799</b>	-	-	-	-	-	-
8 <b>Miscellaneous:</b>								
9 Foreclosure Acquisition Funds	365,500	-	-	-	-	-	-	-
10 Interest	8,695	400	-	-	-	-	-	-
11 <b>Total Miscellaneous</b>	<b>374,195</b>	<b>400</b>	-	-	-	-	-	-
12 <b>Total Revenues</b>								
13 <b>TOTAL RESOURCES</b>	<b>6,817,131</b>	<b>1,356,662</b>	-	-	-	-	-	-
14 <b>REQUIREMENTS:</b>								
15 <b>Expenditures:</b>								
16 <b>Debt Service:</b>								
17 Repayment of Tax Increment	1,364,593	-	-	-	-	-	-	-
18 Bond Principal Payment (line of credit)	1,400,000	1,260,000	-	-	-	-	-	-
19 Interest on Line of Credit	54,752	25,185	-	-	-	-	-	-
20 Loan Payment (Project Fund)	3,817,323	71,477	-	-	-	-	-	-
21 <b>Total Debt Service</b>	<b>6,636,668</b>	<b>1,356,662</b>	-	-	-	-	-	-
22 <b>Fund Balance:</b>								
23 Restricted	180,463	-	-	-	-	-	-	-
24 <b>TOTAL REQUIREMENTS</b>	<b>\$ 6,817,131</b>	<b>\$ 1,356,662</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# Community Center Fund

The City of Keizer Community Center is a state of the art facility intended to accommodate the cultural, educational, professional, recreational, and economic needs of its citizens and the community. Rental fees help cover the operation and management of the center. During the last fiscal year, the Center has hosted a variety of events. During the week, the Center is used by many of our City Committees and local community groups such as West Keizer Neighborhood Association, Claggett Creek Watershed Council, and Keizer sports associations. On weekends, the Center has served as the venue for weddings, quinceaneras, anniversary parties, and baby/bridal showers. Keizer Parks Foundation, Union Gospel Mission, Chamber of Commerce, and other non-profit organizations have used the facility for their fundraising ventures.

During the last couple of years, staff has worked towards making the Center self-sustaining. City Staff manage the scheduling and coordination of the facility. Staff provide tours, answer rental inquiries, assist clients with the necessary contractual requirements (insurance, catering requirements, etc.) room sets, audio needs, and other amenities to assure the client's event is successful. Temporary event staffing is used to provide service during the event and upon completion of the event, cleaning and resetting the venue for the next event. During the last year, promotion of the Center has taken place at bridal shows, Chamber of Commerce, Travel Salem gatherings, and membership in the Mid-Willamette Valley Wedding Pro Association.



	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 11,071</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ 41,300</b>	<b>\$ 41,300</b>	<b>\$ 41,300</b>	
<b>3 Revenues:</b>								
<b>4 Taxes &amp; Assessments:</b>								
5 Hotel/Motel Tax	-	-	60,000	80,000	80,000	80,000	80,000	0%
<b>6 Charges for Services:</b>								
7 Rental Fees	98,356	115,844	115,000	135,000	145,000	145,000	145,000	7%
<b>8 Miscellaneous:</b>								
9 Donations	10,000	10,000	10,000	10,000	-	-	-	-100%
10 Interest	14	-	-	-	-	-	-	
<b>11 Total Miscellaneous</b>	<b>10,014</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100%</b>
<b>12 Total Revenues</b>	<b>108,370</b>	<b>125,844</b>	<b>185,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>0%</b>
<b>13 Other Resources:</b>								
14 Transfer from General Fund	-	43,875	4,400	-	-	-	-	
<b>15 TOTAL RESOURCES</b>	<b>\$ 119,441</b>	<b>\$ 169,719</b>	<b>\$ 189,500</b>	<b>\$ 225,000</b>	<b>\$ 266,300</b>	<b>\$ 266,300</b>	<b>\$ 266,300</b>	<b>18%</b>
<b>16 REQUIREMENTS:</b>								
<b>17 Expenditures:</b>								
<b>18 Personnel Services:</b>								
19 Event Center Coordinator	15,045	31,961	31,800	31,800	37,900	37,900	37,900	19%
20 Temporary Help	12,458	13,504	20,000	20,000	21,500	21,500	21,500	8%
21 Overtime Costs	-	357	-	-	-	-	-	
22 Cell Phone Stipend	275	660	900	900	900	900	900	0%
23 Wellness	-	-	-	-	400	400	400	
24 Medicare	1,251	1,632	800	800	900	900	900	13%
25 Retirement	2,780	5,963	8,300	8,300	9,900	9,900	9,900	19%
26 Insurance	2,788	4,760	4,800	4,800	20,600	20,600	20,600	329%
27 Unemployment	105	-	-	-	-	-	-	
28 Workers Compensation	176	375	600	600	700	700	700	17%
<b>29 Total Personnel Services</b>	<b>34,878</b>	<b>59,212</b>	<b>67,200</b>	<b>67,200</b>	<b>92,800</b>	<b>92,800</b>	<b>92,800</b>	<b>38%</b>

# Community Center Fund

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
30 <b>Materials &amp; Services:</b>								
31 Materials & Supplies	980	497	800	800	800	800	800	0%
32 Association Memberships	15	15	500	500	500	500	500	0%
33 Legal Notices	152	-	100	100	100	100	100	0%
34 Administrative Services Fund	58,656	79,024	82,300	78,000	93,400	93,400	93,400	20%
35 Contractual Services	8,525	13,261	13,000	13,000	14,000	14,000	14,000	8%
36 Marketing Costs	586	1,047	6,000	6,000	6,000	6,000	6,000	0%
37 Janitorial Services	4,679	4,758	4,400	4,400	4,400	4,400	4,400	0%
38 Utilities	5,205	5,167	5,500	5,500	5,500	5,500	5,500	0%
39 Equipment Maintenance & Repair	-	-	-	-	2,200	2,200	2,200	
40 Janitorial Supplies	4,790	6,008	5,000	5,000	5,000	5,000	5,000	0%
41 Medical Testing	360	123	200	200	200	200	200	0%
42 <b>Total Materials &amp; Services</b>	<b>83,948</b>	<b>109,900</b>	<b>117,800</b>	<b>113,500</b>	<b>132,100</b>	<b>132,100</b>	<b>132,100</b>	<b>16%</b>
43 <b>Capital Outlay:</b>								
44 Furnishings & Fixtures	615	607	3,000	3,000	28,000	28,000	28,000	833%
45 <b>Total Expenditures</b>	<b>119,441</b>	<b>169,719</b>	<b>188,000</b>	<b>183,700</b>	<b>252,900</b>	<b>252,900</b>	<b>252,900</b>	<b>38%</b>
46 <b>Other Requirements:</b>								
47 Contingency	-	-	1,500	-	11,000	11,000	11,000	
48 <b>Fund Balance:</b>								
49 Assigned	-	-	-	41,300	2,400	2,400	2,400	-94%
50 <b>TOTAL REQUIREMENTS</b>	<b>\$ 119,441</b>	<b>\$ 169,719</b>	<b>\$ 189,500</b>	<b>\$ 225,000</b>	<b>\$ 266,300</b>	<b>\$ 266,300</b>	<b>\$ 266,300</b>	<b>18%</b>

## Summary of Administrative Service Fund Charges

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
City-Wide Administration	\$ 6,172	\$ 2,792	\$ 3,600	\$ 2,600	\$ 4,100	\$ 4,100	\$ 4,100	58%
City Manager	4,192	3,013	2,500	2,500	2,900	2,900	2,900	16%
Information Systems	5,042	4,409	7,800	7,400	9,800	9,800	9,800	32%
Attorney's Office	4,943	4,267	3,000	2,900	3,800	3,800	3,800	31%
City Recorder	10,848	12,397	13,400	13,400	13,900	13,900	13,900	4%
Human Resources	5,274	3,286	3,400	3,400	3,600	3,600	3,600	6%
Finance	45,232	48,126	45,100	42,400	51,200	51,200	51,200	21%
Facility Maintenance	6,612	3,899	3,500	3,400	4,100	4,100	4,100	21%
Adjustments	(29,659)	(3,166)	-	-	-	-	-	
Administrative Services Charges	\$ 58,656	\$ 79,023	\$ 82,300	\$ 78,000	\$ 93,400	\$ 93,400	\$ 93,400	20%

### Budget Notes:

- 7 Rental fees are expected to remain consistent with the previous year.
- 19 The Event Center Coordinator position will transition to a regular status position during FY16-17.
- 34 Funds were not sufficient to pay the full Administrative Services Charges, therefore the General Fund paid a portion of these costs in fiscal years 2013-14 and 2014-15.
- 35 Contractual Services are primarily for event security and this cost is reimbursed through rental fees.
- 44 Furnishings and fixtures is to provide for replacement tables/chairs (\$2,000), floor tiles (\$2,000), two projectors (\$6,000), platform stage (\$3,000) and sound system (\$15,000).
- 47 Contingency is approximately 5% of personnel services and materials and services.

# Public Education Government Fund

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 206,728</b>	<b>\$ 243,379</b>	<b>\$ 232,000</b>	<b>\$ 237,400</b>	<b>\$ 253,800</b>	<b>\$ 253,800</b>	<b>\$ 253,800</b>	<b>7%</b>
<b>3 Revenues:</b>								
<b>4 Intergovernmental:</b>								
5 PEG Fees	121,312	126,951	126,200	128,500	132,400	132,400	132,400	3%
<b>6 Miscellaneous:</b>								
7 Interest Earnings/Miscellaneous	726	468	600	600	500	500	500	-17%
<b>8 TOTAL RESOURCES</b>	<b>328,766</b>	<b>370,798</b>	<b>358,800</b>	<b>366,500</b>	<b>386,700</b>	<b>386,700</b>	<b>386,700</b>	<b>6%</b>
<b>9 REQUIREMENTS:</b>								
<b>10 Expenditures:</b>								
<b>11 Materials &amp; Services:</b>								
12 Public Notices	-	64	-	-	500	500	500	
13 Administrative Costs	3,239	-	2,300	2,200	6,700	6,700	6,700	205%
14 Production Services	-	500	-	-	-	-	-	
15 Broadcasting	81,000	96,900	96,000	96,000	96,000	96,000	96,000	0%
<b>16 Total Materials &amp; Services</b>	<b>84,239</b>	<b>97,464</b>	<b>98,300</b>	<b>98,200</b>	<b>103,200</b>	<b>103,200</b>	<b>103,200</b>	<b>5%</b>
<b>17 Capital Outlay:</b>								
18 Television Equipment	1,148	30,947	20,000	14,500	25,000	25,000	25,000	72%
<b>19 Total Expenditures</b>	<b>85,387</b>	<b>128,411</b>	<b>118,300</b>	<b>112,700</b>	<b>128,200</b>	<b>128,200</b>	<b>128,200</b>	<b>14%</b>
<b>20 Other Requirements:</b>								
21 Contingency	-	-	50,000	-	50,000	50,000	50,000	
22 Transfers Out	-	5,000	-	-	-	-	-	
23 Restricted for Operations	243,379	237,387	190,500	253,800	208,500	208,500	208,500	-18%
<b>24 Total Other Requirements</b>	<b>243,379</b>	<b>242,387</b>	<b>240,500</b>	<b>253,800</b>	<b>258,500</b>	<b>258,500</b>	<b>258,500</b>	<b>2%</b>
<b>25 TOTAL REQUIREMENTS</b>	<b>\$ 328,766</b>	<b>\$ 370,798</b>	<b>\$358,800</b>	<b>\$ 366,500</b>	<b>\$386,700</b>	<b>\$ 386,700</b>	<b>\$ 386,700</b>	<b>6%</b>

## Budget Notes:

### Revenues:

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

### Expenditures:

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

# Law Enforcement Grant Fund

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>3 Revenues:</b>								
<b>4 Intergovernmental:</b>								
5 Police Grants	3,000	8,325	30,000	-	30,000	30,000	30,000	
<b>6 TOTAL RESOURCES</b>	<b>3,000</b>	<b>8,325</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	
<b>7 REQUIREMENTS:</b>								
<b>8 Expenditures:</b>								
<b>9 Materials &amp; Services:</b>								
10 Operating Materials & Training	3,000	8,325	-	-	-	-	-	
<b>11 Capital Outlay:</b>								
12 Police Equipment	-	-	30,000	-	30,000	30,000	30,000	
<b>13 Total Expenditures</b>	<b>3,000</b>	<b>8,325</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	
<b>14 Other Requirements:</b>								
15 Restricted	-	-	-	-	-	-	-	
<b>16 TOTAL REQUIREMENTS</b>	<b>\$ 3,000</b>	<b>\$ 8,325</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	

**Budget Notes:**

- 5 Grant funds will not be expended until the award is received and approved by City Council

# Housing Rehabilitation Fund

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

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

This program, combined with the Energy Efficiency Revolving Loan Fund, provided loans to 23 qualified home owners who were able to replace roofs, heating systems, windows, doors and make other improvements.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 23,526</b>	<b>\$ 14,455</b>	<b>\$ 28,700</b>	<b>\$ 13,800</b>	<b>\$ 13,800</b>	<b>\$ 13,800</b>	<b>\$ 13,800</b>	<b>0%</b>
<b>3 Revenues:</b>								
<b>4 Miscellaneous:</b>								
5 Loan Proceeds	20,431	-	30,000	-	30,000	30,000	30,000	
6 Interest Revenue	44	-	-	-	-	-	-	
<b>7 Total Miscellaneous</b>	<b>20,475</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	
<b>8 TOTAL RESOURCES</b>	<b>44,001</b>	<b>14,455</b>	<b>58,700</b>	<b>13,800</b>	<b>43,800</b>	<b>43,800</b>	<b>43,800</b>	<b>217%</b>
<b>9 REQUIREMENTS:</b>								
<b>10 Expenditures:</b>								
<b>11 Materials &amp; Services:</b>								
12 Administrative Fee	3,454	317	-	-	-	-	-	
13 Housing Rehabilitation Services	26,092	363	58,700	-	43,800	43,800	43,800	
<b>14 Total Materials &amp; Services</b>	<b>29,546</b>	<b>680</b>	<b>58,700</b>	<b>-</b>	<b>43,800</b>	<b>43,800</b>	<b>43,800</b>	
<b>15 Other Requirements:</b>								
16 Restricted	14,455	13,775	-	13,800	-	-	-	-100%
<b>17 TOTAL REQUIREMENTS</b>	<b>\$ 44,001</b>	<b>\$ 14,455</b>	<b>\$ 58,700</b>	<b>\$ 13,800</b>	<b>\$ 43,800</b>	<b>\$ 43,800</b>	<b>\$ 43,800</b>	<b>217%</b>

## 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 Funds have been appropriated to loan should the City wish to continue the program in FY16-17 provided loan repayments come available.

# Energy Efficiency Revolving Loan Fund

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

City staff will manage the program by accepting and approving qualified applications. City staff coordinates funds from the Housing Rehabilitation program to enhance the reach of this new program. Staff educates the public of these opportunities through the City's website, Keizer 23 channel, local newsletters, the City of Keizer Facebook page and other media. This funding, combined with the Housing Services funds provided loans to 23 home owners who were able to make energy efficiency improvements to their homes.

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	<b>\$ 20,402</b>	<b>\$ 3,808</b>	<b>\$ 2,300</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>0%</b>
<b>3 Revenues:</b>								
<b>4 Miscellaneous:</b>								
5 Loan Proceeds	-	-	15,000	-	15,000	15,000	15,000	
6 Interest Revenue	37	-	-	-	-	-	-	
<b>7 Total Miscellaneous</b>	<b>37</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	
<b>8 Total Revenues</b>	<b>37</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	
<b>9 TOTAL RESOURCES</b>	<b>20,439</b>	<b>3,808</b>	<b>17,300</b>	<b>2,400</b>	<b>17,400</b>	<b>17,400</b>	<b>17,400</b>	<b>625%</b>
<b>10 REQUIREMENTS:</b>								
<b>11 Expenditures:</b>								
<b>12 Materials &amp; Services:</b>								
13 Administrative Fee	1,476	143	-	-	-	-	-	
14 Energy Efficiency Loans	15,156	1,276	17,300	-	17,400	17,400	17,400	
<b>15 Total Materials &amp; Services</b>	<b>16,632</b>	<b>1,419</b>	<b>17,300</b>	<b>-</b>	<b>17,400</b>	<b>17,400</b>	<b>17,400</b>	
<b>16 Fund Balance:</b>								
17 Restricted	3,807	2,389	-	2,400	-	-	-	-100%
<b>18 TOTAL REQUIREMENTS</b>	<b>\$ 20,439</b>	<b>\$ 3,808</b>	<b>\$ 17,300</b>	<b>\$ 2,400</b>	<b>\$ 17,400</b>	<b>\$ 17,400</b>	<b>\$ 17,400</b>	<b>625%</b>

## Budget Notes:

- 5 The program typically receives 1-2 repayments each year. The average balance of each loan is approximately \$15,000.
- 9 The City Council adopted policies for the Energy Efficiency Program in May 2012. The Council passed a motion to review these policies when at least 50% of the funds have been repaid and are available to lend.
- 14 Funds have been appropriated to loan should the City wish to continue the program in FY16-17 provided loan repayments come available.

# Keizer Station LID Fund

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

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

	ACTUAL 2013-14	ACTUAL 2014-15	BUDGETED 2015-16	PROJECTED 2015-16	PROPOSED 2016-17	APPROVED 2016-17	ADOPTED 2016-17	% CHANGE FROM PROJ
<b>1 RESOURCES:</b>								
<b>2 Beginning Balance:</b>	\$ 2,687,875	\$ 2,685,746	\$ 2,683,700	\$ 2,685,800	\$ 2,685,800	\$ 2,685,800	\$ 2,685,800	0%
<b>3 Revenues:</b>								
<b>4 Taxes &amp; Assessments:</b>								
5 Assessments	4,407,155	730,738	1,442,900	1,445,000	776,000	776,000	776,000	-46%
6 Net foreclosure proceeds	-	-	-	-	-	-	-	-
<b>7 Total Taxes &amp; Assessments</b>	<b>4,407,155</b>	<b>730,738</b>	<b>1,442,900</b>	<b>1,445,000</b>	<b>776,000</b>	<b>776,000</b>	<b>776,000</b>	<b>-46%</b>
<b>8 Miscellaneous:</b>								
9 Interest	8,923	6,667	13,000	7,000	7,000	7,000	7,000	0%
10 Assessment Interest	1,009,651	944,938	907,700	910,900	825,000	825,000	825,000	-9%
11 Assessment Penalty	12,892	1,094	-	-	-	-	-	-
<b>12 Total Miscellaneous</b>	<b>1,031,466</b>	<b>952,699</b>	<b>920,700</b>	<b>917,900</b>	<b>832,000</b>	<b>832,000</b>	<b>832,000</b>	<b>-9%</b>
<b>13 TOTAL RESOURCES</b>	<b>8,126,496</b>	<b>4,369,183</b>	<b>5,047,300</b>	<b>5,048,700</b>	<b>4,293,800</b>	<b>4,293,800</b>	<b>4,293,800</b>	<b>-15%</b>
<b>14 REQUIREMENTS:</b>								
<b>15 Expenditures:</b>								
<b>16 Debt Service:</b>								
17 Principal	4,300,000	770,000	1,490,000	1,490,000	810,000	810,000	810,000	-46%
18 Interest	1,140,750	913,380	876,300	872,900	796,000	796,000	796,000	-9%
<b>19 Total Debt Service</b>	<b>5,440,750</b>	<b>1,683,380</b>	<b>2,366,300</b>	<b>2,362,900</b>	<b>1,606,000</b>	<b>1,606,000</b>	<b>1,606,000</b>	<b>-32%</b>
<b>20 Total Expenditures</b>	<b>5,440,750</b>	<b>1,683,380</b>	<b>2,366,300</b>	<b>2,362,900</b>	<b>1,606,000</b>	<b>1,606,000</b>	<b>1,606,000</b>	<b>-32%</b>
<b>21 Fund Balance:</b>								
22 Restricted Debt Reserve	2,685,746	2,685,803	2,681,000	2,685,800	2,687,800	2,687,800	2,687,800	0%
<b>23 TOTAL REQUIREMENTS</b>	<b>\$ 8,126,496</b>	<b>\$ 4,369,183</b>	<b>\$ 5,047,300</b>	<b>\$ 5,048,700</b>	<b>\$ 4,293,800</b>	<b>\$ 4,293,800</b>	<b>\$ 4,293,800</b>	<b>-15%</b>

# Keizer Station LID Fund

**Budget Notes:**

**Debt Service:**

- 16 The City's debt obligation provides for annual interest payments on its outstanding debt each year through 2031 and one principal payment (\$15,495,000 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$402,870 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 FY16-17 assumes the City will receive the total amount of assessment payments due from each property owner.
- 22 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
12/1/2016	15,495,000	-	402,870	402,870
6/1/2017	15,495,000	-	402,870	402,870
12/1/2017	15,495,000	-	402,870	402,870
6/1/2018	15,495,000	-	402,870	402,870
12/1/2018	15,495,000	-	402,870	402,870
6/1/2019	15,495,000	-	402,870	402,870
12/1/2019	15,495,000	-	402,870	402,870
6/1/2020	15,495,000	-	402,870	402,870
12/1/2020 through 12/1/2030	15,495,000	-	8,460,270	8,460,270
6/1/2031	15,495,000	15,495,000	402,870	15,897,870
		<u>\$15,495,000</u>	<u>\$12,086,100</u>	<u>24,358,140</u>



# Long Range Planning

Introduction.....

General Fund .....

Civic Center Sinking Fund .....

Stormwater & Water Fund .....

# Long Range Planning – Introduction

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

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

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

Each year the Task Force:

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

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

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

**City of Keizer**  
**General Fund Long Range Forecast**  
**Fiscal Year 2016-17**

	<b>BUDGETED</b>	<b>PROJECTED</b>	<b>FORECASTED</b>	<b>FORECASTED</b>	<b>FORECASTED</b>
	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>1 REVENUES:</b>					
2 Taxes & Assessments	4,835,900	4,875,800	5,055,000	5,257,000	5,467,000
3 Licenses & Fees	2,720,200	2,727,400	2,774,000	2,829,000	2,886,000
4 Intergovernmental	1,339,100	1,156,300	1,172,000	1,195,000	1,219,000
5 Fines & Forfeitures	419,000	393,000	393,000	401,000	409,000
6 Other	231,000	210,600	165,500	167,000	169,000
<b>7 TOTAL REVENUES</b>	<b>\$ 9,545,200</b>	<b>\$ 9,363,100</b>	<b>\$ 9,559,500</b>	<b>\$ 9,849,000</b>	<b>\$ 10,150,000</b>
8					
<b>9 EXPENDITURES:</b>					
10 Personnel Services					
11 Wages	\$ 4,300,200	\$ 4,226,600	\$ 4,348,200	\$ 4,556,900	\$ 4,670,800
12 Retirement	1,047,200	1,010,800	1,024,400	1,060,500	1,087,000
13 Health Insurance	1,083,600	1,049,900	1,072,700	1,179,400	1,296,800
14 Materials & Services	3,229,100	2,926,100	3,001,800	2,962,000	2,992,000
15 Capital Outlay	77,000	25,200	219,000	250,000	300,000
16 Overlapping Tax Jurisdiction Repaymer	541,900	541,900	209,000	209,000	209,000
17 Other - Transfers	71,800	17,400	17,400	17,400	17,400
<b>18 TOTAL EXPENDITURES</b>	<b>\$ 10,350,800</b>	<b>\$ 9,797,900</b>	<b>\$ 9,892,500</b>	<b>\$ 10,235,200</b>	<b>\$ 10,573,000</b>
19					
<b>20 REVENUES IN EXCESS OF EXPENDITURE!</b>	(805,600)	(434,800)	(333,000)	(386,200)	(423,000)
21					
<b>22 BEGINNING FUND BALANCE</b>	2,144,900	2,256,000	1,821,200	1,488,200	1,102,000
23					
<b>24 ENDING FUND BALANCE</b>	<b>\$ 1,339,300</b>	<b>\$ 1,821,200</b>	<b>\$ 1,488,200</b>	<b>\$ 1,102,000</b>	<b>\$ 679,000</b>

**Notes:**

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

## General Fund Long Range Forecast Assumptions

### Fiscal Year 2016-17

		LONG RANGE PROJECTIONS			ACTUAL % CHANGE	
		Conservative	Moderate*	Aggressive	FY15-16 Actual	FY16-17 Recommended
(1)	<b>Change in City-wide Assessed Property Valuation</b>	3.00%	4.00%	5.00%	4.20%	4.00%
(2)	<b>Property Tax Uncollectables and Discounts</b>	6.00%	5.50%	5.00%	5.00%	5.50%
<b>Personnel Services Increase</b>						
(3)	<b>Pay Matrix Increase - non-represented</b>	3.00%	2.50%	2.00%	1.50%	1.50%
(4)	<b>Attrition</b>	-1.00%	-2.00%	-3.00%	-5.00%	-2.00%
(5)	<b>Retirement Cost Increases/(Decrease)</b>	13.00%	10.00%	9.00%	20.00%	0.00%
(6)	<b>Medical Insurance Premium Increase</b>	12.00%	9.95%	8.00%	7.80%	6.70%
(7)	<b>Materials &amp; Services; Capital Outlay Increase</b>	2.00%	1.00%	0.00%	NA	NA

\* Staff Recommendation for Long-Range Planning purposes.

- (1) City of Keizer permit applications show 1% growth from new construction. FY15-16 Marion County Assessor's data indicates a 4.08% increase in property valuation.
- (2) Based on FY15-16 projected tax revenues collected over taxes assessed.
- (3) Based on the U.S Department of Labor, Bureau of Labor Statistics Consumer Price Index for Urban Wage Earners and Clerical Workers for Portland-Salem for non-represented employees. Represented employees based on current collective bargaining agreements.
- (4) Based on ten-year average attrition.
- (5) Based on 12/31/2014 PERS actuarial report projections for FY's 17-19.
- (6) FY16-17 rates will be 3-4% below the long range projection as negotiated with the insurance carrier.
- (7) The Bureau of Labor and Statistics shows a 0.7% all items index increase over the last 12 months (December 2015).  
NA = Not Applicable as the annual budget is not prepared using a standard inflation factor.

# City of Keizer

## General Fund Long Range Forecast Initiative Update

Fiscal Year 2016-17

Short Term Goals	Status
Explore and determine policy direction regarding Urban Growth Boundary expansion	The periodic review order compliance for the UGB expansion project is included in the 2016-17 Proposed Budget
Parks Employee	Not sustainable as part of the 2016-17 Proposed Budget
Police Officer(s)	Not sustainable as part of the 2016-17 Proposed Budget
Stable Funding Mechanism for Parks	Parks Matching Grant Program is included in the 2016-17 Proposed Budget, Park expenditures are at least 2.5% of General Fund revenues
Community Engagement/Creation of Task Force	Citizen survey is included in the 2016-17 Proposed Budget
Develop Youth Council Program	Budgetary impact not yet identified
Sports Facilitator Roundtable	Budgetary impact not yet identified
Event Center Coordinator Transition from Limited Duration to Regular	The transition is anticipated in the 2016-17 Proposed Budget

Long Term Goals	Status
Liquidate any Keizer Station Area A property foreclosed upon and refund the River Road Renaissance program	Properties are still subject to contractual restrictions which prevent the liquidation process
Communications Position/Volunteer Coordinator	Not sustainable as part of the 2016-17 Budget
Sidewalk LID Program	Budgetary impact not yet identified
Urban Growth Boundary Issue	The periodic review order compliance for the UGB expansion project is funded for 16-17

# General Fund Long Range Forecast

## Results of Committee Members' Rating of Long-Range Initiatives

Ranked in order of Importance with 1 being most important

Committee Member	Parks Position	Police Position	Communications
Allen Barker	2	1	3
Ronald Bersin	2	1	3
Cathy Clark	1	2	3
Charlotte Clark	2	1	3
Kim Freeman	2	1	3
Joseph Gillis	2	1	3
Roland Herrera	1	2	3
Dennis Koho	1	2	3
Jerry McGee	2	1	3
Marlene Parsons	Absent	Absent	Absent
Amy Ryan	2	1	3
Nelson Sossamam	1	2	3
Jonathan Thompson	2	1	3
<b>Total</b>	<b>20</b>	<b>16</b>	<b>36</b>
<b>Average</b>	<b>1.7</b>	<b>1.3</b>	<b>3.0</b>

# Long-Range Financial Plan

## Civic Center Facility Sinking Fund Costs

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

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

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

# Long-Range Financial Plan

## Civic Center Facility Sinking Fund Schedule

### Twenty Year Replacement Schedule

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

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

\*Current Day Replacement Cost

Annual Reserve Amount

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

# Long Range Plan - Stormwater Summary

FY16-17

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 up to a \$0.70 increase in the monthly ESU rate each year for the next five 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 2015-16	FORECASTED 2016-17	FORECASTED 2017-18	FORECASTED 2018-19	FORECASTED 2019-20	FORECASTED 2020-21	FORECASTED 2021-22	FORECASTED 2022-23
<b>1 RESOURCES:</b>								
2 <b>Beginning Balance:</b>	\$ 442,000	\$ 364,000	\$ 251,850	\$ 265,300	\$ 278,000	\$ 287,700	\$ 317,700	\$ 354,700
3 Service Fees	1,445,000	1,565,000	1,708,000	1,864,000	2,034,000	2,218,000	2,408,000	2,557,000
4 Other Revenues	23,000	12,000	16,000	17,000	18,000	19,000	19,000	19,000
5 Interfund Borrowing	-	115,000	140,000	75,000	-	-	-	-
6 <b>TOTAL RESOURCES</b>	<b>\$ 1,910,000</b>	<b>\$ 2,056,000</b>	<b>\$ 2,115,850</b>	<b>\$ 2,221,300</b>	<b>\$ 2,330,000</b>	<b>\$ 2,524,700</b>	<b>\$ 2,744,700</b>	<b>\$ 2,930,700</b>
<b>8 REQUIREMENTS:</b>								
<b>9 Expenditures:</b>								
10 Personnel Services	644,000	688,000	757,000	833,000	916,000	1,008,000	1,109,000	1,220,000
11 Materials & Services	640,000	775,000	791,000	807,000	823,000	839,000	856,000	873,000
12 Capital Outlay	262,000	340,000	300,000	300,000	300,000	300,000	300,000	300,000
13 Debt Service	-	1,150	2,550	3,300	3,300	60,000	125,000	155,000
14 <b>Total Expenditures</b>	<b>1,546,000</b>	<b>1,804,150</b>	<b>1,850,550</b>	<b>1,943,300</b>	<b>2,042,300</b>	<b>2,207,000</b>	<b>2,390,000</b>	<b>2,548,000</b>
<b>15 Fund Balance:</b>								
16 Unrestricted Fund Balance	364,000	251,850	265,300	278,000	287,700	317,700	354,700	382,700
17 <b>TOTAL REQUIREMENTS</b>	<b>\$ 1,910,000</b>	<b>\$ 2,056,000</b>	<b>\$ 2,115,850</b>	<b>\$ 2,221,300</b>	<b>\$ 2,330,000</b>	<b>\$ 2,524,700</b>	<b>\$ 2,744,700</b>	<b>\$ 2,930,700</b>

Conclusion: The update to the Stormwater Long-Range plan supports a \$0.50 rate increase per ESU for FY16-17 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2015).

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

	Per ESU	\$ Increase	% Increase
2016-17	\$ 6.01	\$ 0.50	9.1%
2017-18	\$ 6.56	\$ 0.55	9.2%
2018-19	\$ 7.16	\$ 0.60	9.1%
2019-20	\$ 7.81	\$ 0.65	9.1%
2020-21	\$ 8.51	\$ 0.70	9.0%
2021-22	\$ 9.21	\$ 0.70	8.2%
2022-23	\$ 9.61	\$ 0.40	4.3%

## Proposed 2016-17 Rate Increase Analysis

	ESUs	Bi-Monthly Bill		Incremental Cost of Rate Increase		
		Current	Proposed	Monthly	Bi-Monthly	Annual
Single Family Residential	1	\$ 11.02	\$ 12.02	\$ 0.50	\$ 1.00	\$ 6.00
Commercial	86	\$ 947.72	\$ 1,033.72	\$ 43.00	\$ 86.00	\$ 516.00
School	94	\$ 1,035.88	\$ 1,129.88	\$ 47.00	\$ 94.00	\$ 564.00
Apartment	44	\$ 484.88	\$ 528.88	\$ 22.00	\$ 44.00	\$ 264.00

## Long Range Plan - Water Services Summary

FY16-17

	PROJECTED 2015-16	FORECASTED 2016-17	FORECASTED 2017-18	FORECASTED 2018-19	FORECASTED 2019-20	FORECASTED 2020-21	FORECASTED 2021-22	FORECASTED 2022-23	FORECASTED 2024-25	FORECASTED 2025-26
<b>1 RESOURCES:</b>										
2 <b>Beginning Balance:</b>	\$ 999,000	\$ 929,000	\$ 721,500	\$ 733,500	\$ 769,500	\$ 709,500	\$ 711,500	\$ 567,500	\$ 503,500	\$ 449,500
3 Water Sales	2,750,000	2,865,000	2,980,000	3,099,000	3,223,000	3,384,000	3,553,000	3,731,000	3,918,000	4,114,000
4 Loan *	135,000	100,000	100,000	85,000	-	-	-	-	-	-
5 Other Revenues	250,000	85,500	89,000	93,000	97,000	101,000	105,000	109,000	113,000	118,000
<b>6 TOTAL RESOURCES</b>	<b>\$ 4,134,000</b>	<b>\$ 3,979,500</b>	<b>\$ 3,890,500</b>	<b>\$ 4,010,500</b>	<b>\$ 4,089,500</b>	<b>\$ 4,194,500</b>	<b>\$ 4,369,500</b>	<b>\$ 4,407,500</b>	<b>\$ 4,534,500</b>	<b>\$ 4,681,500</b>
7										
<b>8 REQUIREMENTS:</b>										
<b>9 Expenditures:</b>										
10 Personnel Services	\$ 905,000	\$ 960,000	\$ 1,056,000	\$ 1,109,000	\$ 1,220,000	\$ 1,281,000	\$ 1,409,000	\$ 1,480,000	\$ 1,628,000	\$ 1,710,000
11 Materials & Services	1,374,000	1,439,000	1,468,000	1,497,000	1,527,000	1,558,000	1,589,000	1,621,000	1,653,000	1,686,000
12 Capital Outlay	694,000	629,000	400,000	400,000	400,000	410,000	700,000	700,000	700,000	500,000
13 Debt Service	232,000	229,000	231,000	232,000	229,000	230,000	-	-	-	-
14 Loan Principal *	-	-	-	-	-	-	100,000	100,000	100,000	120,000
15 Loan Interest *	-	1,000	2,000	3,000	4,000	4,000	4,000	3,000	4,000	-
<b>16 Total Expenditures</b>	<b>3,205,000</b>	<b>3,258,000</b>	<b>3,157,000</b>	<b>3,241,000</b>	<b>3,380,000</b>	<b>3,483,000</b>	<b>3,802,000</b>	<b>3,904,000</b>	<b>4,085,000</b>	<b>4,016,000</b>
<b>17 Fund Balance:</b>										
18 Reserves	234,000	234,000	234,000	234,000	234,000	-	-	-	-	-
19 Fund Balance	695,000	487,500	499,500	535,500	475,500	711,500	567,500	503,500	449,500	665,500
<b>20 TOTAL REQUIREMENTS</b>	<b>\$ 4,134,000</b>	<b>\$ 3,979,500</b>	<b>\$ 3,890,500</b>	<b>\$ 4,010,500</b>	<b>\$ 4,089,500</b>	<b>\$ 4,194,500</b>	<b>\$ 4,369,500</b>	<b>\$ 4,407,500</b>	<b>\$ 4,534,500</b>	<b>\$ 4,681,500</b>

\* The loan assumes an interfund borrowing with an interest rate of 0.75%, the current rate of return provided by the Oregon State Treasury.

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

Conclusion: The update to the Water Services Long-Range plan supports a 4% rate increase for FY16-17 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2015). Beginning in FY20-21 the rate increases to 5%.

### Proposed 2016-17 Rate Increase Analysis

	Bi-Monthly Bill		Incremental Cost of Rate Increase		
	Current	Proposed	Monthly	Bi-Monthly	Annual
Residential (1300 ccf)	\$ 26.69	\$ 27.76	\$ 0.53	\$ 1.07	\$ 6.41
Multi-family (17500 ccf)	\$ 245.91	\$ 255.75	\$ 4.92	\$ 9.84	\$ 59.02
Commercial (5100 ccf)	\$ 73.16	\$ 76.09	\$ 1.46	\$ 2.93	\$ 17.56

# Water System - Capital Improvement Program

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

## Phase I: 2013 - 2016

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

## Phase II: 2016 - 2021

Description	Estimated Cost	Revised Cost	Status
Continue steel waterline replacement program	\$ 1,010,000	400,000	Planned FY16-17
10% Engineering and Administration	101,000		
10% Contingency	101,000		
<b>Total Phase II</b>	<b>\$ 1,212,000</b>		

## 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
<b>Subtotal</b>	<b>3,195,000</b>
10% Engineering and Administration	319,500
10% Contingency	319,500
<b>Total Phase III</b>	<b>\$ 3,834,000</b>



# Glossary

# Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# Glossary

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

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

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

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

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

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

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

**CAPITAL OUTLAY** – Items which generally have a useful life of one or more years and a cost of \$5000 or more. Examples include machinery, land, furniture, computers, equipment, vehicles, and buildings.

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

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

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

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

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

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

# Glossary

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

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

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

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

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

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

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

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

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

**EOC (EMERGENCY OPERATIONS CENTER)** – Command center for coordination and intervention for citywide or regional emergencies.

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

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

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

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

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

# Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# Glossary

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

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

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

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

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

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

# Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# Glossary

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

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

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

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

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

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

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

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

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

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