

City of Keizer

Marion County, Oregon

Adopted

Budget FY 2017-18





FISCAL YEAR 2017-2018

BUDGET COMMITTEE MEMBERS

Council Members:

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

Public Members:

Allen Barker
Ron Bersin
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!”

No man is good enough to govern another man without that other's consent.

Abraham Lincoln

Democracy is based upon the conviction that there are extraordinary possibilities in ordinary people.

Harry Emerson Fosdick

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

Plato

Democracy is a process by which the people are free to choose the man who will get the blame.

Laurence J. Peter

Unless democracy is to commit suicide by consenting to its own destruction, it will have to find some formidable answer to those who come to it saying: I demand from you in the name of your principles the rights which I shall deny to you later in the name of my principles.

Walter Lippmann

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

E.B. White



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Keizer
Oregon**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

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Budget Message





City Manager's Budget Message City of Keizer Fiscal Year 2017-18

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

I am pleased to present the City of Keizer's annual budget for Fiscal Year 2017-18.

The City of Keizer is in a stable financial position with resources adequate to support maintaining existing City services, however; due to increased costs associated with employee retirement, insurance and capital outlay the City is unable, in a sustainable manner, to increase the level of service in either the Police or Parks Departments. The community has had ongoing discussions regarding what level of service is desired for both Police and Parks and ways to fund service level increases if so desired. The recommended annual budget does not factor in any additional resources that may come to fruition as the result of the community discussions, it is based on existing revenue sources.

The City is expecting overall operating revenues to increase 4% over the prior year. The primary revenue increases are from taxes. Property taxes are expected to increase 4% which include a 3%-increase in assessed values and a 1%-increase in growth. The City will also be receiving tax revenue from the sale of marijuana related items. In addition charges for services is expected to increase as the result of:

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

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

The fiscal year 2017-18 operating budget is expecting to increase 7% as compared to fiscal year 2016-17. The increase is primarily attributable to additional personnel costs associated with backfilling positions that were partially vacant during fiscal year 2016-17. In addition the increase is due to increases in pension and insurance costs.

Capital outlay is expected to increase as the City intends to replace the bridge over Claggett Creek on Dearborn Ave NE in addition to replacing the aging City Hall phone system.

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

Respectfully submitted,

Christopher C. Eppley
City Manager



City Overview

City Demographics.....

Budget Process & Calendar

Financial Policies.....

Organization Chart

Fund – Department Matrix.....

City Council Goals.....

CITY OF KEIZER

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

DEMOGRAPHICS & STATISTICS

Incorporation	1982
Government	Council/Mayor
Population (July 1, 2016)	37,505
Neighborhood associations	3
Area in square miles	7.36
Keizer School Enrollment	7,354

City Debt

Moody's Bond Rating	Aa3
General obligation debt	None
General obligation debt limit*	\$98,178,467
Revenue bonds debt	\$850,000
Full faith and credit debt	\$14,685,000
Line of Credit outstanding	None

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

Public Safety

Number of sworn officers	37
Calls for service	20,218
Number of holding cells	2

ECONOMIC INDICATORS

Largest Private Enterprise Tax Payers Assessed Value:

Donahue Schriber Realty Group LP	\$59,975,400
Target Corporation	11,579,219
Emerald Pointe LLC	11,609,965
Lowe's HIW Inc	11,590,760
CCP Keizer 1526 LLC	11,367,890
Hawk's Point Apartments LLC	11,022,060
Keizer Road Apartments LLC	9,395,570
Per capita personal income	35,489
Total personal income	\$1.3 billion
Average annual unemployment	5.7%
Real market value of property	\$3.0 billion
Assessed value of property	\$2.5 billion

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

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.

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

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

The Budget Committee is comprised of:

City Council Member

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

Citizen Members

Allen Barker
Ron Bersin
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.

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

The City's funds are budgeted by either:

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

BASIS OF ACCOUNTING

Budget Basis

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

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

Audit Basis

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

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

Friday, April 14 & Friday, April 21	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 2 on the proposed budget and state revenue sharing.
Friday, April 21	Budget documents to be distributed to Budget Committee
Tuesday, May 2 6:00 p.m.	<p>City Budget Committee Meeting</p> <ul style="list-style-type: none"> ◆ Election of City of Keizer Budget Committee Chair ◆ Approval of Budget Calendar ◆ Public Testimony ◆ Presentation of City of Keizer Budget Message ◆ Staff presentations & discussions
Thursday, May 4 6:00 p.m.	<p>City Budget Committee Meeting</p> <ul style="list-style-type: none"> ◆ Public Testimony ◆ Continuation of presentations and discussion
Tuesday, May 9	<p>City Budget Committee Meeting</p> <ul style="list-style-type: none"> ◆ Continuation of discussion from Thursday, May 4th as needed ◆ Budget recommendations to City Council
Tuesday, May 16 6:00 p.m.	Alternate meeting to complete City Budget (if needed)
Friday, May 19	Financial Summaries and notice of budget hearings for publication
Monday June 5 7:00 p.m.	Public hearing on City Budget. Council adoption of City Budget, if approved.
Monday June 19 7:00 p.m.	Alternate public hearing on City Budget (if needed). Council adoption of City Budget.

STATEMENT OF FINANCIAL POLICIES

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

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

The City's financial policies accomplish the following:

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

GENERAL

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

OPERATING BUDGET

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

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

LONG-RANGE PLANNING

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

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

CAPITAL IMPROVEMENT PLANS (CIPS)

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

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

REVENUES

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

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

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

EXPENDITURES

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

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

CONTINGENCIES, UNANTICIPATED EXPENSES, RESERVES, AND FUND BALANCE

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

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

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

CAPITAL ASSET MANAGEMENT

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

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

INVESTMENTS

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

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

DEBT POLICIES

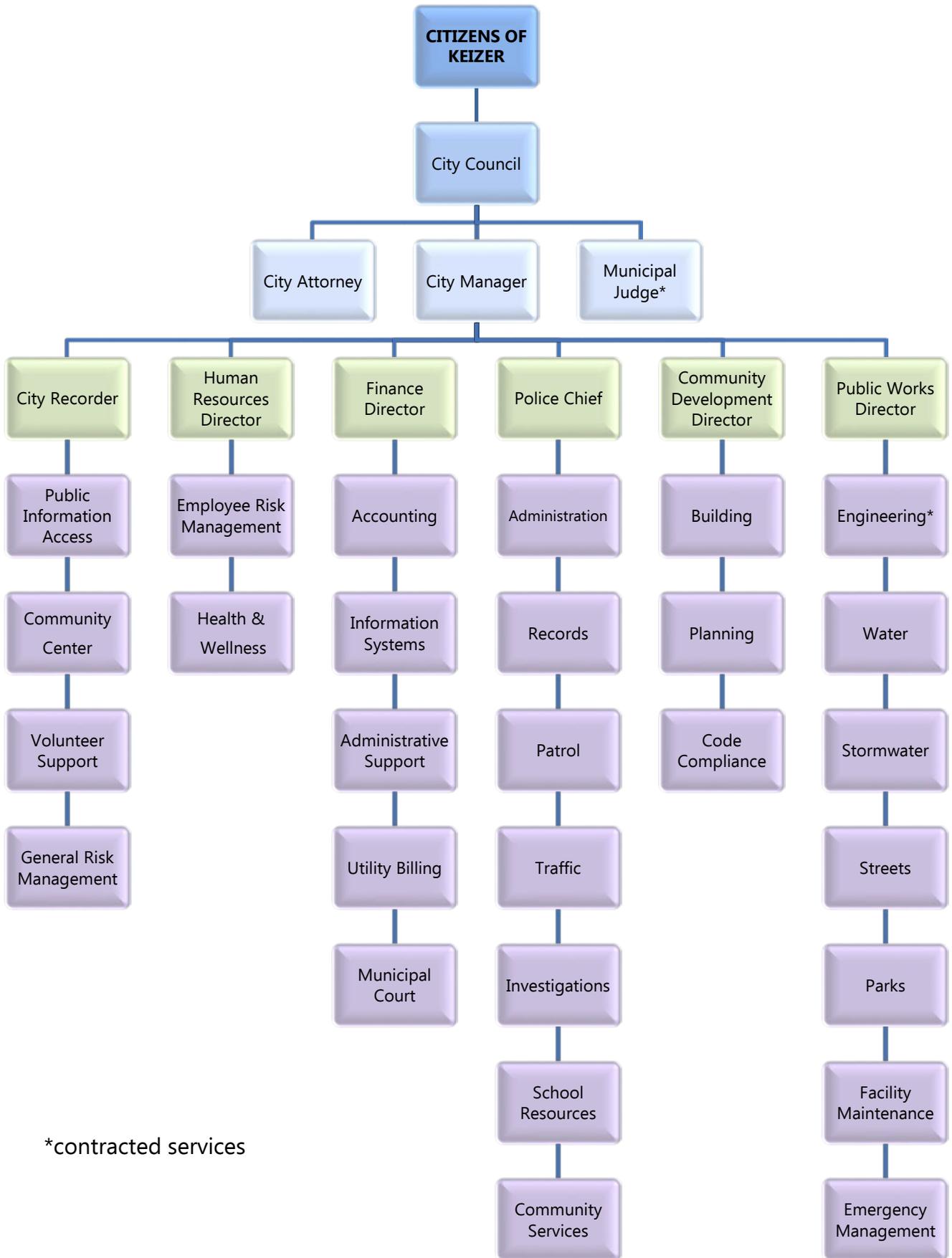
Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

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



*contracted services

Fund - Department Matrix

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

X indicates primary responsibility for budget and services provided

M Major Fund

N Non-major Fund

City Council Goals

Introduction

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

Council Goals Established for 2017 through 2019

SHORT TERM GOALS

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

LONG TERM GOALS

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



Financial Trends

General & Economic Information.....

Revenue Trends & Assumptions.....

Resources & Requirements

Budgets.....

Debt.....

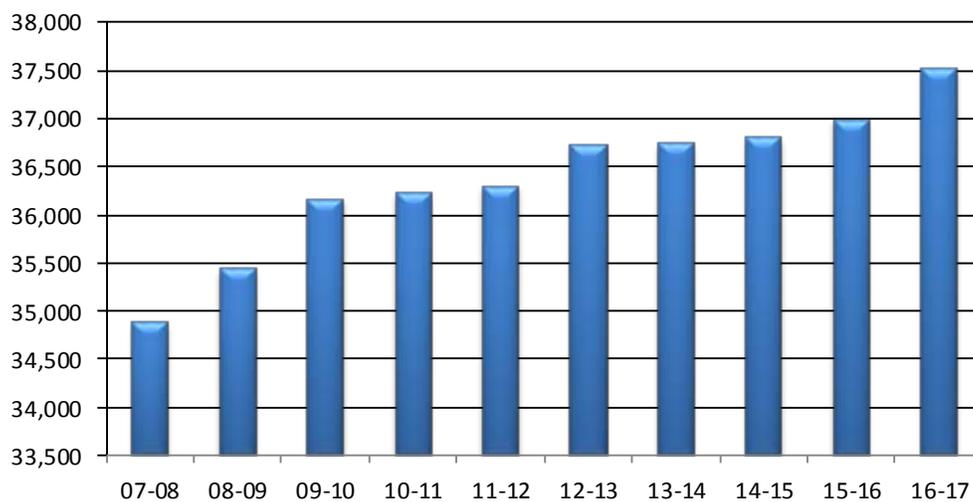
Property Taxes and Comparative Tax Rate

Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of July 1, 2016, its population was 37,505. 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 0.7% growth rate per year. Keizer anticipates an increase in growth over the next several years at 1.5% annually compared with the State of Oregon, which is increasing in population at 1.7% annually.

Population Trend



AVERAGE ANNUAL CPI-U

The Bureau of Labor Statistics for the U.S. Department of Labor tracks the Consumer Price Index (CPI-U) for most U.S. cities. The CPI-U is a leading economic indicator that measures inflation, which is central to assessing the cost of living and whether living standards are rising or falling. The table below shows the annual percentage change in this measure for the past 10 years. Nationally, over the last 12 months, the all items index increased 1.1 percent before seasonal adjustment.

Percent Change in Average Annual CPI-U Index Portland Oregon

Year	CPI-U Increase
2007	103.7%
2008	103.3%
2009	100.1%
2010	101.3%
2011	102.9%
2012	102.3%
2013	102.5%
2014	102.4%
2015	101.2%
2016	102.1%

City Population vs. Number of City Employees by Fiscal Year										
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Population	34,880	35,435	36,150	36,220	36,295	36,715	36,735	36,795	36,985	37,505
Staffing	93	93	94	93	90	90	92	95	95	94
Per Capita	2.7	2.6	2.6	2.6	2.5	2.5	2.5	2.6	2.6	2.5

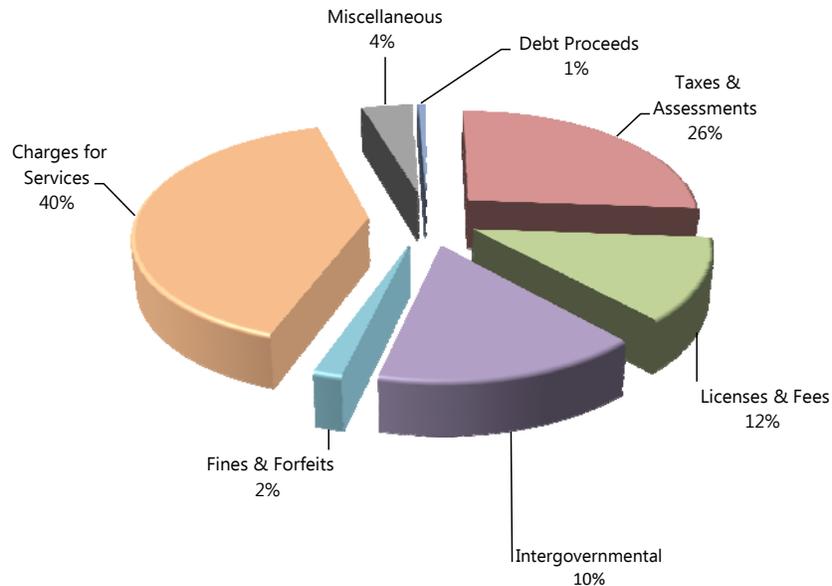
This chart compares the City of Keizer's population to the City's number of full-time employees over the past ten years. For the 2017-18 fiscal year, the City budgeted 93.5 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.5 employees per thousand of population.

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 5% 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 2017-18 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 \$2.6 billion for fiscal year 2017-18 compared to real market value which is approximately \$3.3 billion; over 27% above assessed value.

At \$5.0 million, property tax revenues continue to be a major source of revenue for the City, comprising 21% of total revenues. Despite the economic downturn and slow recovery during the past ten year period, property taxes increased 58% or \$1.9 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

Revenue Trends & Assumptions

maximum allowable, those taxes revert to the overlapping jurisdictions. The North River Road Urban Renewal District completed its plan in fiscal year 2014-15 and will no longer collect tax increment revenue.

Beginning in fiscal year 2008-09 real market value was 67% more than assessed value. That margin narrowed to 22% by fiscal year 2013-14 however since then the margin has slowly increased with fiscal year 2016-17 increasing to 32%. The higher the percentage the more likely the City will receive the full 3% growth in future years.

For fiscal year 2017-18, Marion County projects a 4% increase in current property tax revenues; 1% from new construction and 3% for increased valuation. This projection is supported by the increase construction permits taken in by the City's Community Development Department. Over the past year, the City has had significant increases in building permits and fees, and system development charges. The impact of increased new construction will favorably impact future property tax collections.

Assessments

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

The Keizer Station Local Improvement Fund has been established to account for the improvements to the Keizer Station Development Project. Money expended in this fund was financed with a line-of-credit and an interfund loan during the construction phase of the project. Now that the project is complete, the City has arranged for long-term financing to pay off the line-of-credit and interfund loan. The cost of the improvements has been assessed to the property owners who directly benefit from the project. The assessments received will be used to pay off the long-term debt scheduled for maturity on June 1, 2031. These assessments make up 5% of the City's total revenues. Revenue projections are based on contractual agreements with property owners totaling \$1.6 million annually.

LICENSES AND FEES

For 2017-18, 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 2017-18 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 40% of total franchise fees and have increased 6% during this time.

Assumptions for fiscal year 2017-18 include:

- Electricity companies anticipate a 1% long term growth rate.
- Gas companies, serving the Keizer area expect a 1.5% growth rate during fiscal year 2017-18.

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 2017-18 revenue projections are based on a 4% reduction over fiscal year 2016-17 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 2017.
- 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 1-2% in fiscal year 2017-18 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 2017-18 using assumptions from Marion County and the City's Community Development Department. These fees make up less than 1% of the City's total revenues.

INTERGOVERNMENTAL REVENUES

Intergovernmental revenues include federal, state, and local grant revenues and state-shared revenues received from the State of Oregon. All the grant revenues directly support specific programs that are reviewed annually and adjusted to incorporate any changes in funding levels. The State of Oregon collects gas, cigarette, and liquor taxes and shares these taxes with its political subdivision based upon a per capita distribution. The City's share is budgeted at \$4.0 million or 10% 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 2017-18 the League projects a slight decrease in revenue, the City is projecting the amount to be consistent with fiscal year 2016-17.

The State's allocation of cigarette tax revenues to cities has declined over time; the City of Keizer's revenues have declined 14% 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 9% 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 2017-18 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 2017-18 to keep up with operating costs and implement the capital improvement program of each utility. These revenues make up 40% 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 2016-17 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 2017-18 over the previous year.

Stormwater charges are based on equivalent service unit (ESU) which is set at one ESU per single family dwelling and impervious surface measurements for multifamily and commercial accounts. Revenue increases are driven by rate increases and new construction which adds impervious surface to the system. The City anticipates revenues to increase 9% in the upcoming fiscal year over fiscal year 2017-18.

Administrative Services Charges

Administrative Service charges represent costs between departments for administration, insurance, maintenance, and operational services and are reflected in both the resource category and as the requirements of the respective funds. Revenue estimates are based on total expenditures appropriated for the fund plus increases in reserve requirements. Revenues are expected to increase 8% over projected fiscal year 2016-17 amounts primarily due to the increases in information technology.

Revenue Trends & Assumptions

MISCELLANEOUS

For fiscal year 2017-18, miscellaneous revenue is projected to be 4% of the City's total revenues.

Investment Income

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

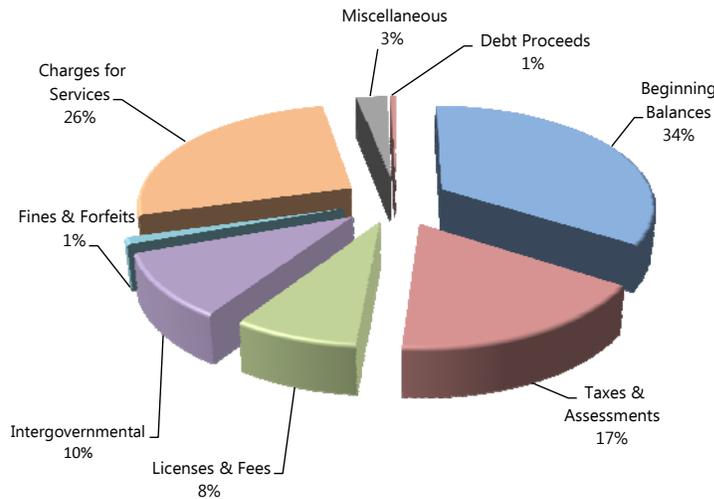
Currently, the LGIP is earning 1.15% on its investments. For this coming fiscal year, the rate of return on the City's investments is projected to remain very low. Investment income is budgeted in each fund based upon its estimated share of pooled cash at the projected interest rate for the upcoming 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.

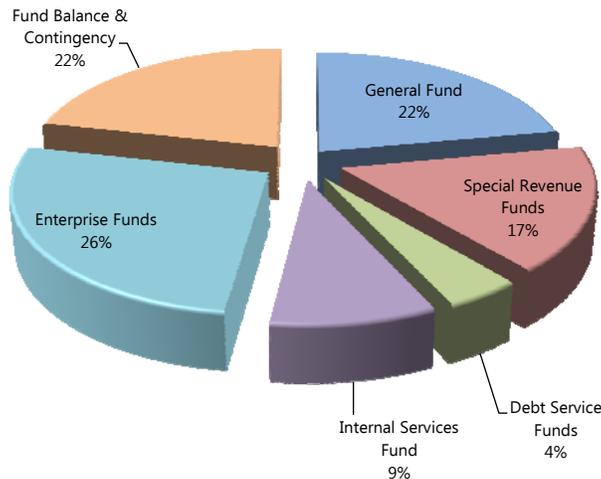
Financial Trends – Resources & Requirements

RESOURCES BY SOURCE – FY 2017-18



For fiscal year 2017-18, total resources come to \$42 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.

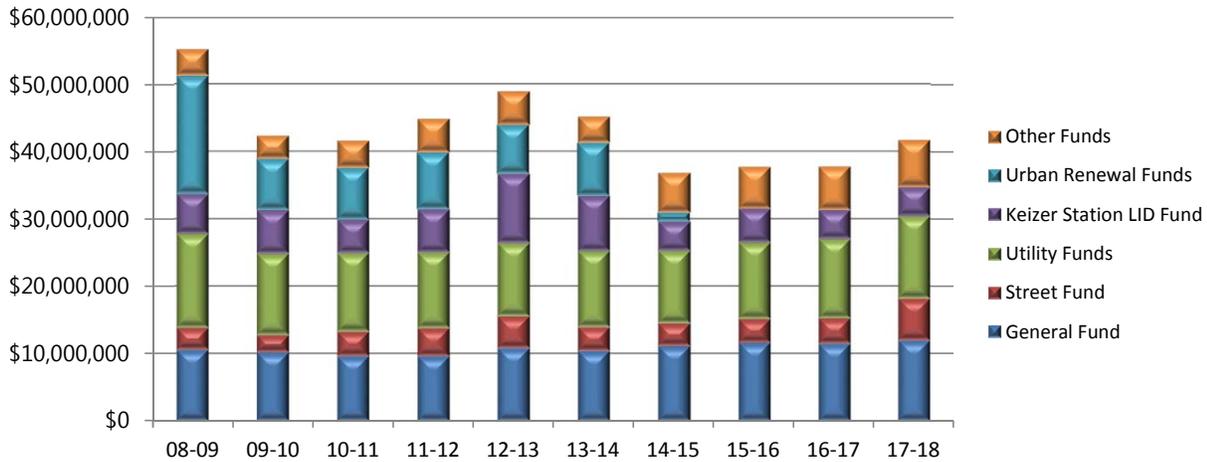
REQUIREMENTS BY USE – FY 2017-18



Requirements are balanced to fiscal year 2017-18 resources at \$42 million. As the pie chart above shows, 24% 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.

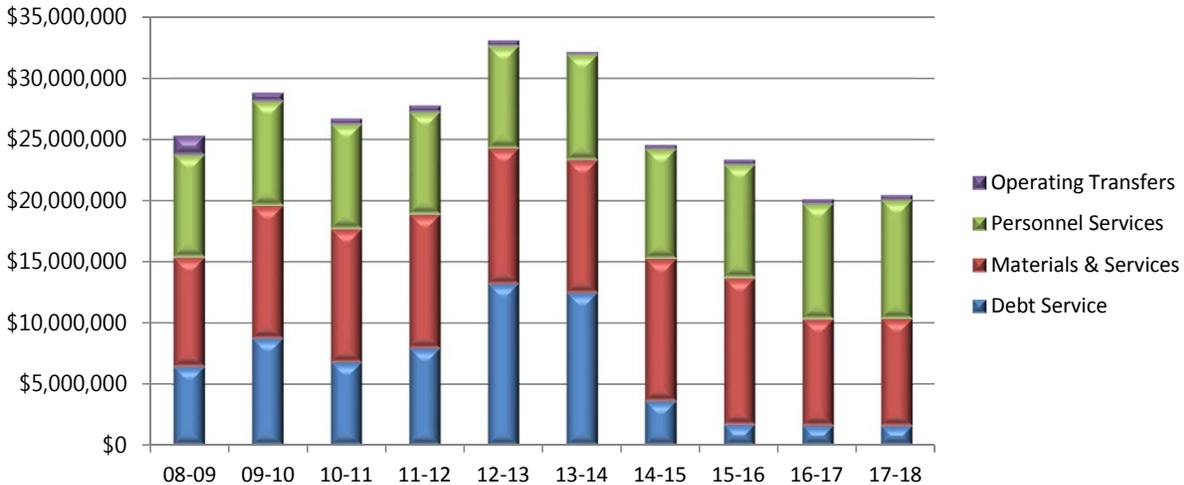
Financial Trends - Budgets

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 FY08-09 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.

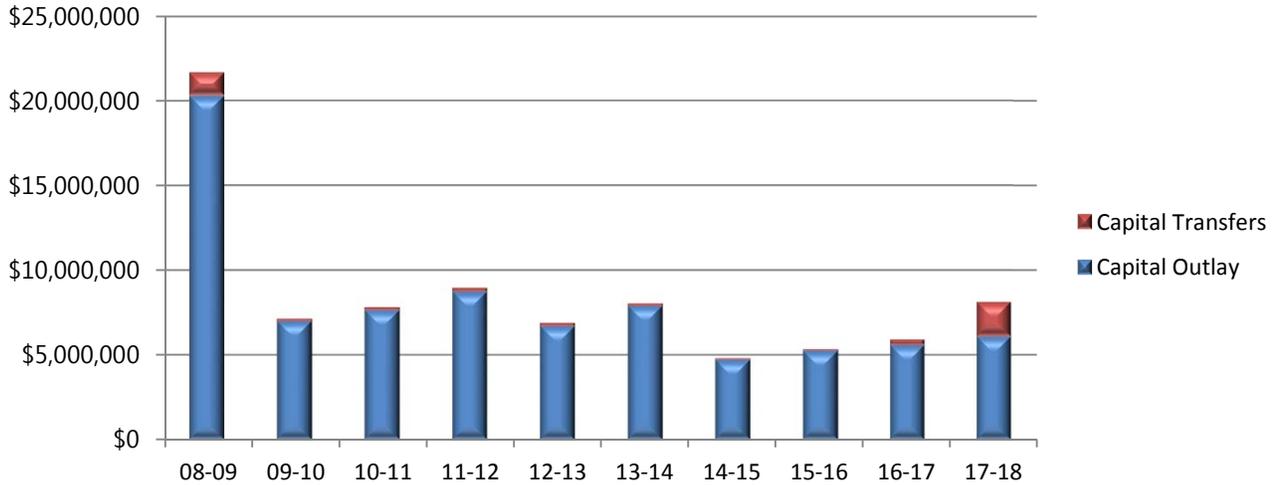
Operating Budget



The above graph depicts the total operating expenditures by category for the past ten fiscal years, adjusted for inflation. 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.

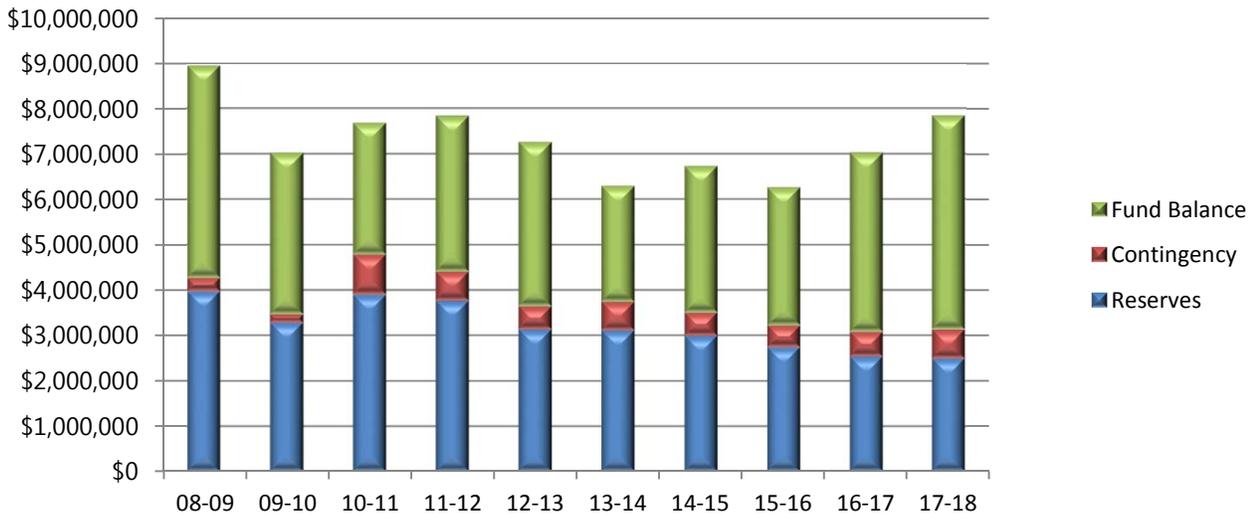
Financial Trends - Budgets

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. FY17-18 includes a capital transfer which will be used as short term working capital for the construction of the bridge over Claggett Creek on Dearborn Ave NE.

Reserves, Contingencies and Ending Fund Balances



The above graph depicts budgeted reserves, contingencies, and unappropriated ending fund balances for the past ten fiscal years, adjusted for inflation. Generally, these balances reflect what is left after revenues and expenditures have been accounted for. Each year, these balances have met or exceeded the City's adopted policy in their respective area. Reserves beginning in FY08-09 are primarily for the Keizer Station Local Improvement District debt. The City has also established contingencies and reserves for Liability Insurance and Civic Center Facility Improvements.

Financial Trends - Debt Service

FULL FAITH AND CREDIT BONDS

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

Keizer Station Local Improvement District Debt Service Schedule

	Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
	12/1/2017	14,685,000	-	381,810	381,810
	6/1/2018	14,685,000	-	381,810	381,810
	12/1/2018	14,685,000	-	381,810	381,810
	6/1/2019	14,685,000	-	381,810	381,810
	12/1/2019	14,685,000	-	381,810	381,810
	6/1/2020	14,685,000	-	381,810	381,810
	12/1/2020	14,685,000	-	381,810	381,810
	6/1/2021	14,685,000	-	381,810	381,810
12/1/2021 through	12/1/2030	14,685,000	-	7,254,390	7,254,390
	6/1/2031	14,685,000	14,685,000	381,810	15,066,810
			\$14,685,000	\$10,690,680	\$25,375,680

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	\$ 850,000	\$ 231,000	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, 2018	200,000	30,750	230,750
June 30, 2019	210,000	22,345	232,345
June 30, 2020	215,000	13,633	228,633
June 30, 2021	225,000	4,613	229,613
	<u>\$ 850,000</u>	<u>\$ 71,341</u>	<u>\$ 921,341</u>

	Debt Outstanding	Debt Per Capita	Debt as % of RMV	Statutory Maximum
Revenue Bond, debt ratios	\$ 850,000	\$ 22.66	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.

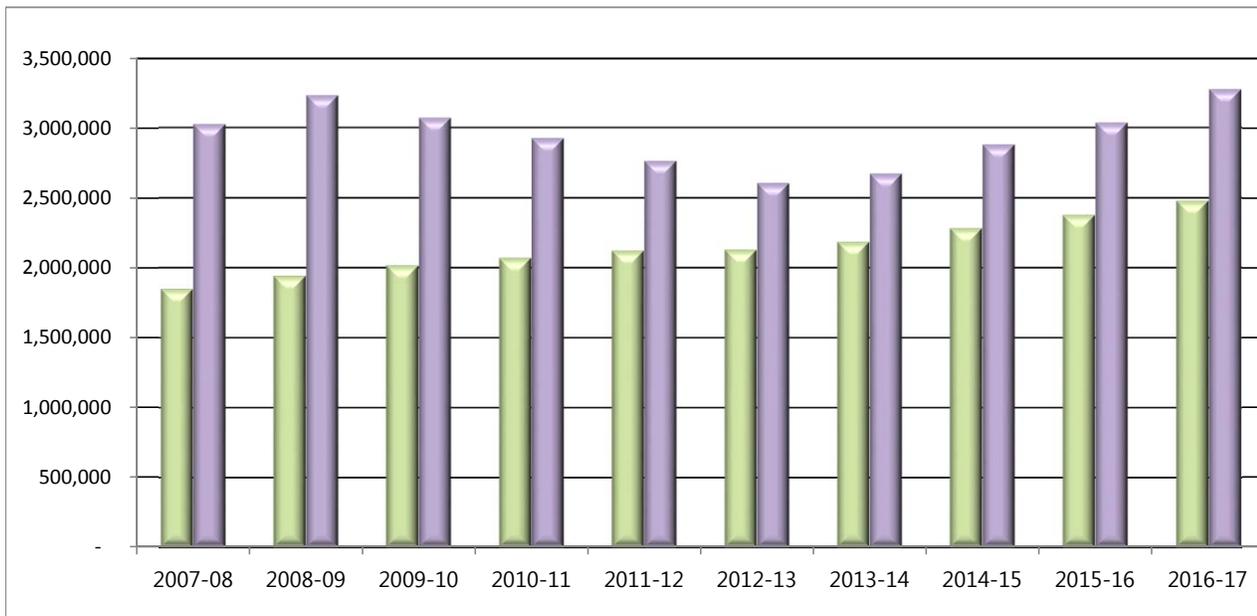
[1] Note: the City of Keizer is a North River Road Urban Renewal District overlapping taxing jurisdiction, however, the City did not elect to be repaid for foregone taxes.

Financial Trends - Property Taxes

City Property Tax Revenues		2016-17 Actual Tax Revenue	2017-18 Estimated Tax Revenues 104%
1	District Assessed Value	\$2,476,933,595	\$2,576,010,939
2	Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
3	Gross Property Tax Revenues	\$5,161,434	\$5,367,892
4	Penalties/Compression/Adjustments	(0)	
5	Property Tax Revenues	\$5,161,434	\$5,367,892
6	Uncollectables and Discounts (5.0%)	(258,072)	(268,395)
7	Net Anticipated Tax Collected	\$ 4,903,362	\$ 5,099,497

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

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



This graph provides some insight into the growth of the City of Keizer's property values over the past 10 years. The trend shows that assessed value continues to climb and real market value took a decline with the economic downturn impacting 2009-10 values. The estimation of the assessed value starts with the previous year's assessed value and adds three factors: a growth factor (maximum allowed by law is 3%), an allowance for new construction, and an allowance for annexed property. The assessed value now reflects about 76% 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

FY17-18

<i>Jurisdiction</i>	<i>Pop</i>	<i>City Tax Rate/\$1,000</i>	<i>City FTE</i>	<i>Fire District Tax Rate/\$1,000</i>	<i>Park & Rec Tax Rate/\$1,000</i>	<i>Total FTE</i>	<i>Total FTE/1,000 Residents</i>	<i>Total Tax Rate</i>
Roseburg	22,820	8.48	160.35			160.35	7.03	8.48
Beaverton	95,385	4.38	552.00	2.09	1.62	618.00	6.48	8.83
Klamath Falls	21,640	5.60	154.00	2.88		224.00	10.35	8.48
Woodburn	24,795	6.43	150.99	1.90		168.49	6.80	8.33
Albany	52,540	7.92	404.33			404.33	7.70	7.92
Pendleton	16,880	6.86	159.78			159.78	9.47	6.86
La Grande	13,200	7.44	125.88			125.88	9.54	7.44
Forest Grove	23,375	5.94	172.29			172.29	7.37	6.68
Milwaukie	20,510	4.27	142.51	2.41		206.66	10.08	7.42
Eugene	165,885	8.11	1473.99			1473.99	8.89	8.11
Oregon City	34,240	4.52	196.85	2.41		309.75	9.05	7.67
Redmond	27,595	4.49	166.50	1.75	0.37	219.50	7.95	6.61
Sherwood	19,145	3.90	114.00	2.09		126.00	6.58	6.73
Salem	162,060	6.82	1193.40			1193.40	7.36	6.82
McMinnville	33,405	5.70	210.70			210.70	6.31	5.70
Newberg	23,465	4.64	142.32		0.91	142.32	6.07	5.55
Lake Oswego	37,425	5.39	344.80			344.80	9.21	6.13
Hillsboro	99,340	5.39	780.25			780.25	7.85	6.13
Medford	78,500	5.37	463.00			463.00	5.90	5.37
The Dalles	14,625	3.02	100.00	2.10		123.00	8.41	5.12
Corvallis	58,240	6.19	438.09			438.09	7.52	6.19
Springfield	60,140	7.12	409.04			409.04	6.80	7.12
Tigard	49,745	2.93	281.65	2.09	0.09	306.65	6.16	5.85
Wilsonville	23,740	2.67	161.01	2.09		191.01	8.05	5.50
Tualatin	26,840	2.53	154.75	2.09	0.09	167.75	6.25	5.45
West Linn	25,615	2.55	126.68	2.09		168.68	6.59	5.38
Ashland	20,620	4.42	261.55			261.55	12.68	4.42
Bend	83,500	3.22	589.10		1.60	589.10	7.06	4.82
Grants Pass	36,815	6.32	229.38			229.38	6.23	6.32
Keizer	37,505	2.08	93.00	2.08		125.50	3.35	4.16
Average FTE for All Listed Cities							7.64	
Average Tax Rate for All Listed Cities								6.52

Notes:

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

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

Source Documents include:

- Population by Portland State University Population Research Center as of 11.15.2016.
- 2016-17 Tax Roll from County Assessor for Benton, Clackamas, Deschutes, Douglas, Jackson, Klamath, Lane, Linn, Marion, Multnomah, Union, Washington, and Yamhill Counties
- 2016-17 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
- 2016 League of Oregon cities Report on Tax districts and Rates



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Budget Overview

The following provides an overview of the fiscal year 2017-18 Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total budget for fiscal year 2017-18 is \$41,695,000 a 10% 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 \$25,509,100.

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 2017-18 total \$25,509,100 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 29.

EXPENDITURES

Expenditures for fiscal year 2017-18 total \$30,483,750 (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 7% 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 1st and 1.0% January 1st) for employees represented by the Keizer Police Association. In addition, the budget includes a 6% increase in medical insurance premiums. Employees from the City's two labor groups, Keizer Police Association and Local 320, contribute 5% to their health and dental insurance premiums

Budget Overview

while non-represented staff contributes 10%. The City's share of the cost for employee health and dental insurance is estimated at \$2.1 million. Retirement costs are expected to increase 16% primarily due to an increase in the required PERS employer contributions. Employer PERS contributions rates are actuarially determined and are for a two year period beginning July 1, 2017.

Materials & Services

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

Capital Outlay

The City's total capital outlay budget for fiscal year 2017-18 is \$7,108,600 of which \$3,606,300 is for routine expenditures and \$3,502,300 is for non-routine expenditures. A summary of total capital expenditures is on page 59.

Debt Service

Citywide debt service is budgeted at \$1,854,000 and includes the following payments:

- Keizer Station Local Improvement District - \$1,623,200
- Water Fund - \$230,800

Transfers

The fiscal year 2017-18 Budget includes three routine transfers totaling \$860,400. A \$443,000 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. In addition to the routine transfers there is a transfer of \$2,000,000 from the Transportation Improvement Fund to the Street Fund to provide sufficient funds for the construction of the bridge over Claggett Creek on Dearborn Ave NE.

Budget Overview

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 \$7,605,350. Projections by fund are on pages 60-62.

The fiscal year 2017-18 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 \$41,695,000 and includes \$7,108,600 in capital spending and \$1,854,000 in debt service payments.

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

The predominant short term factors that influence the decisions made in the development of the fiscal year 2017-18 budget include:

1. The City Council's short term goals
2. Marginal increases in general fund revenues,
3. Maintain existing services and
4. 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 170-177).

The following is a summary of the financial highlights of the 2017-18 fiscal year budget.

FINANCIAL AND BUDGET TRENDS

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

As shown on page 30, the City averages 0.7% 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 2016 was up 2.1% over 2015. These marginal economic increases were factored into the City's budget projections.

REVENUES

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

Taxes

Property tax revenues are the General Fund's single most important revenue source and support operating programs such as Police, Municipal Court, Parks, Community Development and Administration. The City has a permanent tax rate of \$2.0838 per \$1,000 of assessed value, which cannot increase under the current Oregon law. The City is expecting property tax revenue to increase approximately 4% in fiscal year 2017-18 as compared to fiscal year 2016-17. The increase is attributed to a 3% increase in assessed value and a 1% increase for new construction.

In November 2016, the citizens of Keizer voted to impose a 3% tax on the sale of marijuana items by marijuana retailers located in Keizer. In addition the State of Oregon imposes a 17% tax on the sale of marijuana items of which 10% of the amount collected is remitted back to Cities to be used for local law enforcement.

The City tax took effect on January 1, 2017 however the first tax remittance is not expected to be received by the City until August 2017. It is anticipated that between the City and State marijuana sales tax the City will receive approximately \$185,000 for fiscal year 2017-18.

Assessments

Assessments are expected to remain consistent at approximately \$1.3 million in fiscal year 2017-18 as compared to fiscal year 2016-17. The assessments are primarily associated with the Keizer Station Local Improvement District and the Street Light Local Improvement Districts.

Intergovernmental Revenues

Intergovernmental Revenues are expected to increase 15% in fiscal year 2017-18 as compared to fiscal year 2016-17 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 \$0.55 per ESU Storm Water rate increase, and
- a proposed 3.0% sewer rate increase. The City of Salem, who manages the regional sewer system, sets the sewer rates for the City of Keizer.

If approved, the rate increases would go into effect January 2018. 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 7%.

Personnel Services

Personnel Services include employee salaries and wages, retirement benefits and health and welfare benefits. The City anticipates a \$0.7 million increase in personnel services expense in fiscal year 2017-18 as compared to fiscal year 2016-17. A summary of employee benefit costs City-wide is provided on page 67.

Salaries and Wages

Employee salary and wages comprise the largest category of personnel services. Salaries and wages are expected to increase \$0.3 million in fiscal year 2017-18 as compared to fiscal year 2016-17 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 1st and a 1.0% increase effective January 1st. The Local 320 collective bargaining agreement provides for a 2.0% annual increase effective July 1st.

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 2017-18 will be 94 employees as compared to 93 employees in fiscal year 2016-17. One municipal utility worker will be added halfway through the year.

Retirement Benefits

Retirement benefits provided to City employees are remaining the same but the cost of those benefits will increase approximately \$0.3 million in fiscal year 2017-18 as compared to fiscal year 2016-17. The increase is the result of a significant increase in the PERS employer contribution percentages that take effect July 1, 2017.

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 6% in fiscal year 2017-18 as compared to fiscal year 2016-17. Health insurance premiums will increase no more than 8% and dental insurance premiums will increase no more than 5%. Consistent with fiscal year 2016-17 represented and non-represented employees will be required to pay 5% and 10%, respectively, of the cost of the medical and dental insurance premiums.

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

Materials and Services

Materials and services are expected to increase \$0.6 million from \$9.7 million in fiscal year 2016-17 to \$10.3 million in fiscal year 2017-18. 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 \$4.8 million in fiscal year 2017-18 as compared to fiscal year 2016-17.

Capital Outlay

Capital outlay costs are expected to increase \$5.3 million from \$1.8 million in fiscal year 2016-17 to \$7.1 million in fiscal year 2017-18. \$2.0 million of the increase is associated with constructing a new bridge over Claggett Creek at Dearborn Ave Ne. In addition street resurfacing projects that were originally scheduled for fiscal year 2016-17 will not be completed until fiscal year 2017-18. The City has appropriated over \$0.7 million for development of the I-5 Chemawa southbound on-ramp should the Oregon Department of Transportation proceed with this project.

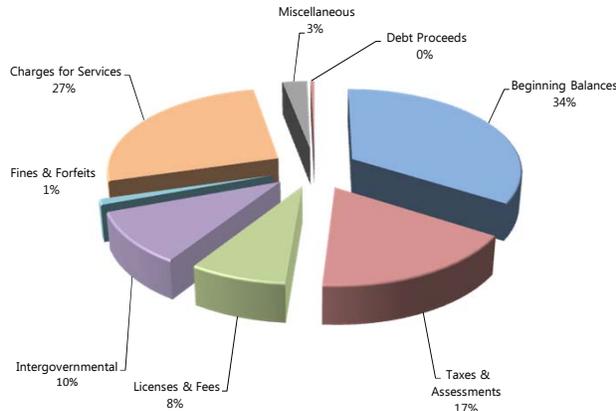
Debt Service

Payments of principal and interest on the City's debt obligations is expected to remain consistent with the prior year at \$1.8 million.

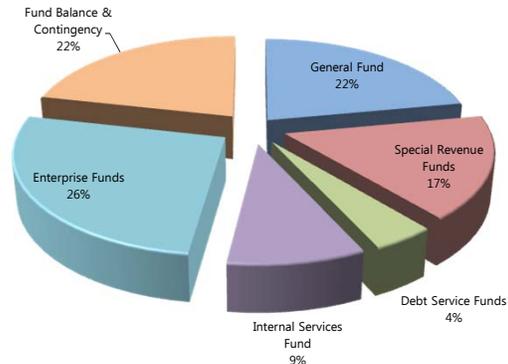
As with recent past fiscal years, fiscal year 2017-18 will present the City with a challenging economic environment in which to operate. However, new development in the area is promising, bolstering property values and the economy in general. The fiscal year 2017-18 Budget will ensure the City continues to operate in a financially stable manner.

All Funds Combined

Revenues (net eliminations)*



Expenditures (net eliminations)*



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 11,605,639	\$ 11,803,660	\$ 12,020,200	\$ 12,533,500	\$ 13,175,500	\$ 13,175,500	\$ 13,175,500	5%
3 Revenues:								
4 Taxes & Assessments	6,894,782	6,723,266	6,304,100	6,291,400	6,711,700	6,711,700	6,711,700	7%
5 Licenses & Fees	3,476,441	3,922,121	3,098,300	3,088,800	3,080,400	3,080,400	3,080,400	0%
6 Intergovernmental	3,358,801	3,402,297	3,952,000	3,474,200	3,980,200	3,980,200	3,980,200	15%
7 Fines & Forfeits	388,858	404,275	408,000	428,000	428,000	428,000	428,000	0%
8 Charges for Services	9,080,380	9,579,774	9,965,200	9,913,000	10,277,000	10,277,000	10,277,000	4%
9 Miscellaneous	1,364,340	1,319,018	1,069,300	1,229,600	1,023,800	1,031,800	1,031,800	-16%
10 Total Revenues:	24,563,602	25,350,751	24,796,900	24,425,000	25,501,100	25,509,100	25,509,100	4%
11 Other Resources:								
12 Debt Proceeds	71,477	-	479,600	100,000	150,000	150,000	150,000	50%
13 Transfers In	698,336	695,902	823,800	823,800	2,860,400	2,860,400	2,860,400	247%
14 Total Other Resources	769,813	695,902	1,303,400	923,800	3,010,400	3,010,400	3,010,400	226%
15 TOTAL RESOURCES	36,939,053	37,850,313	38,120,500	37,882,300	41,687,000	41,695,000	41,695,000	10%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services	9,694,374	10,323,012	10,831,900	10,517,700	11,247,900	11,247,900	11,247,900	7%
19 Materials & Services	8,777,068	9,626,961	10,137,960	9,668,100	10,249,900	10,273,250	10,273,250	6%
20 Capital Outlay	2,691,662	2,076,727	6,420,400	1,863,200	7,108,600	7,108,600	7,108,600	282%
21 Debt Service	3,273,957	2,594,253	1,834,800	1,834,000	1,854,000	1,854,000	1,854,000	1%
22 Total Expenditures:	24,437,061	24,620,953	29,225,060	23,883,000	30,460,400	30,483,750	30,483,750	28%
23 Other Requirements:								
24 Transfers Out	698,336	695,902	823,800	823,800	2,860,400	2,860,400	2,860,400	247%
25 Contingency	-	-	602,300	-	745,500	745,500	745,500	
26 Total Other Requirements	698,336	695,902	1,426,100	823,800	3,605,900	3,605,900	3,605,900	338%
27 Fund Balance:								
28 Restricted	8,709,709	9,734,799	5,580,800	10,428,500	5,639,700	5,633,700	5,633,700	-46%
29 Committed	399,730	367,657	217,100	408,900	225,300	225,300	225,300	-45%
30 Assigned	441,792	532,494	244,200	423,100	259,000	259,000	259,000	-39%
31 Unassigned	2,252,425	1,898,509	1,427,240	1,915,000	1,496,700	1,487,350	1,487,350	-22%
32 Total Fund Balance	11,803,656	12,533,459	7,469,340	13,175,500	7,620,700	7,605,350	7,605,350	-42%
33 TOTAL REQUIREMENTS	\$ 36,939,053	\$ 37,850,314	\$ 38,120,500	\$ 37,882,300	\$ 41,687,000	\$ 41,695,000	\$ 41,695,000	10%

Notes:

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

Resource & Requirement Summary by Fund Type

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

	General	Special Revenue	Nonmajor Governmental	Major Enterprise	Nonmajor Enterprise	Internal Service	Debt Service	Eliminations	Total
1 RESOURCES:									
2 Beginning Balance:	\$ 1,915,000	\$ 1,881,300	\$ 4,165,100	\$ 1,632,800	\$ 737,500	\$ 147,900	\$ 2,695,900	\$ -	\$ 13,175,500
3 Revenues:									
4 Taxes & Assessments	5,379,500	-	-	-	511,200	-	821,000	-	6,711,700
5 Licenses & Fees	2,844,900	10,600	103,800	52,500	-	-	-	-	3,011,800
6 Intergovernmental	1,133,000	2,228,000	619,200	-	-	-	-	-	3,980,200
7 Fines & Forfeits	428,000	-	-	-	-	-	-	-	428,000
8 Charges for Services	5,000	-	-	10,160,600	180,000	3,598,600	-	(3,598,600)	10,345,600
9 Miscellaneous	163,900	2,000	51,800	10,900	15,200	-	788,000	-	1,031,800
10 Total Revenues:	9,954,300	2,240,600	774,800	10,224,000	706,400	3,598,600	1,609,000	(3,598,600)	25,509,100
11 Other Resources:									
12 Debt Proceeds	-	-	-	150,000	-	-	-	-	150,000
13 Transfers In	-	2,000,000	-	860,400	-	-	-	-	2,860,400
14 Total Other Resources	-	2,000,000	-	1,010,400	-	-	-	-	3,010,400
15 TOTAL RESOURCES	11,869,300	6,121,900	4,939,900	12,867,200	1,443,900	3,746,500	4,304,900	(3,598,600)	41,695,000
16 REQUIREMENTS:									
17 Expenditures:									
18 Personnel Services	6,757,100	140,000	-	1,763,900	96,200	2,490,700	-	-	11,247,900
19 Materials & Services	3,294,450	786,700	171,600	8,124,700	597,600	896,800	-	(3,598,600)	10,273,250
20 Capital Outlay	263,000	3,819,200	1,777,300	843,300	278,300	127,500	-	-	7,108,600
21 Debt Service	-	-	-	230,800	-	-	1,623,200	-	1,854,000
22 Total Expenditures:	10,314,550	4,745,900	1,948,900	10,962,700	972,100	3,515,000	1,623,200	(3,598,600)	30,483,750
23 Other Requirements:									
24 Transfers Out	17,400	443,000	2,000,000	400,000	-	-	-	-	2,860,400
25 Contingency	50,000	46,300	50,000	287,700	80,000	231,500	-	-	745,500
26 Total Other Requirements	67,400	489,300	2,050,000	687,700	80,000	231,500	-	-	3,605,900
27 Fund Balance:									
28 Restricted	-	886,700	941,000	756,100	368,200	-	2,681,700	-	5,633,700
29 Committed	-	-	-	225,300	-	-	-	-	225,300
30 Assigned	-	-	-	235,400	23,600	-	-	-	259,000
31 Unassigned	1,487,350	-	-	-	-	-	-	-	1,487,350
32 Total Fund Balance	1,487,350	886,700	941,000	1,216,800	391,800	-	2,681,700	-	7,605,350
33 TOTAL REQUIREMENTS	\$ 11,869,300	\$ 6,121,900	\$ 4,939,900	\$ 12,867,200	\$ 1,443,900	\$ 3,746,500	\$ 4,304,900	\$ (3,598,600)	\$ 41,695,000

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 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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18
General	\$ 11,087,526	\$ 11,568,769	\$ 11,415,800	\$ 11,411,300	\$ 11,869,300	\$ 11,869,300	\$ 11,869,300
Special Revenue Funds:							
Street	3,359,577	3,579,765	3,574,500	3,798,900	6,121,900	6,121,900	6,121,900
Urban Renewal Project	71,477	-	-	-	-	-	-
Urban Renewal Program	51,837	-	-	-	-	-	-
Public Government Education	370,798	372,833	386,700	393,300	408,000	408,000	408,000
Law Enforcement Grant	8,325	-	30,000	10,000	30,000	30,000	30,000
Housing Rehabilitation	14,455	13,775	43,800	13,800	43,800	43,800	43,800
Energy Efficiency	3,808	2,389	17,400	2,400	17,400	17,400	17,400
Park Improvement	748,020	989,222	1,453,300	1,050,500	1,517,800	1,517,800	1,517,800
Transportation Improvement	2,416,363	2,681,358	2,709,800	2,783,400	2,832,400	2,832,400	2,832,400
Off-Site Transportation	53,017	98,710	123,400	95,200	90,500	90,500	90,500
Enterprise Funds							
Water	3,393,897	3,612,753	3,658,900	3,753,100	3,824,800	3,824,800	3,824,800
Water Facility	962,959	728,460	799,400	716,300	671,400	671,400	671,400
Sewer	5,583,794	5,758,452	6,008,000	6,008,000	6,179,400	6,179,400	6,179,400
Stormwater	1,778,663	1,916,576	2,152,700	2,013,800	2,191,600	2,191,600	2,191,600
Community Center	169,719	272,999	266,300	340,700	344,500	352,500	352,500
Street Lighting District	826,907	794,377	787,800	808,300	803,100	803,100	803,100
Sewer Reserve	154,877	241,390	268,300	253,100	288,300	288,300	288,300
Internal Services Fund							
Administrative Services	3,297,808	3,394,973	3,697,600	3,485,300	3,746,500	3,746,500	3,746,500
Debt Service Funds							
Keizer Station LID	4,369,183	5,056,027	4,293,800	4,301,100	4,304,900	4,304,900	4,304,900
Urban Renewal Tax Increment	1,356,662	-	-	-	-	-	-
Total	\$ 40,079,673	\$ 41,082,828	\$ 41,687,500	\$ 41,238,500	\$ 45,285,600	\$ 45,293,600	\$ 45,293,600

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

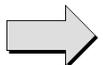
	General Fund			Major Special Revenue Funds									Non Major Special Revenue Funds		
				Street Fund			Urban Renewal Project Fund			Urban Renewal Program Income Fund					
	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:															
Beginning Balance:	\$ 2,252,427	\$ 1,851,500	\$ 1,915,000	\$ 1,260,800	\$ 1,224,900	\$ 1,881,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,194,853	\$ 3,948,800	\$ 4,165,100
Revenues:															
Taxes & Assessments	4,839,704	5,036,900	5,379,500	3,153	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	2,769,829	2,776,500	2,844,900	90,063	12,100	10,600	-	-	-	-	-	-	767,376	145,800	103,800
Intergovernmental	1,079,588	1,171,800	1,133,000	2,187,893	2,161,000	2,228,000	-	-	-	-	-	-	134,816	619,200	619,200
Fines & Forfeits	404,275	408,000	428,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	3,411	5,000	5,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	219,535	166,100	163,900	37,856	1,500	2,000	-	-	-	-	-	-	61,242	50,600	51,800
Total Revenues:	9,316,342	9,564,300	9,954,300	2,318,965	2,174,600	2,240,600	-	-	-	-	-	-	963,434	815,600	774,800
Other Resources:															
Debt Proceeds	-	-	-	-	175,000	-	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	2,000,000	-	-	-	-	-	-	-	-	-
Total Other Resources	-	-	-	-	175,000	2,000,000	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	11,568,769	11,415,800	11,869,300	3,579,765	3,574,500	6,121,900	-	-	-	-	-	-	4,158,287	4,764,400	4,939,900
REQUIREMENTS:															
Expenditures:															
Personnel Services	6,242,133	6,443,100	6,757,100	122,696	133,100	140,000	-	-	-	-	-	-	-	-	-
Materials & Services	3,385,318	3,259,060	3,294,450	684,944	778,900	786,700	-	-	-	-	-	-	98,099	164,400	171,600
Capital Outlay	25,007	219,000	263,000	1,036,915	1,728,900	3,819,200	-	-	-	-	-	-	42,808	3,145,200	1,777,300
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures:	9,652,458	9,921,160	10,314,550	1,844,555	2,640,900	4,745,900	-	-	-	-	-	-	140,907	3,309,600	1,948,900
Other Requirements:															
Transfers Out	17,802	17,400	17,400	372,500	406,400	443,000	-	-	-	-	-	-	-	-	2,000,000
Contingency	-	50,000	50,000	-	45,500	46,300	-	-	-	-	-	-	-	50,000	50,000
Total Other Requirements	17,802	67,400	67,400	372,500	451,900	489,300	-	-	-	-	-	-	-	50,000	2,050,000
Fund Balance:															
Restricted	-	-	-	1,362,710	481,700	886,700	-	-	-	-	-	-	4,017,380	1,404,800	941,000
Committed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	1,898,509	1,427,240	1,487,350	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	1,898,509	1,427,240	1,487,350	1,362,710	481,700	886,700	-	-	-	-	-	-	4,017,380	1,404,800	941,000
TOTAL REQUIREMENTS	\$ 11,568,769	\$ 11,415,800	\$ 11,869,300	\$ 3,579,765	\$ 3,574,500	\$ 6,121,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,158,287	\$ 4,764,400	\$ 4,939,900

Continued 

Consolidated Fund Summary

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:												
Beginning Balance:	\$ 682,145	\$ 698,500	\$ 811,900	\$ 316,514	\$ 239,000	\$ 236,300	\$ 239,032	\$ 226,000	\$ 261,000	\$ 441,792	\$ 371,100	\$ 323,600
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	-	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	91,837	69,500	52,500	117,077	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	2,813,795	2,865,000	2,936,000	-	59,400	33,600	5,519,128	5,781,600	5,918,000	1,099,024	1,168,600	1,273,000
Miscellaneous	7,174	8,500	7,000	44,869	1,000	1,500	292	400	400	3,260	2,000	2,000
Total Revenues:	2,912,806	2,943,000	2,995,500	161,946	60,400	35,100	5,519,420	5,782,000	5,918,400	1,102,284	1,170,600	1,275,000
Other Resources:												
Debt Proceeds	-	-	-	-	100,000	-	-	-	-	-	204,600	150,000
Transfers In	17,802	17,400	17,400	250,000	400,000	400,000	-	-	-	372,500	406,400	443,000
Total Other Resources	17,802	17,400	17,400	250,000	500,000	400,000	-	-	-	372,500	611,000	593,000
TOTAL RESOURCES	3,612,753	3,658,900	3,824,800	728,460	799,400	671,400	5,758,452	6,008,000	6,179,400	1,916,576	2,152,700	2,191,600
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	886,038	959,800	1,027,800	-	-	-	3,080	3,700	3,600	630,980	689,300	732,500
Materials & Services	1,305,764	1,440,300	1,412,600	-	-	-	5,461,218	5,767,300	5,930,500	618,255	786,700	781,600
Capital Outlay	73,785	83,200	63,900	560,677	544,500	440,000	-	-	-	230,568	339,700	339,400
Debt Service	231,433	228,800	230,800	-	-	-	-	-	-	-	-	-
Total Expenditures:	2,497,020	2,712,100	2,735,100	560,677	544,500	440,000	5,464,298	5,771,000	5,934,100	1,479,803	1,815,700	1,853,500
Other Requirements:												
Transfers Out	250,000	400,000	400,000	-	-	-	55,600	-	-	-	-	-
Contingency	-	125,000	165,000	-	-	-	-	20,000	20,000	-	90,800	102,700
Total Other Requirements	250,000	525,000	565,000	-	-	-	55,600	20,000	20,000	-	90,800	102,700
Fund Balance:												
Restricted	865,733	421,800	524,700	167,783	254,900	231,400	-	-	-	-	-	-
Committed	-	-	-	-	-	-	238,554	217,000	225,300	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	436,773	246,200	235,400
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	865,733	421,800	524,700	167,783	254,900	231,400	238,554	217,000	225,300	436,773	246,200	235,400
TOTAL REQUIREMENTS	\$ 3,612,753	\$ 3,658,900	\$ 3,824,800	\$ 728,460	\$ 799,400	\$ 671,400	\$ 5,758,452	\$ 6,008,000	\$ 6,179,400	\$ 1,916,576	\$ 2,152,700	\$ 2,191,600

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 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:												
Beginning Balance:	\$ 569,594	\$ 644,000	\$ 737,500	\$ 160,700	\$ 130,600	\$ 147,900	\$ 2,685,803	\$ 2,685,800	\$ 2,695,900	\$ -	\$ -	\$ -
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	435,396	491,200	511,200	-	-	-	1,445,014	776,000	821,000	-	-	-
Licenses & Fees	85,939	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	144,416	180,000	180,000	3,232,514	3,567,000	3,598,600	-	-	-	-	-	-
Miscellaneous	17,821	7,200	15,200	1,759	-	-	925,210	832,000	788,000	-	-	-
Total Revenues:	683,572	678,400	706,400	3,234,273	3,567,000	3,598,600	2,370,224	1,608,000	1,609,000	-	-	-
Other Resources:												
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In	55,600	-	-	-	-	-	-	-	-	-	-	-
Total Other Resources	55,600	-	-	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	1,308,766	1,322,400	1,443,900	3,394,973	3,697,600	3,746,500	5,056,027	4,293,800	4,304,900	-	-	-
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	66,362	92,800	96,200	2,371,723	2,510,100	2,490,700	-	-	-	-	-	-
Materials & Services	514,605	584,500	597,600	791,272	923,800	896,800	-	-	-	-	-	-
Capital Outlay	4,092	281,300	278,300	102,875	78,600	127,500	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	2,362,820	1,606,000	1,623,200	-	-	-
Total Expenditures:	585,059	958,600	972,100	3,265,870	3,512,500	3,515,000	2,362,820	1,606,000	1,623,200	-	-	-
Other Requirements:												
Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
Contingency	-	36,000	80,000	-	185,000	231,500	-	-	-	-	-	-
Total Other Requirements	-	36,000	80,000	-	185,000	231,500	-	-	-	-	-	-
Fund Balance:												
Restricted	627,986	329,800	368,200	-	-	-	2,693,207	2,687,800	2,681,700	-	-	-
Committed	-	-	-	129,103	100	-	-	-	-	-	-	-
Assigned	95,721	(2,000)	23,600	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	723,707	327,800	391,800	129,103	100	-	2,693,207	2,687,800	2,681,700	-	-	-
TOTAL REQUIREMENTS	\$ 1,308,766	\$ 1,322,400	\$ 1,443,900	\$ 3,394,973	\$ 3,697,600	\$ 3,746,500	\$ 5,056,027	\$ 4,293,800	\$ 4,304,900	\$ -	\$ -	\$ -

Continued 

Consolidated Fund Summary

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18	ACTUAL 2015-16	BUDGETED 2016-17	BUDGET 2017-18
RESOURCES:															
Beginning Balance:	\$ 6,708,080	\$ 7,025,200	\$ 7,961,400	\$ 2,409,777	\$ 2,309,200	\$ 2,518,200	\$ 2,685,803	\$ 2,685,800	\$ 2,695,900	\$ -	\$ -	\$ -	\$ 11,803,660	\$ 12,020,200	\$ 13,175,500
Revenues:															
Taxes & Assessments	4,842,857	5,036,900	5,379,500	435,396	491,200	511,200	1,445,014	776,000	821,000				6,723,267	6,304,100	6,711,700
Licenses & Fees	3,627,268	2,934,400	2,959,300	294,853	69,500	52,500	-	-	-				3,922,121	3,003,900	3,011,800
Intergovernmental	3,402,297	3,952,000	3,980,200	-	-	-	-	-	-				3,402,297	3,952,000	3,980,200
Fines & Forfeits	404,275	408,000	428,000	-	-	-	-	-	-				404,275	408,000	428,000
Charges for Services	3,411	5,000	5,000	12,808,877	13,621,600	13,939,200	-	-	-	(3,232,514)	(3,567,000)	(3,598,600)	9,579,774	10,059,600	10,345,600
Miscellaneous	318,633	218,200	217,700	75,175	19,100	26,100	925,210	832,000	788,000				1,319,018	1,069,300	1,031,800
Total Revenues:	12,598,741	12,554,500	12,969,700	13,614,301	14,201,400	14,529,000	2,370,224	1,608,000	1,609,000	(3,232,514)	(3,567,000)	(3,598,600)	25,350,752	24,796,900	25,509,100
Other Resources:															
Debt Proceeds	-	175,000	-	-	304,600	150,000	-	-	-				-	479,600	150,000
Transfers In	-	-	2,000,000	695,902	823,800	860,400	-	-	-				695,902	823,800	2,860,400
Total Other Resources	-	175,000	2,000,000	695,902	1,128,400	1,010,400	-	-	-	(3,232,514)	(3,567,000)	(3,598,600)	695,902	1,303,400	3,010,400
TOTAL RESOURCES	19,306,821	19,754,700	22,931,100	16,719,980	17,639,000	18,057,600	5,056,027	4,293,800	4,304,900	(3,232,514)	(3,567,000)	(3,598,600)	37,850,314	38,120,500	41,695,000
REQUIREMENTS:															
Expenditures:															
Personnel Services	6,364,829	6,576,200	6,897,100	3,958,183	4,255,700	4,350,800	-	-	-				10,323,012	10,831,900	11,247,900
Materials & Services	4,168,361	4,202,360	4,252,750	8,691,114	9,502,600	9,619,100	-	-	-	(3,232,514)	(3,567,000)	(3,598,600)	9,626,961	10,137,960	10,273,250
Capital Outlay	1,104,730	5,093,100	5,859,500	971,997	1,327,300	1,249,100	-	-	-				2,076,727	6,420,400	7,108,600
Debt Service	-	-	-	231,433	228,800	230,800	2,362,820	1,606,000	1,623,200				2,594,253	1,834,800	1,854,000
Total Expenditures:	11,637,920	15,871,660	17,009,350	13,852,727	15,314,400	15,449,800	2,362,820	1,606,000	1,623,200	(3,232,514)	(3,567,000)	(3,598,600)	24,620,953	29,225,060	30,483,750
Other Requirements:															
Transfers Out	390,302	423,800	2,460,400	305,600	400,000	400,000	-	-	-				695,902	823,800	2,860,400
Contingency	-	145,500	146,300	-	456,800	599,200	-	-	-				-	602,300	745,500
Total Other Requirements	390,302	569,300	2,606,700	305,600	856,800	999,200	-	-	-	-	-	-	695,902	1,426,100	3,605,900
Fund Balance:															
Restricted	5,380,090	1,886,500	1,827,700	1,661,502	1,006,500	1,124,300	2,693,207	2,687,800	2,681,700				9,734,799	5,580,800	5,633,700
Committed	-	-	-	367,657	217,100	225,300	-	-	-				367,657	217,100	225,300
Assigned	-	-	-	532,494	244,200	259,000	-	-	-				532,494	244,200	259,000
Unassigned	1,898,509	1,427,240	1,487,350	-	-	-	-	-	-				1,898,509	1,427,240	1,487,350
Total Fund Balance	7,278,599	3,313,740	3,315,050	2,561,653	1,467,800	1,608,600	2,693,207	2,687,800	2,681,700	(3,232,514)	(3,567,000)	(3,598,600)	12,533,459	7,469,340	7,605,350
TOTAL REQUIREMENTS	\$ 19,306,821	\$ 19,754,700	\$ 22,931,100	\$ 16,719,980	\$ 17,639,000	\$ 18,057,600	\$ 5,056,027	\$ 4,293,800	\$ 4,304,900	\$ (3,232,514)	\$ (3,567,000)	\$ (3,598,600)	\$ 37,850,314	\$ 38,120,500	\$ 41,695,000

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	\$ 181,200
2		Park equipment and minor park improvements	30,100
3	Street Fund	Equipment, vehicles and minor improvements	97,700
4		Street resurfacing	1,100,000
5		Street improvements to be identified during FY17-18	621,500
6	Park Improvement Fund	Park improvements to be identified during FY17-18	525,000
7	Public Education Government	Television equipment	25,000
8	Law Enforcement Grants	Police equipment	30,000
9	Water Fund	Vehicles and equipment	33,900
10		Water Meters	30,000
11	Stormwater Fund	Equipment, vehicles and minor improvements	14,400
12		Storm sewer pipe extension or repair	325,000
13	Community Center Fund	Furnishings	25,000
14	Administrative Services	Civic center improvements	4,500
15		Computer equipment	123,000
16	Water Facility Fund	Transmission & distribution mains	400,000
17		Water facility improvements to be identified during FY17-18	40,000
18	Total Routine Capital Outlay		3,606,300
19	Non-Routine Capital Outlay		
20	General Fund	Area B Development Costs	51,700
21	Street Fund	Street Improvements for bridge over Claggett Creek on Dearborn Ave NE	2,000,000
22	Park Improvement Fund	Keizer Rapids Park Project	456,800
23	Transportation Improvement Fund	Engineering design for the improvements to the I-5/Chemawa Southbound	650,000
24	Off-Site Transportation Fund	on-ramp Keizer Station Area B and Area C development costs for project commitments to property owners	90,500
25	Sewer Reserve Fund	Sewer trunk line improvement to be identified during FY17-18	253,300
26	Total Non-Routine Capital Outlay		3,502,300
27	Total Capital Outlay Expenditures		\$ 7,108,600

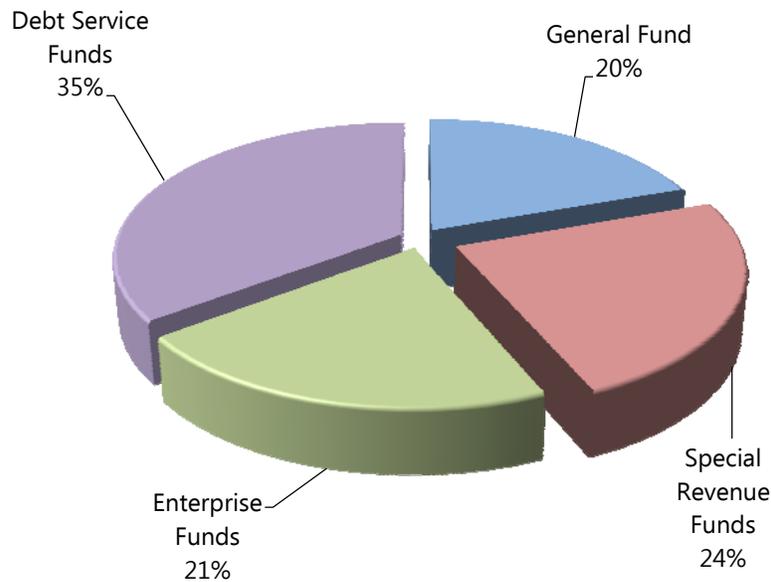
Maintenance costs for the routine Capital Outlay expenditures listed above are included in the on-going maintenance budgets for the funds identified. There are no additional impacts on the operating budget for these items.

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
- 22 Keizer Rapids Park Project
- 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 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 2017-18



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 2017-18 is \$7,605,350. 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, 2017	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2018	Change in Fund Balance	% Change
Governmental Funds:						
General	\$ 1,915,000	\$ 9,954,300	\$ 10,381,950	\$ 1,487,350	\$ (427,650)	-22%
Special Revenue Funds:						
Street	1,881,300	2,240,600	5,235,200	886,700	(994,600)	-53%
Public Education Government	275,100	132,900	185,400	222,600	(52,500)	-19%
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	1,000,200	517,600	981,800	536,000	(464,200)	-46%
Transportation Improvement	2,783,400	49,000	2,650,000	182,400	(2,601,000)	-93%
Off-Site Transportation	90,200	300	90,500	-	(90,200)	-100%
Total Special Revenue Funds	6,046,400	3,015,400	9,234,100	1,827,700	(4,218,700)	-70%
Total Governmental Funds	\$ 7,961,400	\$ 12,969,700	\$ 19,616,050	\$ 3,315,050	\$ (4,646,350)	-58%

General Fund - The 2017-18 ending fund balance is \$427,650 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 2017-18 ending fund balance is \$994,600 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

Public Education Government Fund - The 2017-18 ending fund balance is \$52,500 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2017-18 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 2017-18 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 2017-18 ending fund balance is \$464,200 less than the beginning fund balance. Available fund balance is being used for the Keizer Rapids Park "Big Toy" which is a one-time capital expenditure.

Transportation Improvement Fund - The 2017-18 ending fund balance is \$2,601,000 less than the beginning fund balance. Available fund balance is being used for engineering design for the I-5 southbound on-ramp and for unanticipated expenses should the State of Oregon authorize construction of the on-ramp during the fiscal year.

Off-Site Transportation Fund - The 2017-18 ending fund balance is \$90,200 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, 2017	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2018	Change in Fund Balance	% Change
Proprietary Funds:						
Enterprise Funds						
Water	811,900	2,995,500	3,300,100	524,700	(287,200)	-35%
Water Facility	236,300	435,100	440,000	231,400	(4,900)	-2%
Sewer	261,000	5,918,400	5,954,100	225,300	(35,700)	-14%
Stormwater	332,600	1,868,000	1,956,200	244,400	(88,200)	-27%
Community Center	99,500	245,000	320,900	23,600	(75,900)	-76%
Street Lighting District	384,900	418,200	469,900	333,200	(51,700)	-13%
Sewer Reserve	253,100	35,200	253,300	35,000	(218,100)	-86%
Total Enterprise Funds	2,379,300	11,915,400	12,694,500	1,617,600	(761,700)	-32%
Internal Services Fund						
Administrative Services	147,900	3,598,600	3,746,500	-	(147,900)	-100%
Total Proprietary Funds	2,527,200	15,514,000	16,441,000	1,617,600	(909,600)	-36%
Debt Service Funds						
Keizer Station LID	2,695,900	1,609,000	1,623,200	2,681,700	(14,200)	-1%
Total Debt Service Funds	2,695,900	1,609,000	1,623,200	2,681,700	(14,200)	-1%
Total All Funds	\$13,264,500	\$ 30,092,700	\$ 37,149,900	\$ 8,224,700	\$ (5,039,800)	-38%

Water Fund - The 2017-18 ending fund balance is \$287,200 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 2017-18 ending fund balance is \$4,900 more than the beginning fund balance. This fund is used to build and replace the City's water infrastructure.

Sewer Fund - The 2017-18 ending fund balance is \$35,700 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 2017-18 ending fund balance is \$88,200 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2017-18 ending fund balance is \$75,900 less than the beginning fund balance.

Street Lighting District Fund - The 2017-18 ending fund balance is \$51,700 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 2017-18 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 2017-18 ending fund balance is \$147,900 less than the beginning fund balance. Available fund balance is being used for contingency.

Keizer Station Local Improvement District Fund - The 2017-18 ending fund balance is \$14,200 less than the beginning fund balance. This fund is used to collect assessment payments from property owners at Keizer Station Area A. Assessment proceeds are used to repay the debt issued to pay infrastructure costs which benefited these property owners.

Staffing History and Pay Ranges

	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Monthly Salary Range (1.0 FTE)
CITY MANAGER						
City Manager	1.0	1.0	1.0	1.0	1.0	\$ 9,825 - \$ 12,816
Total City Manager	1.0	1.0	1.0	1.0	1.0	
CITY ATTORNEY						
Attorney	1.0	1.0	1.0	1.0	1.0	\$ 8,911 - \$ 11,629
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,708 - \$ 4,836
Total City Attorney	2.0	2.0	2.0	2.0	2.0	
CITY RECORDER						
City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
* Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 3,895 - \$ 5,079
Event Center Coordinator	1.0	1.0	1.0	1.0	1.0	\$ 3,203 - \$ 4,177
Total City Recorder	3.0	3.0	3.0	3.0	3.0	
HUMAN RESOURCES						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
* Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
Total Human Resources	2.0	2.0	2.0	2.0	2.0	
FINANCE						
Finance Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
* Assistant Controller	1.0	1.0	1.0	1.0	0.0	\$ 6,653 - \$ 8,684
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Network Support	0.0	1.0	1.0	1.0	1.0	\$ 4,503 - \$ 5,876
* Accounting Technician	1.0	1.0	1.0	1.0	2.0	\$ 3,364 - \$ 4,394
* Utility Billing Technician	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
* Utility Billing Clerks	2.5	2.75	2.9	2.9	2.0	\$ 3,054 - \$ 3,983
Court Clerk II	1.0	1.0	1.0	1.0	1.0	\$ 3,203 - \$ 4,177
Court Clerk I	0.5	0.25	0.1	0.1	0.0	\$ 3,054 - \$ 3,983
* Administrative Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,054 - \$ 3,983
Total Finance	10.0	11.0	11.0	11.0	10.0	

*Classified as Administrative Support in line-item budgets

Staffing History and Pay Ranges

	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Monthly Salary Range (1.0 FTE)
COMMUNITY DEVELOPMENT						
Community Development Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
Senior Planner	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Planner	1.0	1.0	1.0	1.0	0.0	\$ 4,503 - \$ 5,876
Assistant Planner	0.0	0.0	0.0	0.0	1.0	\$ 4,085 - \$ 5,332
Code Compliance Officer	0.0	1.0	1.0	1.0	1.0	\$ 3,708 - \$ 4,836
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
<i>Total Community Development</i>	4.0	5.0	5.0	5.0	5.0	
PUBLIC WORKS						
Public Works Director	1.0	1.0	1.0	1.0	1.0	\$ 8,083 - \$ 10,544
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
Municipal Utility Worker I - Parks	1.0	1.0	1.0	1.0	1.0	\$ 3,299 - \$ 4,302
Parks & Facilities Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
Municipal Utility Worker I - General	8.0	8.0	8.0	8.0	8.0	\$ 3,465 - \$ 4,526
Municipal Utility Worker II - General	3.0	3.0	3.0	3.0	2.0	\$ 3,822 - \$ 4,985
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$ 3,638 - \$ 4,748
Municipal Utility Worker II - Stormwater	1.0	1.0	1.0	1.0	1.0	\$ 3,822 - \$ 4,985
Municipal Utility Worker III - Water	0.0	0.0	0.0	0.0	2.0	\$ 4,214 - \$ 5,498
Water Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Street & Stormwater Operations Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Project Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Environmental & Technical Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,214 - \$ 6,805
Environmental Program Technician	2.0	2.0	2.0	2.0	2.0	\$ 4,292 - \$ 5,600
Senior Environmental Program Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
* Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,533 - \$ 4,609
<i>Total Public Works</i>	25.0	25.0	25.0	25.0	26.0	

*Classified as Administrative Support in line-item budgets

Staffing History and Pay Ranges

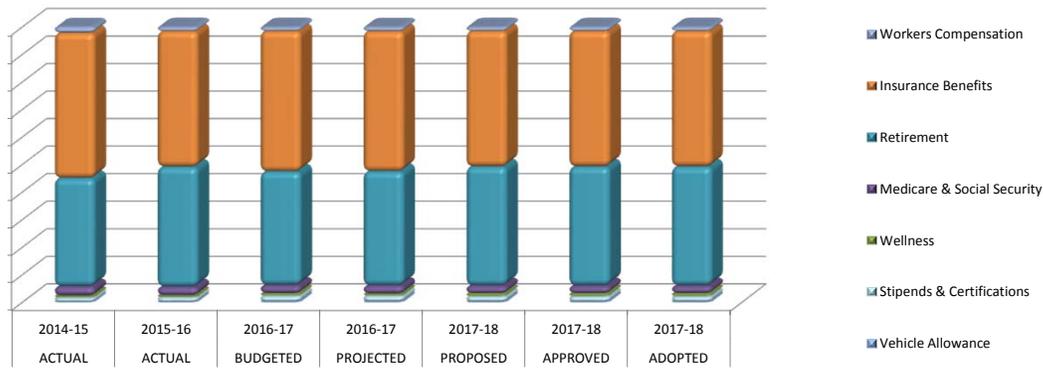
	Budget FY13-14	Budget FY14-15	Budget FY15-16	Budget FY16-17	Budget FY17-18	Monthly Salary Range (1.0 FTE)
POLICE						
Chief	1.0	1.0	1.0	1.0	1.0	\$ 8,911 - \$ 11,629
Deputy Chief	1.0	1.0	1.0	1.0	1.0	\$ 7,701 - \$ 10,048
Lieutenants	3.0	3.0	3.0	3.0	3.0	\$ 6,982 - \$ 9,109
Sergeants	6.0	6.0	6.0	6.0	6.0	\$ 5,746 - \$ 7,495
Police Officers	26.0	27.0	27.0	26.0	26.0	\$ 4,592 - \$ 6,070
<i>Total Sworn Positions</i>	37.0	38.0	38.0	37.0	37.0	
* Administrative Assistant	1.0	1.0	1.0	1.0	1.0	\$ 3,708 - \$ 4,836
Crime Analyst	1.0	1.0	1.0	1.0	1.0	\$ 4,278 - \$ 5,639
Community Services Officer	1.0	1.0	1.0	1.0	0.5	\$ 3,694 - \$ 4,874
* Property & Evidence Specialist	1.0	1.0	1.0	1.0	1.0	\$ 3,522 - \$ 4,642
* Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$ 4,729 - \$ 6,171
* Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$ 3,351 - \$ 4,417
<i>Total Non-sworn Positions</i>	8.0	8.0	8.0	8.0	7.5	
<i>Total Police Department</i>	45.0	46.0	46.0	45.0	44.5	
<i>Grand Total All Departments</i>	92.0	95.0	95.0	94.0	93.5	

*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		
CITY MANAGER'S OFFICE										
City Manager	73.7%	6.6%	0.5%	1.6%	1.6%	9.3%	0.5%	6.2%	100.0%	
CITY ATTORNEY										
Attorney Staff	82.1%	9.5%	0.9%	0.9%	0.7%	2.7%	0.7%	2.5%	100.0%	
HUMAN RESOURCES										
Human Resource Staff	65.3%	3.7%	0.1%	2.3%	2.5%	15.9%	0.2%	10.0%	100.0%	
FINANCE										
Finance and Accounting Staff	45.6%	9.3%	0.5%	0.9%	18.0%	18.0%	1.6%	6.1%	100.0%	
Administrative Specialist	14.1%	2.8%	0.0%	70.0%	5.4%	5.4%	0.5%	1.8%	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	65.3%	3.7%	0.1%	2.3%	2.5%	15.9%	0.2%	10.0%	100.0%	
PUBLIC WORKS										
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%	
Municipal Utility Worker III - 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	65.3%	3.7%	0.1%	2.3%	2.5%	15.9%	0.2%	10.0%	100.0%	
CITY RECORDER										
City Recorder Staff	69.2%	6.6%	0.5%	6.1%	1.6%	9.3%	0.5%	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%	
COMMUNITY DEVELOPMENT										
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%	
Assistant Planner	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	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%	
POLICE										
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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE BUDGETED 2016-17	% CHANGE PROJECTED 2016-17
1 Vehicle Allowance	\$ 4,200	\$ 3,850	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	0%	0%
2 Stipends & Certifications	46,605	56,542	80,100	78,600	80,600	80,600	80,600	1%	3%
3 Wellness	17,330	19,715	35,000	25,700	42,000	42,000	42,000	20%	63%
4 Medicare & Social Security	105,148	109,190	112,000	110,100	114,500	114,500	114,500	2%	4%
5 Retirement	1,230,178	1,516,968	1,595,700	1,539,100	1,794,500	1,794,500	1,794,500	12%	17%
6 Insurance Benefits	1,655,572	1,722,948	1,979,500	1,894,600	2,050,200	2,050,200	2,050,200	4%	8%
7 Workers Compensation	74,476	62,193	66,700	66,600	70,900	70,900	70,900	6%	6%
	\$ 3,133,508	\$ 3,491,406	\$ 3,873,200	\$ 3,718,900	\$ 4,156,900	\$ 4,156,900	\$ 4,156,900	7%	12%

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 wellness program is a tool to allow the City to negotiate lower insurance
- 4 Medicare costs are 1.45% of eligible wages and deferred compensation contributions. Social security is paid to employees who are not otherwise eligible for retirement benefits.
- 5 Benefits are paid as a percentage of wages and salaries, therefore costs increase as a result of wage, salary, and merit increases.
- 6 Non-represented employees are required to pay 10% and represented employees are required to pay 5% of the cost of the medical and dental insurance premiums. In FY16-17, the City's health insurance will increase no more than 8% and dental insurance premiums will increase no more than 5%. The City pays the full cost of life insurance (\$60,000 in coverage per employee) and long-term disability premium. No increase is anticipated in FY17-18 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 6% over FY16-17 rates for the City.

City Manager’s Office

OVERVIEW

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

PRIMARY FUNCTIONS

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

COUNCIL GOALS ASSIGNED

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

COMMUNITY INVOLVEMENT

- Chamber of Commerce
- Rotary

ADVISORY COMMITTEES

- Long-Range Planning Committee
- Budget Committee

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
City Council and URA Board meetings	42	34	32	28	28
Total Expenditures	\$26 million	\$37 million	\$24 million	\$24 million	\$24 million
City-wide FTE	90.0	92.0	95.0	94.0	93.5

City Manager's Office

HIGHLIGHTS

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

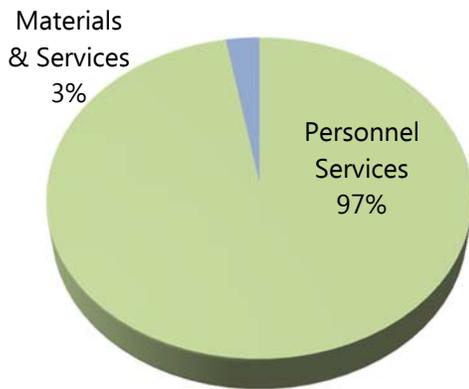
GOALS AND INITIATIVES

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

TOTAL EXPENDITURES \$235,200

1.0 FTE

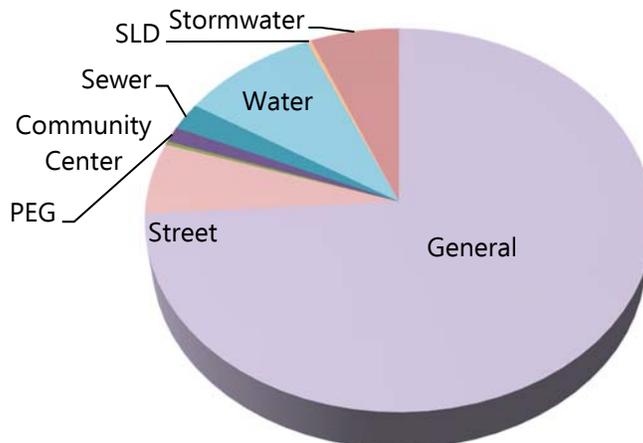
Personnel Services \$228,900
Materials & Services \$6,300



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	\$	173,500
Street		15,500
PEG		900
Community Center		3,800
Sewer		3,800
Water		21,900
SLD		1,200
Stormwater		14,600
	\$	<u>235,200</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

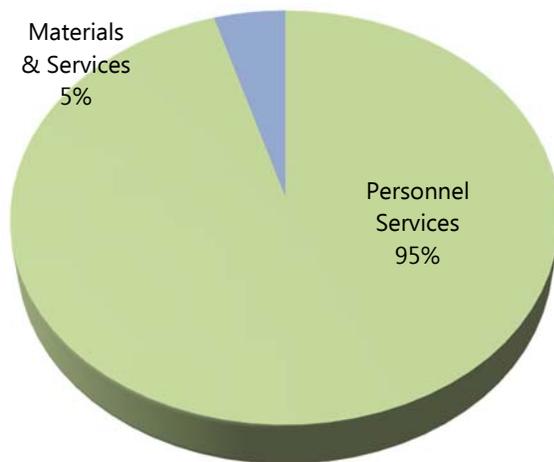
- Take appropriate steps to liquidate any Keizer Station Area-A property foreclosed upon and refund the River Road Renaissance program after completing a review of the programs goals and proposed projects. (City Attorney to assist staff on property liquidation.)
- Explore and determine policy direction 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 \$295,500

2.0 FTE

Personnel Services \$284,100

Materials & Services \$11,400



WORKLOAD INDICATORS

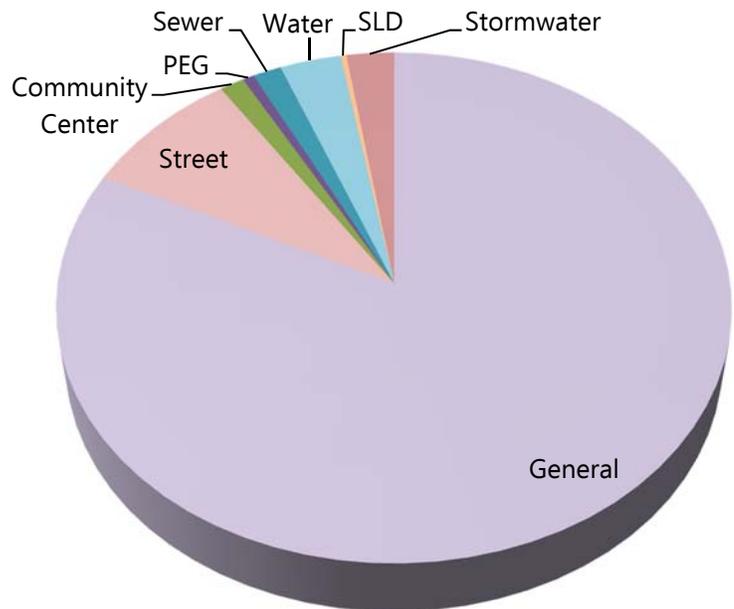
Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
City Council and URA Board meetings	42	34	32	28	27
City Ordinances/ Orders reviewed and adopted	20	15	36	27	24
City Resolutions reviewed and adopted	121	90	109	75	90
Planning Commission Meetings	9	11	10	11	11

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	\$	242,400
Street		28,100
PEG		2,700
Community Center		2,700
Sewer		2,100
Water		8,000
SLD		2,100
Stormwater		7,400
	\$	<u>295,500</u>



HIGHLIGHTS

- Assisted in matters relating to land use applications for the Herber property
- Assisted in administration of the Public Art Program
- Assisted in development and administration of medical/recreational marijuana facilities regulations
- Assisted in placing marijuana taxation measure before the voters
- 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 office is dedicated to maintaining the City's records, preserving the City's history, and facilitating open access to the City's public records.

PRIMARY FUNCTIONS

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

City Recorder's Department

HIGHLIGHTS

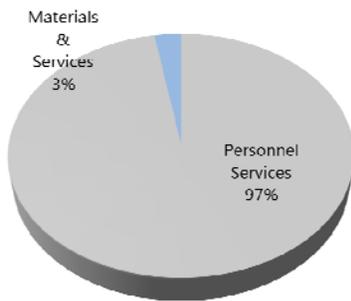
- Provided elected officials, staff, and citizens of Keizer with information, both in an electronic and paper format, on current and past proceedings within their City.
- Provided city volunteers with the support and educational information they needed to carry forth the goals and objectives of the City.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

GOALS AND INITIATIVES

- Continue to increase use of Community Center.
- 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.

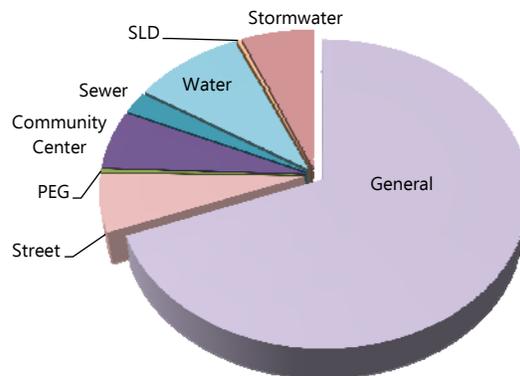
TOTAL EXPENDITURES \$235,200 (Records Department)

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



Personnel Services \$229,000 (Records Department) \$96,200 (Community Center)
Materials & Services \$6,200 (Records Department) \$157,700 (Community Center)
Capital Outlay \$25,000 (Community Center)
Contingency \$50,000 (Community Center)

General	\$	162,800
Street		15,500
PEG		1,200
Community Center		14,300
Sewer		3,800
Water		21,900
SLD		1,200
Stormwater		14,600
	\$	<u>235,300</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

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY16-17 est.
Number of City Council, Work Sessions and URA Board meetings	42	32	32	38	43
City and URA Ordinances/ Orders reviewed and adopted	20	30	36	30	24
City and URA Resolutions reviewed and adopted	121	113	109	100	90
Planning Commission Meetings	9	11	10	11	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 & Orientation
- Workforce Planning

ADVISORY COMMITTEES

- Personnel Policy Committee

HIGHLIGHTS

- Partnered with Police Department to hold three Active Shooter training sessions.
- Worked with the Safety Committee and Leadership to implement City Hall Building Access Procedures and installation of additional security measures for the City Hall lobby areas.
- Partnered with Leadership to establish the Executive Risk Management Team to elevate and formalize risk management activities.
- Won Safety Award by League of Oregon Cities (LOC) & Citycounty Insurance Services (CIS).
- Partnered with multiple Department Directors and staff to implement a number of reclassification and reorganization plans, including class reviews and updates to the majority of the City's job descriptions.
- Added collective bargaining agreements and related documents to the City's website.
- 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.
- Continued in Founding and Advisory Member role in providing advice to the PSU Center for Public Service Total Employee Cost of Compensation Program (TECC).
- In partnership with Safety Committee, CIS and Leadership, completed new City of Keizer Safety Manual.
- Completed salary survey for all non-represented classifications.

GOALS AND INITIATIVES

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

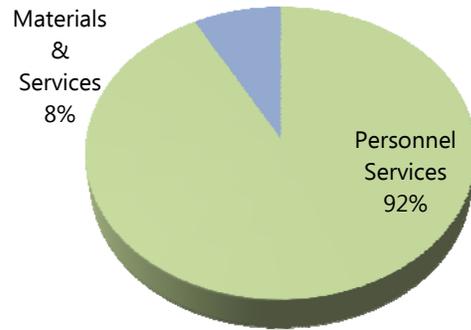
Human Resources

TOTAL EXPENDITURES \$318,300
2.0 FTE

Personnel Services \$295,700
Materials & Services \$22,600

OTHER BUDGETARY RESPONSIBILITIES

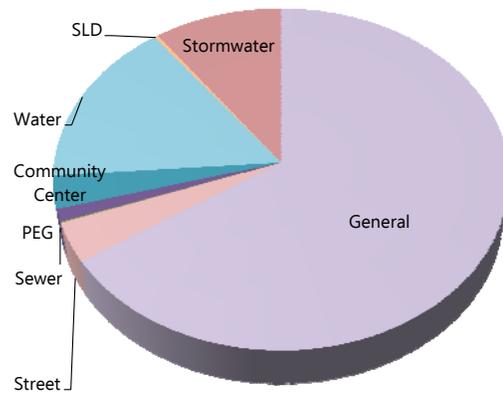
Wages & Salaries	\$7,091,000
Insurance Premiums	\$2,050,200
Retirement	\$1,794,500
Workers' Compensation	\$67,400
Labor Attorney	\$36,000
Wellness Programs	\$42,000



ALLOCATION OF HUMAN RESOURCE COSTS

Costs are allocated based on City-wide FTE allocations.

General	\$	207,800
Street		11,800
PEG		300
Community Center		7,300
Sewer		8,000
Water		50,600
SLD		600
Stormwater		31,800
	\$	<u>318,200</u>



Human Resources

Workload Indicators*	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Budgeted Positions Served	90	92	95	94	94
Recruitments Posted	9	11	11	5	9
Employment Applications Processed	N/A	409	393	122	250
Personnel Action Forms Completed	173	200	184	239	180
FMLA/OFLA Claims Managed	15	23	22	20	23
Workers' Compensation Claims Managed	7	4	5	7	5

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

Performance Measures	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
% of Regular Status Position Employees Who Pass Probation	86%	100%	100%	100%	100%
Percentage of Current Job Descriptions	N/A	99%	95%	100%	100%
Percentage of Employees with Current Performance Evaluations	100%	100%	100%	100%	100%
Percentage of Employees Participating in Wellness Programs	25%	62%	64%	69%	70%

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 Committee
- 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

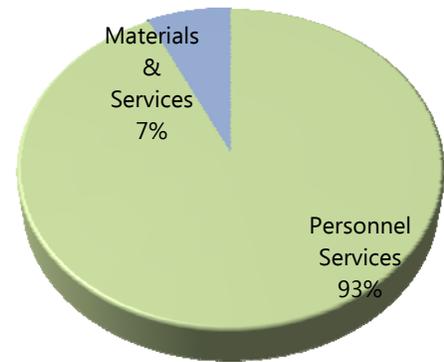
The Finance Director, Assistant Controller, Accounting Technician and Administrative Specialist provide for the overall administration of the Finance Department and financial management of the City.

HIGHLIGHTS

- Continued facilitating the development and implementation of a sustainable General Fund revenues and services plan.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Received the Distinguished Budget Presentation award from the Government Finance Officers Association.

GOALS AND INITIATIVES

- 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	Actual FY 15-16	Est 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	\$25 million	\$25 million
Total Expenditures	\$37 million	\$24 million	\$24 million	\$29 million

Finance Department

TOTAL EXPENDITURES

\$430,500 Administrative Services Fund
4.0 FTE

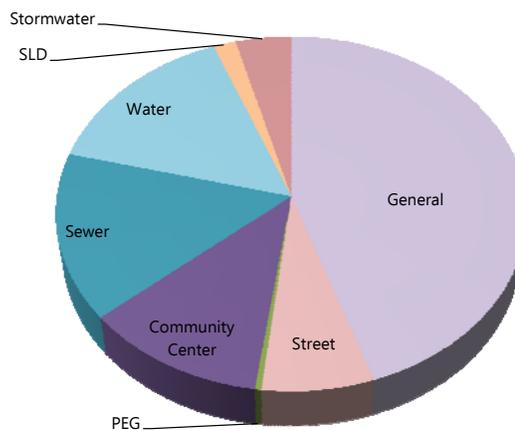
Personnel Services \$398,600

Materials & Services \$31,900

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	\$	172,700
Street		35,300
PEG		1,700
Community Center		56,000
Sewer		68,000
Water		68,000
SLD		6,000
Stormwater		22,800
	\$	<u>430,500</u>



Finance Department

INFORMATION SYSTEMS

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

HIGHLIGHTS

- Upgraded the City's firewall security device
- Implemented a new video security system

GOALS AND INITIATIVES

- Upgrade the City's telephone system

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Computer Workstations supported	123	123	157	157	157
Telephones supported	110	110	110	110	110
City facilities networked	2	2	2	2	2

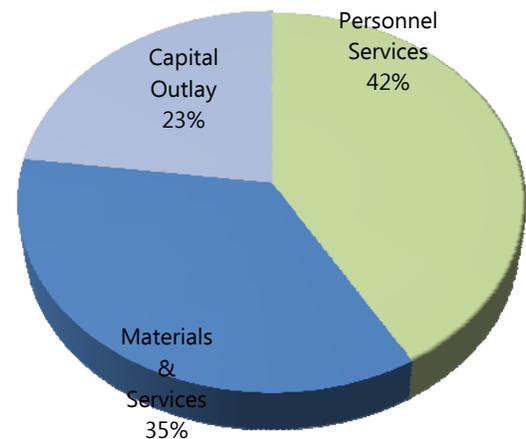
TOTAL EXPENDITURES \$535,700 Administrative Services Fund

2.0 FTE

Personnel Services \$222,500

Materials & Services \$190,200

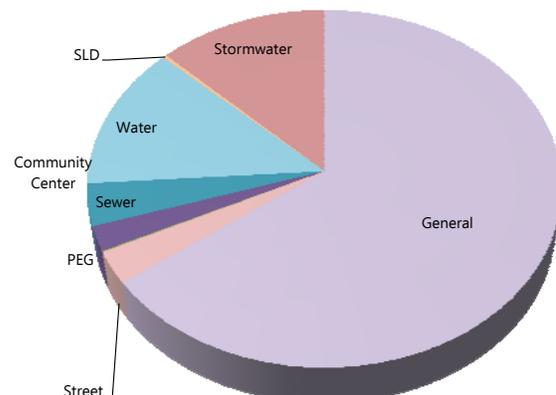
Capital Outlay \$123,000



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	\$	347,700
Street		15,500
PEG		500
Community Center		11,800
Sewer		20,400
Water		70,200
SLD		1,600
Stormwater		68,300
	\$	<u>535,700</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

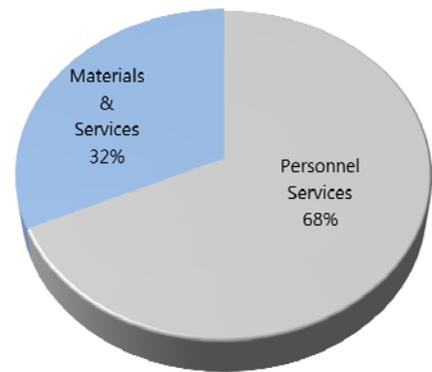
TOTAL EXPENDITURES

\$342,900 Administrative Services Fund

3.0 FTE

Personnel Services \$232,900

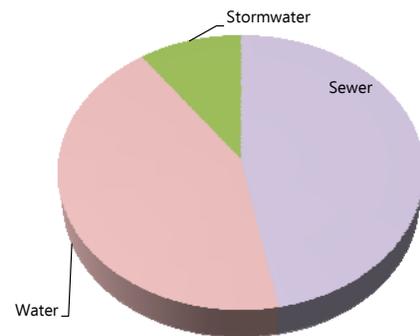
Materials & Services \$110,000



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	\$	161,200
Water		147,400
Stormwater		34,300
	\$	<u>342,900</u>



Finance Department

WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Utility Bills processed	81,533	82,483	82,920	82,271	83,200
Utility accounts maintained	10,410	10,479	10,666	11,127	11,300
Shut-offs processed	1,155	1,166	1,158	1,179	1,100
Service Requests	2,698	2,664	2,848	3,105	2,700

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 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17 est.
Citations Processed	2,495	1,714	1,367	2,037	1,900
Accounts sent to Collections	583	641	384	334	410
Amounts sent to Collections	\$425,964	\$498,082	\$327,072	\$296,679	\$375,000

Finance Department

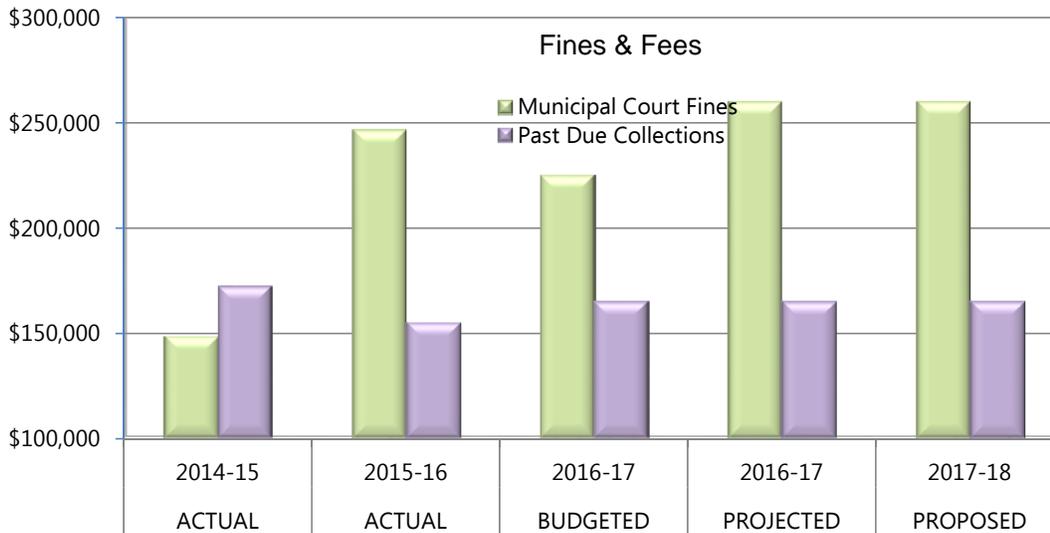
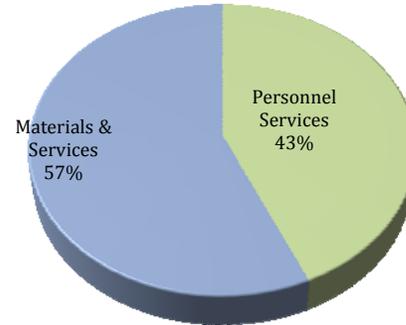
The City experienced a significant increase in municipal court fines in fiscal year 2015-16 as the result of the Police Department reinstating one-half of the Traffic Safety Unit.

TOTAL EXPENDITURES \$214,800

FTE 1.0

Personnel Services \$89,300

Materials & Services \$123,300



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, code revisions and ordinance creation are used to achieve council goals. Current planning activities include services to the public for development relative to zoning, land divisions, and floodplain management and shoreline protection. Code Enforcement regulates zoning violations, solid waste, noxious weeds, ROW vegetation, and unsafe housing issues, parking enforcement, and graffiti abatement. Building Permit Administration connects development with other appropriate staff within the City, and to Marion County.

COUNCIL GOALS ASSIGNED

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

ADVISORY COMMITTEES

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

PRIMARY FUNCTIONS

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

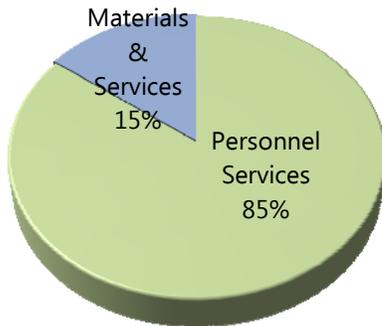
TOTAL EXPENDITURES \$628,900 General Fund

5.0 FTE

Personnel Services \$531,800

Materials & Services

\$97,100



WORKLOAD INDICATORS

Workload Indicators	FY 12-13	FY 13-14	FY 15-15	FY 15-16	FY16-17 Est YTD
Land Use Applications	15	23	17	10	18
Building Permits Reviewed	202	183	225	205	242
Single Family Permits Issued	33	45	68	79	34
Multi-family Permits Issued	6	0	69	16	2
Valuation of Permits Issued (in thousands)	\$17,198	\$26,236	\$32,464	\$63,159	\$23,220

Community Development

HIGHLIGHTS

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

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

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

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

GOALS AND INITIATIVES

Work with Department of Land Conservation and Development and Oregon Department of Transportation to implement and complete the "Education and Outreach" grant, and the Keizer Revitalization Plan grant, as well as the Salem Keizer Area Transportation Study project to identify growth impacts to the transportation system of the City in order to prepare for the 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, 8.5 non-sworn FTE

COUNCIL GOALS ASSIGNED

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

TOTAL EXPENDITURES:

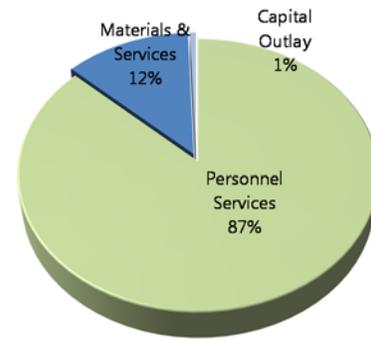
\$6,828,800 General Fund – Police Operations

Personnel Services \$5,965,200

Materials & Services \$863,600

\$181,200 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

Police Department

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

	2012	2013	2014	2015	2016
Crimes Reported (Parts 1, 2, and 3)	4,424	4,242	3,527	3,570	3,287
Adult arrests	1,437	1,615	1,502	1,541	1,459
Juvenile referrals (for crimes and status offenses)	490	317	181	205	179
Violent crimes clearance rate (UCR*): AVG US cities pop. 25-50k	50.3%	50.2%	49.9%	48.6%	+
Violent crimes clearance rate (NIBRS**): Keizer	70.8%	67.9%	70.4%	77.8%	70.2%
Property. crimes clearance rate (UCR***): AVG US cities pop. 25-50k	23.3%	24.0%	24.6%	23.8%	+
Property crimes clearance rate (NIBRS****): Keizer	20.5%	21.9%	19.4%	22.6%	18.2%
Traffic injury crashes	66	66	56	71	61
Traffic citations (does not incl. multiple citations to same driver)	2,360	1,977	1,017	1,503	1,533
Traffic written warnings	2,969	2,622	1,340	1,501	936
Officers/1,000 residents: Oregon cities pop. 33-37,000	1.3	1.3	1.3	1.3	1.3
Officers/1,000 residents: Keizer	1.0	1.0	1.0	1.0	1.0

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

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

Public Works Department

OVERVIEW

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

COUNCIL GOALS ASSIGNED

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

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

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

PARKS DIVISION

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

HIGHLIGHTS

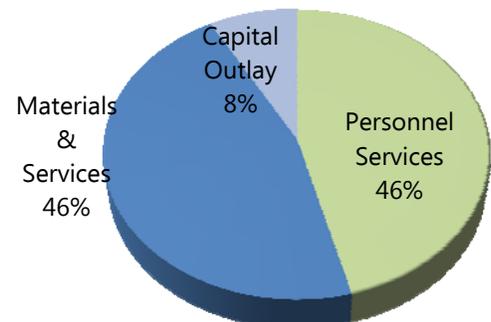
- Resurfaced parking lot at the south end of Claggett Creek Park.

TOTAL EXPENDITURES – \$372,400 General Fund* Parks Department

Personnel Services \$170,800

Materials & Services \$171,500

Capital Outlay \$30,100



Public Works Department

PARK IMPROVEMENT FUND

\$517,600 – Revenues

\$981,800 – 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 Verda/Chemawa Roundabout Project.
- Updated 17 locations with ADA ramps.
- Continued street sign replacements.
- Upgraded various street lights.

TOTAL REVENUES – \$6,121,900

primary source State Fuel tax

TOTAL EXPENDITURES – \$6,121,900 Street Fund

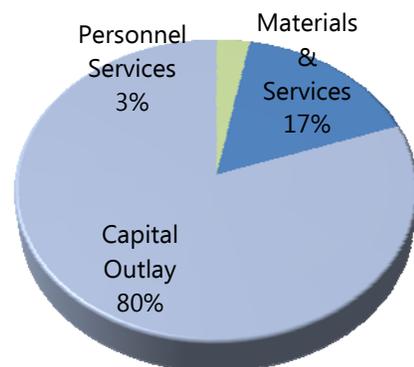
Personnel Services \$140,000

Materials & Services \$786,700

Capital Outlay \$3,819,200

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.
- Completed Keizer Station Well Rehab.
- Completed water line and service updates on Churchdale Ln. NE.

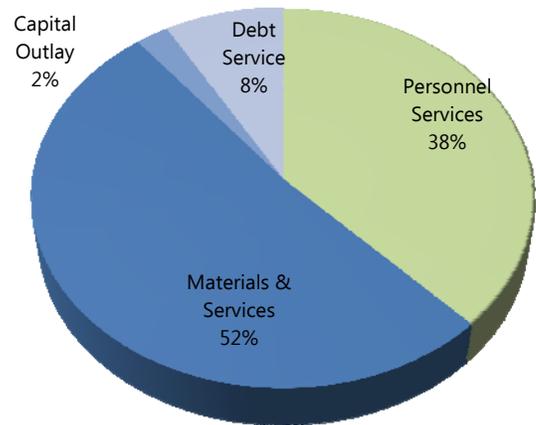
TOTAL REVENUES (Water & Water Facility Funds)
\$3,824,800 - primarily user charges

TOTAL EXPENDITURES – \$3,824,800 Water Fund
Personnel Services \$1,027,800
Materials & Services \$1,412,600
Capital Outlay \$63,900
Debt Service \$230,800

\$440,000 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

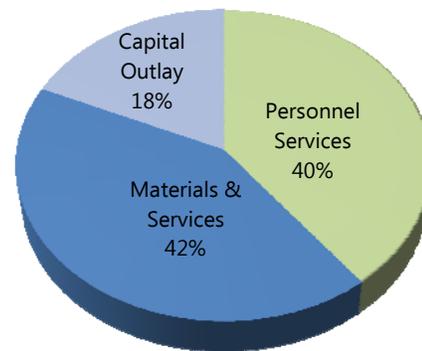
The Stormwater Division maintains and operates the City's stormwater system and implements the Department of Environmental Quality approved management plans. The City's 3 regulatory programs are mandated by the Federal Clean Water Act, the Safe Drinking Water Act, and the State of Oregon. The permits 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 10% of the system which is the measurable goal.
- Continued implementation of the 3 regulatory management plans / permits.
- Completed a major outfall repair on Otter Way and lined a major outfall pipe on Rafael.
- Continued repair work as identified by the TV inspection program.
- Continued the stormwater private facility inventory program.
- Hosted 2 regional education 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 and expanded the effort to identify potential future problems.
- Developed *draft* Low Impact Development (LID) Design Standards required by permit.

TOTAL REVENUES – \$1,868,000 - primarily user charges

TOTAL EXPENDITURES – \$1,853,500 Stormwater Fund
Personnel Services \$732,500
Materials & Services \$781,600
Capital Outlay \$339,400



INFRASTRUCTURE OPERATED AND MAINTAINED

- 72.7 Miles of Pipe
- 93 Underground Injection Control Systems (UIC's)
- 1,177 Manholes (reclassified some as private)
- 2,236 Catch Basins
- 113 Outfalls (Keizer owned and maintained)
- 148 Outfalls inspected annually
- 1.4 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.

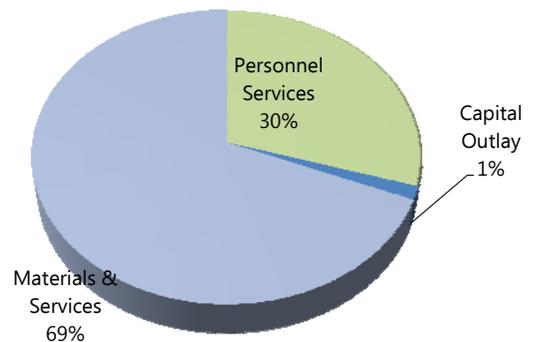
HIGHLIGHTS

- Installed bird netting under covered area for police parking .
- Installed additional A/C unit for main server room.
- Purchased John Deere Gator.

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

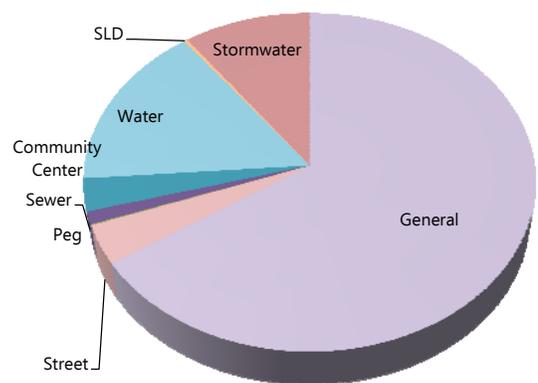
TOTAL EXPENDITURES – \$308,200 Facility Maintenance
Administrative Services Fund FTE 1.0
Personnel Services \$91,600
Materials & Services \$212,100
Capital Outlay \$4,500



ALLOCATION OF FACILITY MAINTENANCE COSTS

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

General	\$	210,300
Street		11,900
PEG		300
Community Center		7,400
Sewer		8,000
Water		51,200
SLD		600
Stormwater		32,200
	\$	<u>321,900</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 – \$550,300 Public Works

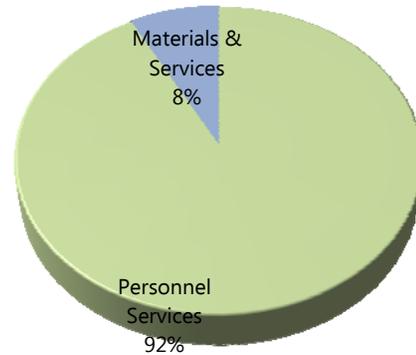
Administrative Services Fund 4.0 FTE

Personnel Services \$507,400

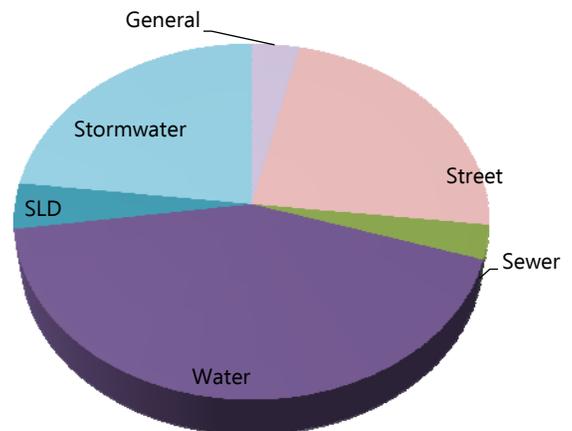
Materials & Services \$42,900

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	\$	17,000
Street		184,400
Sewer		19,300
Water		176,600
Street Light Districts		23,100
Stormwater		129,800
	\$	<u>550,300</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

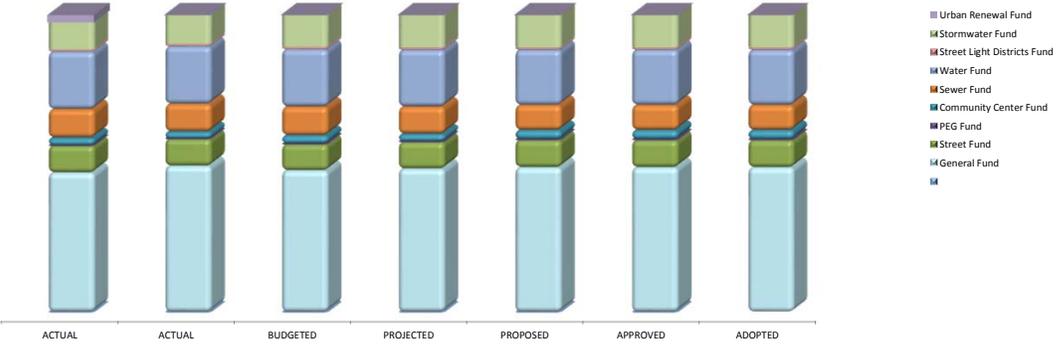
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 130,610	\$ 160,700	\$ 130,600	\$ 129,100	\$ 147,900	\$ 147,900	\$ 147,900	15%
3 Revenues:								
4 Charges for Services:								
5 Charges for Services	3,140,619	3,232,514	3,567,000	3,356,200	3,598,600	3,598,600	3,598,600	7%
6 Miscellaneous:								
7 Miscellaneous Revenue	26,579	1,759	-	-	-	-	-	
8 Total Revenues	3,167,198	3,234,273	3,567,000	3,356,200	3,598,600	3,598,600	3,598,600	7%
9 TOTAL RESOURCES	3,297,808.00	3,394,973	3,697,600	3,485,300	3,746,500	3,746,500	3,746,500	7%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 City Manager	204,845	210,439	219,400	219,000	228,900	228,900	228,900	4.5%
14 City Attorney's Office	253,583	269,024	276,700	275,500	284,100	284,100	284,100	3.1%
15 City Recorder's Office	199,609	211,942	221,500	220,200	229,000	229,000	229,000	4.0%
16 Human Resources	245,397	263,468	278,200	277,000	295,700	295,700	295,700	6.8%
17 Finance - Non-Departmental	420,712	396,318	421,500	318,400	398,600	398,600	398,600	25.2%
18 Finance - Information Systems	143,927	194,575	211,700	210,900	222,500	222,500	222,500	5.5%
19 Finance - Utility Billing	257,267	279,054	305,500	264,500	232,900	232,900	232,900	-11.9%
20 Civic Center Facilities	74,981	81,147	87,300	86,800	91,600	91,600	91,600	5.5%
21 Public Works	452,253	465,756	488,300	485,800	507,400	507,400	507,400	4.4%
22 Total Personnel Services	2,252,574	2,371,723	2,510,100	2,358,100	2,490,700	2,490,700	2,490,700	5.6%
23 Materials & Services:								
24 General Administration	231,680	254,539	295,200	295,200	263,200	263,200	263,200	-10.8%
25 City Manager	5,822	6,290	6,300	6,300	6,300	6,300	6,300	0.0%
26 City Attorney's Office	4,196	4,699	12,400	10,000	11,400	11,400	11,400	14.0%
27 City Recorder's Office	5,051	6,858	6,200	6,200	6,200	6,200	6,200	0.0%
28 Human Resources	27,240	24,626	24,200	22,600	22,600	22,600	22,600	0.0%
29 Finance - Non-Departmental	28,538	27,623	31,500	30,500	31,900	31,900	31,900	4.6%
30 Finance - Information Systems	112,611	135,292	182,000	178,500	190,200	190,200	190,200	6.6%
31 Finance - Utility Billing	93,077	95,203	109,000	109,000	110,000	110,000	110,000	0.9%
32 Civic Center Facilities	234,650	199,842	212,100	206,800	212,100	212,100	212,100	2.6%
33 Public Works	44,582	36,300	44,900	37,600	42,900	42,900	42,900	14.1%
34 Total Materials & Services	787,447	791,272	923,800	902,700	896,800	896,800	896,800	-0.7%
35 Capital Outlay:								
36 Finance - Information Systems	79,411	69,408	50,000	48,000	123,000	123,000	123,000	156.3%
37 Public Works Administration	3,825	30,569	-	-	-	-	-	
38 Civic Center Facilities	13,853	2,898	28,600	28,600	4,500	4,500	4,500	-84.3%
39 Total Capital Outlay	97,089	102,875	78,600	76,600	127,500	127,500	127,500	66.4%
40 Total Expenditures	3,137,110	3,265,870	3,512,500	3,337,400	3,515,000	3,515,000	3,515,000	5.3%
41 Other Requirements:								
42 Contingencies	-	-	185,000	-	231,500	231,500	231,500	
43 Fund Balance:								
44 Committed	160,698	129,103	100	147,900	-	-	-	-100.0%
45 TOTAL REQUIREMENTS	\$ 3,297,808	\$ 3,394,973	\$ 3,697,600	\$ 3,485,300	\$ 3,746,500	\$ 3,746,500	\$ 3,746,500	7.5%

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
CHARGES FOR SERVICES BY FUND								
* General Fund	\$ 1,472,640	\$ 1,588,977	\$ 1,698,100	\$ 1,617,200	\$ 1,751,700	\$ 1,751,700	\$ 1,751,700	8%
Street Fund	286,330	294,367	315,300	301,800	330,300	330,300	330,300	9%
PEG Fund	-	2,099	6,900	6,400	7,900	7,900	7,900	23%
* Community Center Fund	82,189	75,857	97,800	84,800	111,000	111,000	111,000	31%
Sewer Fund	299,393	300,172	343,900	306,300	302,900	302,900	302,900	-1%
Water Fund	608,390	625,350	687,300	641,800	668,800	668,800	668,800	4%
Street Light Districts Fund	28,323	33,785	37,200	34,800	37,100	37,100	37,100	7%
Stormwater Fund	286,338	311,907	380,500	363,100	388,900	388,900	388,900	7%
* Urban Renewal Fund	77,017	-	-	-	-	-	-	-
Total Allocation by Fund	\$ 3,140,620	\$ 3,232,514	\$ 3,567,000	\$ 3,356,200	\$ 3,598,600	\$ 3,598,600	\$ 3,598,600	7%

* 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.

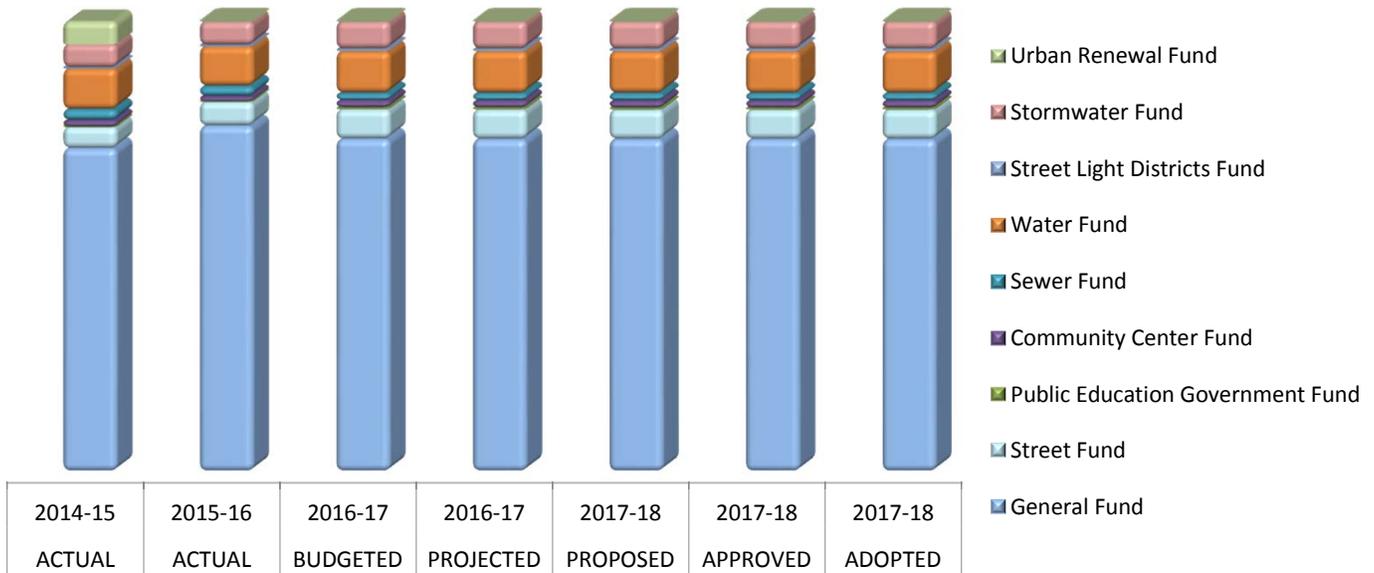
City Manager's Office

The City Manager is the Chief Executive Officer for the City of Keizer. 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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 4	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	210,671	216,721	225,700	225,300	235,200	235,200	235,200	4.4%
6 TOTAL RESOURCES	210,675	216,729	225,700	225,300	235,200	235,200	235,200	4.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Manager	147,642	148,220	151,600	151,600	153,800	153,800	153,800	1.5%
11 Vehicle Allowance	4,200	3,850	4,200	4,200	4,200	4,200	4,200	0.0%
12 Cell Phone Stipend	-	-	-	-	-	-	-	-
13 Wellness	386	391	400	400	400	400	400	0.0%
14 Medicare	2,315	2,310	2,400	2,400	2,400	2,400	2,400	0.0%
15 Retirement	32,965	37,423	39,900	39,900	46,400	46,400	46,400	16.3%
16 Insurance Benefits	17,207	17,998	20,600	20,200	21,400	21,400	21,400	5.9%
17 Workers Compensation	130	247	300	300	300	300	300	0.0%
18 Total Personnel Services	204,845	210,439	219,400	219,000	228,900	228,900	228,900	4.5%
19 Materials & Services:								
20 Meetings, Travel & Training	5,522	5,990	6,000	6,000	6,000	6,000	6,000	0.0%
21 Liability Insurance	300	300	300	300	300	300	300	0.0%
22 Total Materials & Services	5,822	6,290	6,300	6,300	6,300	6,300	6,300	0.0%
23 Total Expenditures:	210,667	216,729	225,700	225,300	235,200	235,200	235,200	4.4%
24 Fund Balance:								
25 Committed for Operations	8	-	-	-	-	-	-	-
26 TOTAL REQUIREMENTS	\$ 210,675	\$ 216,729	\$ 225,700	\$ 225,300	\$ 235,200	\$ 235,200	\$ 235,200	4.4%

City Manager's Office



SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE/ Project Time
General Fund	\$ 151,124	\$ 166,283	\$ 166,600	\$ 166,200	\$ 173,500	\$ 173,500	\$ 173,500	73.8%
Street Fund	10,170	11,723	14,900	14,900	15,500	15,500	15,500	6.6%
Public Education Government Fund	-	98	900	900	900	900	900	0.4%
Community Center Fund	3,013	2,463	3,600	3,600	3,800	3,800	3,800	1.6%
Sewer Fund	5,025	4,827	3,600	3,600	3,800	3,800	3,800	1.6%
Water Fund	19,182	19,111	21,000	21,000	21,900	21,900	21,900	9.3%
Street Light Districts Fund	365	591	1,100	1,100	1,200	1,200	1,200	0.5%
Stormwater Fund	11,238	11,625	14,000	14,000	14,600	14,600	14,600	6.2%
Urban Renewal Fund	10,554	-	-	-	-	-	-	-
TOTAL CHARGES BY FUND	\$ 210,671	\$ 216,721	\$ 225,700	\$ 225,300	\$ 235,200	\$ 235,200	\$ 235,200	100.0%

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

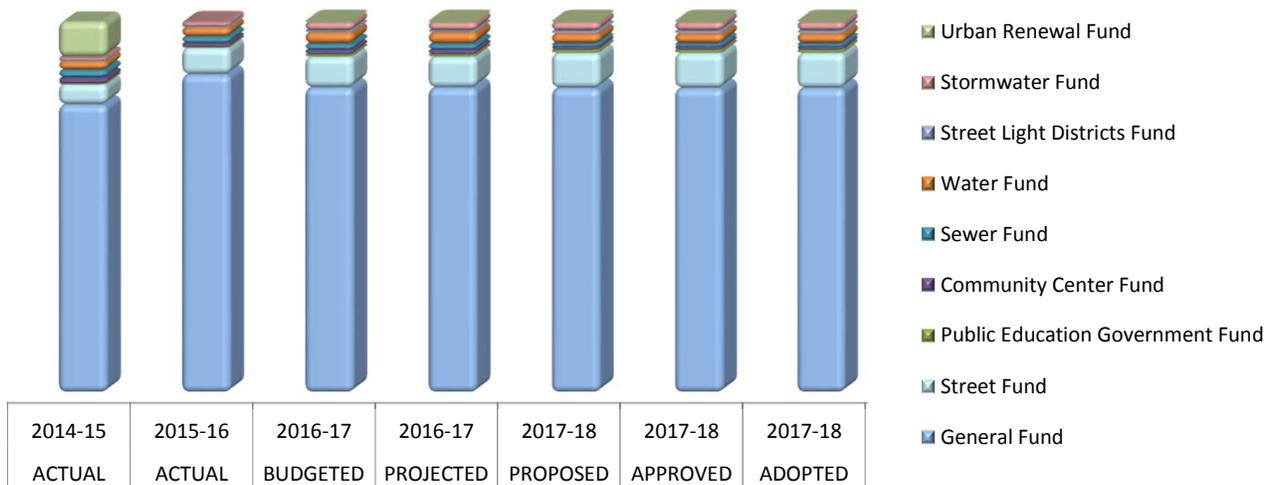
The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for most matters requiring special expertise.

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	257,779	273,723	289,100	285,500	295,500	295,500	295,500	3.5%
6 TOTAL RESOURCES	257,779	273,723	289,100	285,500	295,500	295,500	295,500	3.5%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Attorney	133,903	136,528	137,500	137,500	139,600	139,600	139,600	1.5%
11 Administrative Support	54,058	56,723	57,200	57,200	58,100	58,100	58,100	1.6%
12 Cell Phone Stipend	660	900	900	900	900	900	900	0.0%
13 Wellness	304	236	800	300	800	800	800	166.7%
14 Medicare	2,928	3,010	3,000	3,100	3,100	3,100	3,100	0.0%
15 Retirement	27,163	35,343	35,800	35,800	38,500	38,500	38,500	7.5%
16 Insurance Benefits	34,318	35,988	41,200	40,400	42,800	42,800	42,800	5.9%
17 Workers Compensation	249	296	300	300	300	300	300	0.0%
18 Total Personnel Services	253,583	269,024	276,700	275,500	284,100	284,100	284,100	3.1%
19 Materials & Services:								
20 Meetings, Travel & Training	3,731	4,049	8,400	6,000	7,000	7,000	7,000	16.7%
21 Legal Services Contracts	440	-	3,500	3,500	3,400	3,400	3,400	-2.9%
22 Law Library Maintenance	25	650	500	500	1,000	1,000	1,000	100.0%
23 Total Materials & Services	4,196	4,699	12,400	10,000	11,400	11,400	11,400	14.0%
24 Total Expenditures:	257,779	273,723	289,100	285,500	295,500	295,500	295,500	3.5%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-	-	-	-
27 TOTAL REQUIREMENTS	\$ 257,779	\$ 273,723	\$ 289,100	\$ 285,500	\$ 295,500	\$ 295,500	\$ 295,500	3.5%

City Attorney's Office



SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Project Time
General Fund	\$ 200,075	\$ 234,564	\$ 237,600	\$ 234,600	\$ 242,400	\$ 242,400	\$ 242,400	82.1%
Street Fund	14,628	20,158	24,300	24,000	28,100	28,100	28,100	9.5%
Public Education Government Func	-	386	1,700	1,700	2,700	2,700	2,700	0.9%
Community Center Fund	4,267	2,894	3,800	3,800	2,700	2,700	2,700	0.9%
Sewer Fund	5,200	4,533	4,300	4,200	2,100	2,100	2,100	0.7%
Water Fund	6,511	7,137	9,300	9,200	8,000	8,000	8,000	2.7%
Street Light Districts Fund	152	579	900	900	2,100	2,100	2,100	0.7%
Stormwater Fund	2,253	3,472	7,200	7,100	7,400	7,400	7,400	2.5%
Urban Renewal Fund	24,693	-	-	-	-	-	-	0.0%
TOTAL CHARGES BY FUND	\$ 257,779	\$ 273,723	\$ 289,100	\$ 285,500	\$ 295,500	\$ 295,500	\$ 295,500	100.0%

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 Recorder's Department

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

Costs are 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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	204,662	218,798	227,700	226,400	235,200	235,200	235,200	3.9%
6 TOTAL RESOURCES	204,662	218,800	227,700	226,400	235,200	235,200	235,200	3.9%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Recorder	82,237	83,872	84,500	84,500	85,800	85,800	85,800	1.5%
11 Administrative Support	55,102	57,850	60,100	60,100	61,000	61,000	61,000	1.5%
12 Cell Phone Stipend	660	900	900	900	900	900	900	0.0%
13 Wellness	333	280	800	300	800	800	800	166.7%
14 Medicare	2,128	2,196	2,300	2,300	2,300	2,300	2,300	0.0%
15 Retirement	24,583	30,570	31,400	31,400	35,100	35,100	35,100	11.8%
16 Insurance Benefits	34,318	35,987	41,200	40,400	42,800	42,800	42,800	5.9%
17 Workers Compensation	248	287	300	300	300	300	300	0.0%
18 Total Personnel Services	199,609	211,942	221,500	220,200	229,000	229,000	229,000	4.0%
19 Materials & Services:								
20 Materials & Supplies	-	220	-	-	-	-	-	-
21 Meetings, Travel & Training	5,051	6,638	6,200	6,200	6,200	6,200	6,200	0.0%
22 Total Materials & Services	5,051	6,858	6,200	6,200	6,200	6,200	6,200	0.0%
23 Total Expenditures:	204,660	218,800	227,700	226,400	235,200	235,200	235,200	3.9%
24 Fund Balance:								
25 Committed for Operations	2	-	-	-	-	-	-	-
26 TOTAL REQUIREMENTS	\$ 204,662	\$ 218,800	\$ 227,700	\$ 226,400	\$ 235,200	\$ 235,200	\$ 235,200	3.9%

City Recorder's Department



SUMMARY OF CITY RECORDER'S DEPARTMENT CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Time Spent
General Fund	\$ 137,344	\$ 157,149	\$ 157,600	\$ 156,700	\$ 162,700	\$ 162,700	\$ 162,700	69.2%
Street Fund	9,880	11,814	13,900	13,800	15,500	15,500	15,500	6.6%
Public Education Government Fund	-	-	700	700	1,200	1,200	1,200	0.5%
Community Center Fund	12,397	13,303	13,900	13,800	14,300	14,300	14,300	6.1%
Sewer Fund	4,882	4,864	5,200	5,200	3,800	3,800	3,800	1.6%
Water Fund	18,635	19,358	21,600	21,500	21,900	21,900	21,900	9.3%
Street Light Districts Fund	354	596	700	700	1,200	1,200	1,200	0.5%
Stormwater Fund	10,917	11,714	14,100	14,000	14,600	14,600	14,600	6.2%
Urban Renewal Fund	10,253	-	-	-	-	-	-	0.0%
TOTAL CHARGES BY FUND	\$ 204,662	\$ 218,798	\$ 227,700	\$ 226,400	\$ 235,200	\$ 235,200	\$ 235,200	100.0%

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.

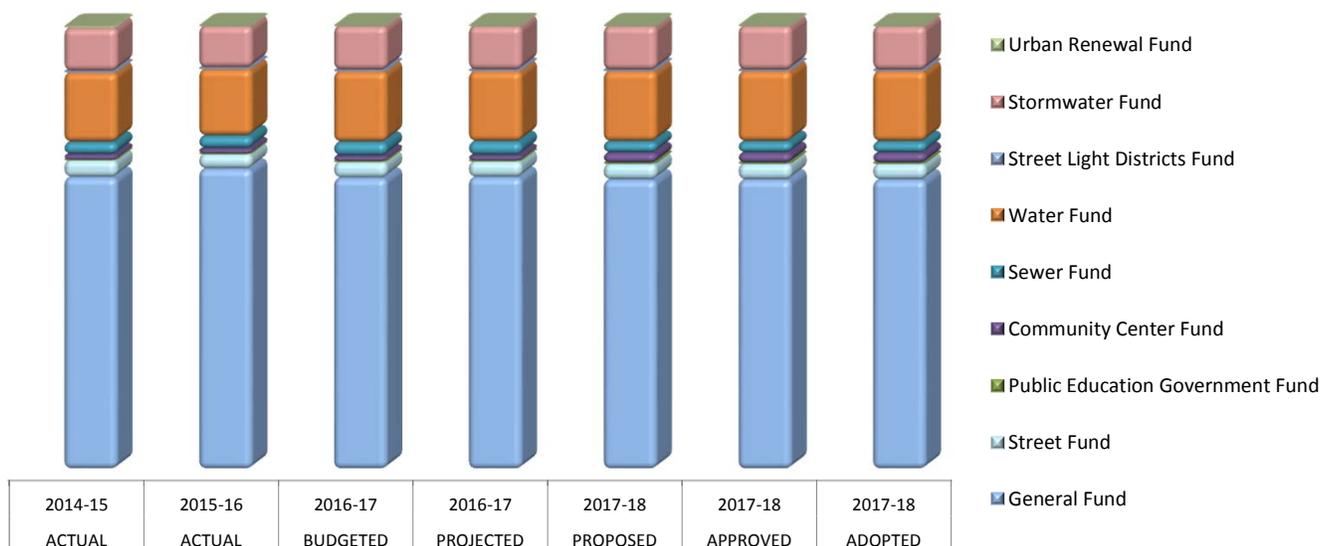
Human Resources Department

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ (1,500)	\$ 100	\$ 100	\$ 100	-107%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	272,637	286,594	302,400	301,100	318,200	318,200	318,200	5.7%
6 TOTAL RESOURCES	272,637	286,594	302,400	299,600	318,300	318,300	318,300	6.2%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	61,283	64,305	66,800	66,800	69,800	69,800	69,800	4.5%
11 Human Resources Director	111,165	116,663	121,100	121,100	126,600	126,600	126,600	4.5%
12 Cell Phone Stipend	900	900	900	900	900	900	900	0.0%
13 Wellness Program	327	143	800	400	800	800	800	100.0%
14 Medicare/Social Security	2,670	2,797	2,900	2,900	2,900	2,900	2,900	0.0%
15 Retirement	34,472	42,373	44,200	44,200	51,600	51,600	51,600	16.7%
16 Insurance Benefits	34,318	35,988	41,200	40,400	42,800	42,800	42,800	5.9%
17 Workers Compensation	262	299	300	300	300	300	300	0.0%
18 Total Personnel Services	245,397	263,468	278,200	277,000	295,700	295,700	295,700	6.8%
19 Materials & Services:								
20 Safety & Wellness	5,558	8,691	7,000	7,000	7,000	7,000	7,000	0.0%
21 Meetings, Travel & Training	5,856	4,533	6,600	6,000	6,000	6,000	6,000	0.0%
22 Labor Attorney -- City-wide	10,091	6,075	5,000	5,000	5,000	5,000	5,000	0.0%
23 Contractual Services	4,244	5,166	3,600	3,600	3,600	3,600	3,600	0.0%
24 Medical Testing	1,491	76	1,600	1,000	1,000	1,000	1,000	0.0%
25 Recruitment	-	85	400	-	-	-	-	-
26 Total Materials & Services	27,240	24,626	24,200	22,600	22,600	22,600	22,600	0.0%
27 Total Expenditures:	272,637	288,094	302,400	299,600	318,300	318,300	318,300	6.2%
28 Fund Balance:								
29 Committed for Operations	-	(1,500)	-	-	-	-	-	-
30 Total Fund Balance	-	(1,500)	-	-	-	-	-	-
31 TOTAL REQUIREMENTS	\$ 272,637	\$ 286,594	\$ 302,400	\$ 299,600	\$ 318,300	\$ 318,300	\$ 318,300	6.2%

Human Resources Department



SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE
General Fund	\$ 179,544	\$ 194,233	\$ 198,700	\$ 198,300	\$ 207,800	\$ 207,800	\$ 207,800	65.3%
Street Fund	10,851	9,903	11,200	11,100	11,800	11,800	11,800	3.7%
Public Education Government Fund	-	-	300	300	300	300	300	0.1%
Community Center Fund	3,286	3,334	3,600	3,600	7,300	7,300	7,300	2.3%
Sewer Fund	7,506	8,040	9,400	9,300	8,000	8,000	8,000	2.5%
Water Fund	42,762	43,141	48,100	47,700	50,600	50,600	50,600	15.9%
Street Light Districts Fund	783	784	900	900	600	600	600	0.2%
Stormwater Fund	26,704	27,159	30,200	29,900	31,800	31,800	31,800	10.0%
Urban Renewal Fund	1,201	-	-	-	-	-	-	0.0%
TOTAL CHARGES BY FUND	\$ 272,637	\$ 286,594	\$ 302,400	\$ 301,100	\$ 318,200	\$ 318,200	\$ 318,200	100.00%

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.

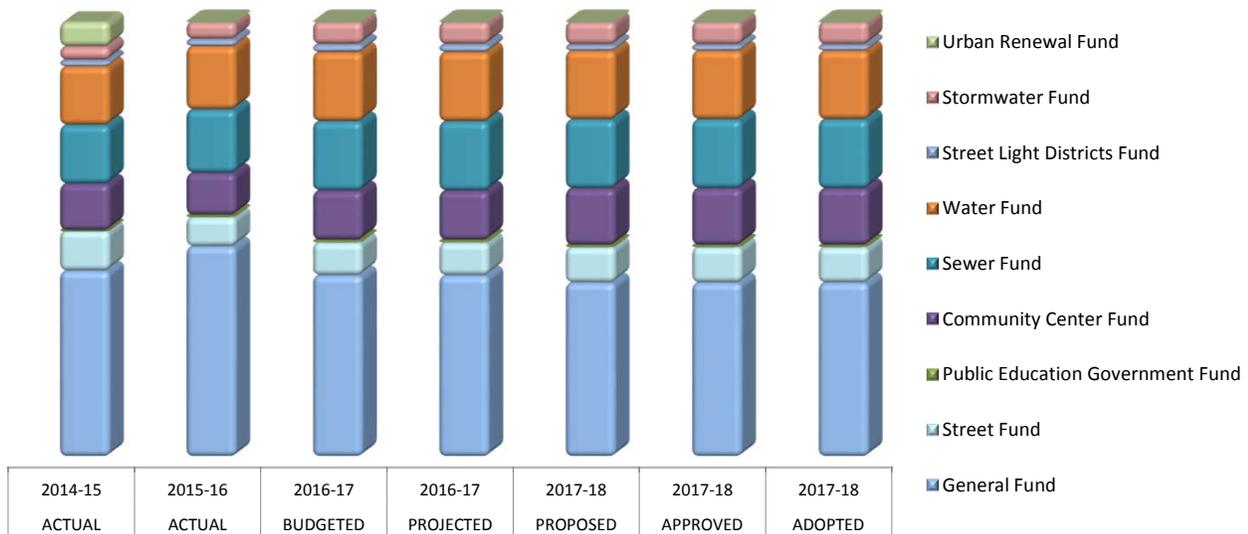
Finance - Non-Departmental

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	449,255	423,936	453,000	348,900	430,500	430,500	430,500	23.4%
6 TOTAL RESOURCES	449,255	423,941	453,000	348,900	430,500	430,500	430,500	23.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	181,197	153,056	172,100	105,600	147,800	147,800	147,800	40.0%
11 Finance Director	117,930	118,336	104,500	104,500	109,200	109,200	109,200	4.5%
12 Overtime	-	-	-	-	-	-	-	-
13 Wellness	562	413	1,600	1,200	1,600	1,600	1,600	33.3%
14 Medicare	4,608	4,161	4,600	3,000	4,000	4,000	4,000	33.3%
15 Retirement	47,367	48,087	57,700	36,100	50,100	50,100	50,100	38.8%
16 Insurance Benefits	68,541	71,711	80,400	67,400	85,300	85,300	85,300	26.6%
17 Workers Compensation	507	554	600	600	600	600	600	0.0%
18 Total Personnel Services	420,712	396,318	421,500	318,400	398,600	398,600	398,600	25.2%
19 Materials & Services:								
20 Office Materials and Supplies	574	-	-	-	-	-	-	-
21 Meetings, Travel & Training	2,179	1,588	4,000	3,000	3,000	3,000	3,000	0.0%
22 Audit Fees	25,785	26,035	27,500	27,500	28,900	28,900	28,900	5.1%
23 Total Materials & Services	28,538	27,623	31,500	30,500	31,900	31,900	31,900	4.6%
24 Total Expenditures:	449,250	423,941	453,000	348,900	430,500	430,500	430,500	23.4%
25 Fund Balance:								
26 Committed for Operations	5	-	-	-	-	-	-	-
27 Total Fund Balance	5	-	-	-	-	-	-	-
28 TOTAL REQUIREMENTS	\$ 449,255	\$ 423,941	\$ 453,000	\$ 348,900	\$ 430,500	\$ 430,500	\$ 430,500	23.4%

Finance - Non-Departmental



SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Average Revenue/ Expense
General Fund	\$ 192,438	\$ 205,287	\$ 189,300	\$ 145,700	\$ 172,700	\$ 172,700	\$ 172,700	40.1%
Street Fund	41,521	28,711	34,400	26,500	35,300	35,300	35,300	8.2%
Public Education Government Fund	-	1,615	2,300	1,800	1,700	1,700	1,700	0.4%
Community Center Fund	48,126	40,997	51,200	39,400	56,000	56,000	56,000	13.0%
Sewer Fund	60,467	61,640	72,000	55,500	68,000	68,000	68,000	15.8%
Water Fund	60,467	61,640	72,000	55,500	68,000	68,000	68,000	15.8%
Street Light Districts Fund	6,539	6,909	8,200	6,300	6,000	6,000	6,000	1.4%
Stormwater Fund	13,953	17,137	23,600	18,200	22,800	22,800	22,800	5.3%
Urban Renewal Fund	25,744	-	-	-	-	-	-	0.0%
TOTAL CHARGES BY FUND	\$ 449,255	\$ 423,936	\$ 453,000	\$ 348,900	\$ 430,500	\$ 430,500	\$ 430,500	100.00%

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.

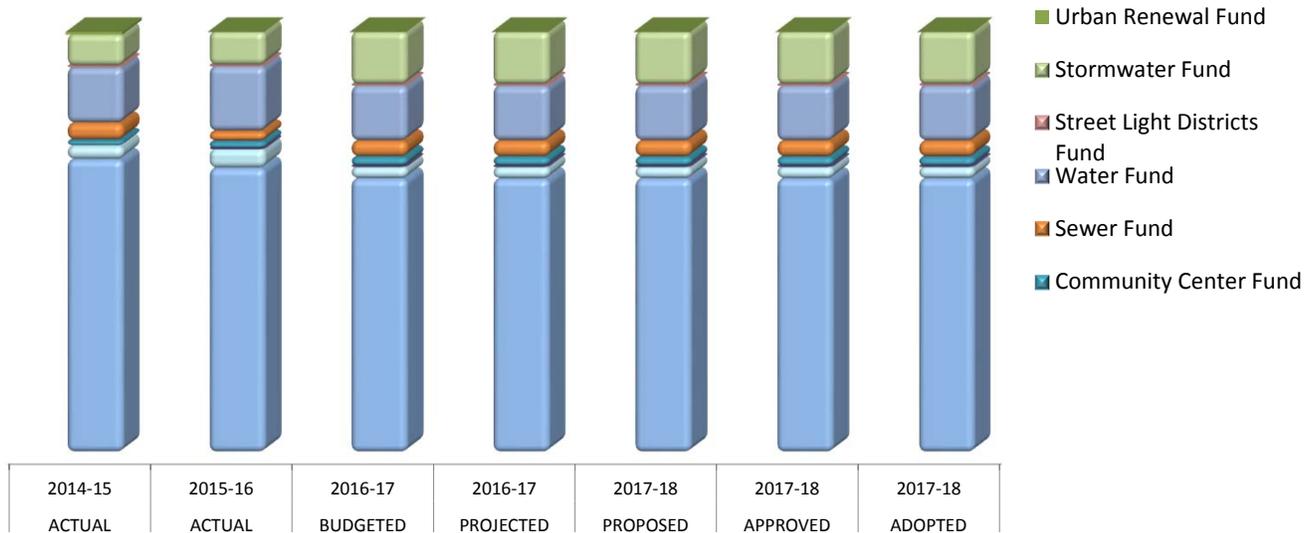
Finance - Information Systems

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	335,951	399,276	443,700	437,500	535,700	535,700	535,700	22.4%
6 TOTAL RESOURCES	335,951	399,278	443,700	437,500	535,700	535,700	535,700	22.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Network Support	98,671	134,335	139,400	139,400	145,800	145,800	145,800	4.6%
11 Temporary Help	272	-	-	-	-	-	-	
12 Overtime	-	93	-	-	-	-	-	
13 Cell Phone Stipend	660	975	1,800	1,800	1,800	1,800	1,800	0.0%
14 Wellness	-	-	800	800	800	800	800	0.0%
15 Medicare	1,552	2,027	2,200	2,200	2,200	2,200	2,200	0.0%
16 Retirement	12,433	21,208	25,900	25,900	28,700	28,700	28,700	10.8%
17 Insurance Benefits	30,112	35,637	41,200	40,400	42,800	42,800	42,800	5.9%
18 Workers Compensation	227	300	400	400	400	400	400	0.0%
19 Total Personnel Services	143,927	194,575	211,700	210,900	222,500	222,500	222,500	5.5%
20 Materials & Services:								
21 Travel & Training	44	56	1,000	500	1,000	1,000	1,000	100.0%
22 Contractual Services	41	-	-	-	-	-	-	
23 Telephone	14,228	15,357	17,000	16,000	17,000	17,000	17,000	6.3%
24 Computer Software & Maintenance	76,961	97,709	140,000	138,000	148,200	148,200	148,200	7.4%
25 Office Equipment Maintenance	21,337	22,170	24,000	24,000	24,000	24,000	24,000	0.0%
26 Total Materials & Services	112,611	135,292	182,000	178,500	190,200	190,200	190,200	6.6%
27 Capital Outlay:								
28 Computer Hardware	79,411	69,408	50,000	48,000	123,000	123,000	123,000	156.3%
29 Total Expenditures:	335,949	399,275	443,700	437,400	535,700	535,700	535,700	22.5%
30 Fund Balance:								
31 Committed for Operations	2	-	-	-	-	-	-	
32 Total Fund Balance	2	-	-	-	-	-	-	
33 TOTAL REQUIREMENTS	\$ 335,951	\$ 399,275	\$ 443,700	\$ 437,400	\$ 535,700	\$ 535,700	\$ 535,700	22.5%

Finance - Information Systems



SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Allocation
General Fund	\$ 233,495	\$ 269,289	\$ 288,000	\$ 283,900	\$ 347,700	\$ 347,700	\$ 347,700	64.9%
Street Fund	11,086	18,544	12,900	12,700	15,500	15,500	15,500	2.9%
PEG Fund		-	400	400	500	500	500	0.1%
Community Center Fund	4,409	6,988	9,800	9,700	11,800	11,800	11,800	2.2%
Sewer Fund	13,630	9,496	16,900	16,700	20,400	20,400	20,400	3.8%
Water Fund	44,660	61,723	58,100	57,300	70,200	70,200	70,200	13.1%
Street Light Districts Fund	832	896	1,300	1,300	1,600	1,600	1,600	0.3%
Stormwater Fund	25,713	32,340	56,300	55,500	68,000	68,000	68,000	12.7%
Urban Renewal Fund	2,126	-	-	-	-	-	-	0.0%
TOTAL CHARGES BY FUND	\$ 335,951	\$ 399,276	\$ 443,700	\$ 437,500	\$ 535,700	\$ 535,700	\$ 535,700	100.0%

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.
- 28 The increase in Computer Hardware is primarily for replacing the City's existing telephone system that has gone beyond the warranty period and replacing several Police Toughbook laptops.

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	353,742	374,257	414,500	373,500	342,900	342,900	342,900	-8.2%
6 TOTAL RESOURCES	353,742	374,257	414,500	373,500	342,900	342,900	342,900	-8.2%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	168,555	173,531	183,800	165,000	132,500	132,500	132,500	-19.7%
11 Overtime	-	458	500	1,000	500	500	500	-50.0%
12 Wellness	286	710	1,600	1,000	1,600	1,600	1,600	60.0%
13 Medicare	2,590	2,674	2,900	2,500	2,900	2,900	2,900	16.0%
14 Retirement	20,906	29,386	33,800	27,600	30,800	30,800	30,800	11.6%
15 Insurance Benefits	59,938	70,994	82,400	66,900	64,000	64,000	64,000	-4.3%
16 Workers Compensation	4,992	1,301	500	500	600	600	600	20.0%
17 Total Personnel Services	257,267	279,054	305,500	264,500	232,900	232,900	232,900	-11.9%
18 Materials & Services:								
19 Postage & Printing	53,708	47,134	53,500	53,500	53,500	53,500	53,500	0.0%
20 Contractual Services	39,328	48,069	53,500	54,500	54,500	54,500	54,500	0.0%
21 Meetings, Travel & Training	41	-	2,000	1,000	2,000	2,000	2,000	100.0%
22 Total Materials & Services	93,077	95,203	109,000	109,000	110,000	110,000	110,000	0.9%
23 Total Expenditures	350,344	374,257	414,500	373,500	342,900	342,900	342,900	-8.2%
24 Fund Balance:								
25 Committed for Operations	-	-	-	-	-	-	-	
26 Total Fund Balance	-	-	-	-	-	-	-	
27 TOTAL REQUIREMENTS	\$ 350,344	\$ 374,257	\$ 414,500	\$ 373,500	\$ 342,900	\$ 342,900	\$ 342,900	-8.2%

Finance - Utility Billing



SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Utility Account Allocation
Sewer Fund	\$ 166,259	\$ 175,906	\$ 194,800	\$ 175,500	\$ 161,200	\$ 161,200	\$ 161,200	47%
Water Fund	152,109	160,944	178,200	160,600	147,400	147,400	147,400	43%
Stormwater Fund	35,374	37,407	41,500	37,400	34,300	34,300	34,300	10%
TOTAL CHARGES BY FUND	\$ 353,742	\$ 374,257	\$ 414,500	\$ 373,500	\$ 342,900	\$ 342,900	\$ 342,900	100%

Budget Notes:

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

Expenditures:

- 9 The Budget provides a 1.5% 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.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 83	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	500,743	532,542	533,200	523,400	550,300	550,300	550,300	5.1%
6 TOTAL RESOURCES	500,743	532,625	533,200	523,400	550,300	550,300	550,300	5.1%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Public Works Director	107,929	113,270	117,600	117,600	122,900	122,900	122,900	4.5%
11 Municipal Utility Workers	151,699	155,746	158,600	158,600	163,400	163,400	163,400	3.0%
12 Administrative Support	51,349	54,079	54,500	54,500	55,400	55,400	55,400	1.7%
13 Cell Phone and Clothing Stipend	2,120	2,491	2,700	2,600	2,600	2,600	2,600	0.0%
14 Wellness	547	647	1,600	800	1,600	1,600	1,600	100.0%
15 Medicare	4,768	4,986	5,100	5,100	5,100	5,100	5,100	0.0%
16 Retirement	44,293	57,232	61,000	61,000	65,900	65,900	65,900	8.0%
17 Insurance Benefits	85,679	72,996	82,400	80,800	85,400	85,400	85,400	5.7%
18 Workers Compensation	3,869	4,309	4,800	4,800	5,100	5,100	5,100	6.3%
19 Total Personnel Services	452,253	465,756	488,300	485,800	507,400	507,400	507,400	4.4%
20 Materials & Services:								
21 Shop Operations and Supplies	12,363	5,446	10,500	8,000	10,500	10,500	10,500	31.3%
22 Meetings, Travel & Training	331	402	500	-	500	500	500	
23 Public Notices	56	64	-	-	-	-	-	
24 Labor Attorney	84	238	1,000	300	1,000	1,000	1,000	233.3%
25 Janitorial Services	4,846	4,999	5,000	5,000	5,000	5,000	5,000	0.0%
26 Shop Utilities	8,478	9,472	9,000	9,100	9,300	9,300	9,300	2.2%
27 Telephone, Telemetry & Fire Alarm	4,180	1,637	1,600	1,600	1,600	1,600	1,600	0.0%
28 Insurance - Auto	13,044	14,042	15,500	13,600	15,000	15,000	15,000	10.3%
29 Operating Materials	1,200	-	-	-	-	-	-	
30 Medical Testing	-	-	1,800	-	-	-	-	
31 Total Materials & Services	44,582	36,300	44,900	37,600	42,900	42,900	42,900	14.1%
32 Capital Outlay:								
33 Shop Improvements	3,825	30,569	-	-	-	-	-	
34 Total Expenditures	500,660	532,625	533,200	523,400	550,300	550,300	550,300	5.1%
35 Fund Balance:								
36 Committed for Operations	83	-	-	-	-	-	-	
37 Total Fund Balance	83	-	-	-	-	-	-	
38 TOTAL REQUIREMENTS	\$ 500,743	\$ 532,625	\$ 533,200	\$ 523,400	\$ 550,300	\$ 550,300	\$ 550,300	5.1%

Public Works - Non-Departmental



SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	Allocation
General Fund Parks	\$ 13,009	\$ 19,147	\$ 16,500	\$ 16,100	\$ 17,000	\$ 17,000	\$ 17,000	3%
Street Fund	166,098	175,974	178,600	175,300	184,400	184,400	184,400	34%
Sewer Fund	21,138	16,549	18,700	18,400	19,300	19,300	19,300	4%
Water Fund	176,987	175,974	171,200	168,100	176,600	176,600	176,600	32%
Street Light Districts Fund	17,703	21,937	22,400	22,000	23,100	23,100	23,100	4%
Stormwater Fund	105,808	122,961	125,800	123,500	129,900	129,900	129,900	24%
TOTAL CHARGES BY FUND	\$ 500,743	\$ 532,542	\$ 533,200	\$ 523,400	\$ 550,300	\$ 550,300	\$ 550,300	100.0%

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

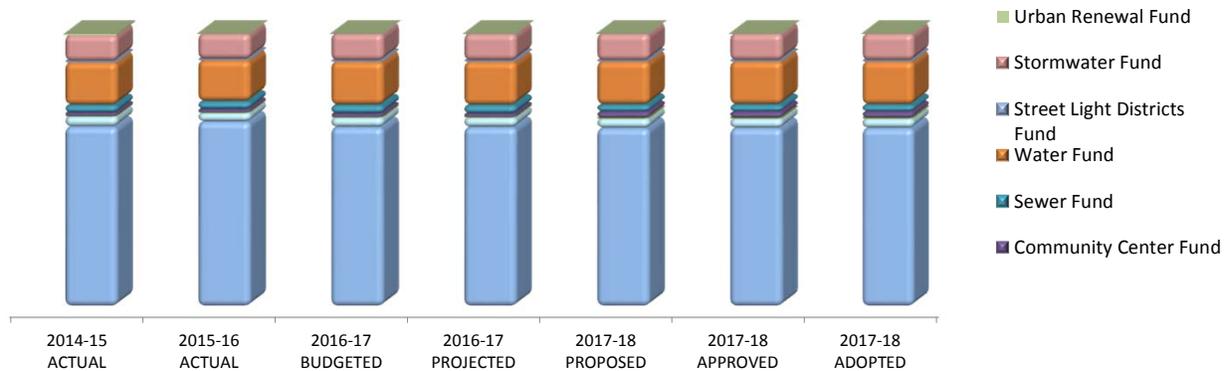
The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units 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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Restricted for Civic Center Improvements	\$ 130,600	\$ 130,615	\$ 130,500	\$ 130,500	\$ 147,800	\$ 147,800	\$ 147,800	13.3%
4 Unrestricted	-	-	-	-	-	-	-	
5 Total Beginning Balances	130,600	130,615	130,500	130,500	147,800	147,800	147,800	13.3%
6 Revenues:								
7 Charges for Services:								
8 Administrative Service Charges	323,499	283,772	339,500	339,500	321,900	321,900	321,900	-5.2%
9 TOTAL RESOURCES	454,099	414,387	470,000	470,000	469,700	469,700	469,700	-0.1%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Municipal Utility Worker	5,557	5,886	6,200	6,200	6,400	6,400	6,400	3.2%
14 Facility Maintenance Technician	41,864	43,953	45,700	45,700	47,800	47,800	47,800	4.6%
15 Overtime	-	-	400	400	400	400	400	0.0%
16 Clothing Allowance	440	515	500	500	500	500	500	0.0%
17 Wellness	250	306	500	500	500	500	500	0.0%
18 Medicare	740	779	800	800	800	800	800	0.0%
19 Retirement	6,914	9,215	9,700	9,700	10,800	10,800	10,800	11.3%
20 Insurance Benefits	18,806	19,897	22,700	22,200	23,600	23,600	23,600	6.3%
21 Workers Compensation	410	596	800	800	800	800	800	0.0%
22 Unemployment Insurance	-	-	-	-	-	-	-	
23 Total Personnel Services	74,981	81,147	87,300	86,800	91,600	91,600	91,600	5.5%
24 Materials & Services:								
25 Materials & Supplies	69	-	-	-	-	-	-	
26 Contractual Services	7,214	8,053	9,600	8,000	9,600	9,600	9,600	20.0%
27 Janitorial Services	60,226	65,255	62,000	63,000	62,000	62,000	62,000	-1.6%
28 Utilities	100,026	99,572	105,000	101,500	105,000	105,000	105,000	3.4%
29 Equipment Maintenance & Replacement	59,125	18,263	25,000	25,000	24,000	24,000	24,000	-4.0%
30 Maintenance Supplies	5,290	6,144	6,000	4,000	6,000	6,000	6,000	50.0%
31 Janitorial Supplies	2,700	2,555	4,500	5,300	5,500	5,500	5,500	3.8%
32 Total Materials & Services	234,650	199,842	212,100	206,800	212,100	212,100	212,100	2.6%
33 Capital Outlay:								
34 Civic Center Improvements	13,853	2,898	28,600	28,600	4,500	4,500	4,500	-84.3%
35 Total Expenditures	323,484	283,887	328,000	322,200	308,200	308,200	308,200	-4.3%
36 Other Requirements:								
37 Contingency:								
38 Operating Contingency	-	-	1,500	-	1,500	1,500	1,500	
39 Civic Center Improvements	-	-	140,500	-	160,000	160,000	160,000	
40 Total Contingency	-	-	142,000	-	161,500	161,500	161,500	

Public Works - Civic Center Facilities

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
41 Fund Balance:								
42 Committed for Civic Center Improvements	130,615	130,500	-	147,800	-	-	-	-100%
43 Committed for Operations	-	-	-	-	-	-	-	
44 Total Fund Balance	130,615	130,500	-	147,800	-	-	-	-100%
45 TOTAL REQUIREMENTS	\$ 454,099	\$ 414,387	\$ 470,000	\$ 470,000	\$ 469,700	\$ 469,700	\$ 469,700	0%



PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE
General Fund	\$ 213,039	\$ 192,132	\$ 223,000	\$ 223,000	\$ 210,300	\$ 210,300	\$ 210,300	65.3%
Street Fund	12,875	9,795	12,600	12,600	11,900	11,900	11,900	3.7%
PEG Fund	-	-	300	300	300	300	300	0.1%
Community Center Fund	3,899	3,296	4,100	4,100	7,400	7,400	7,400	2.3%
Sewer Fund	8,907	8,006	10,500	10,500	8,000	8,000	8,000	2.5%
Water Fund	50,739	42,759	54,000	54,000	51,200	51,200	51,200	15.9%
Street Light Districts Fund	929	848	1,000	1,000	600	600	600	0.2%
Stormwater Fund	31,686	26,936	34,000	34,000	32,200	32,200	32,200	10.0%
Urban Renewal Fund	1,425	-	-	-	-	-	-	0.0%
TOTAL CHARGES BY FUND	\$ 323,499	\$ 283,772	\$ 339,500	\$ 339,500	\$ 321,900	\$ 321,900	\$ 321,900	100.0%

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 \$3,000 for bark blown in around Civic Center.

29 Equipment Maintenance & Replacement costs include HVAC tuneups, Generator services, and new Keizer logo flags.

Capital Outlay:

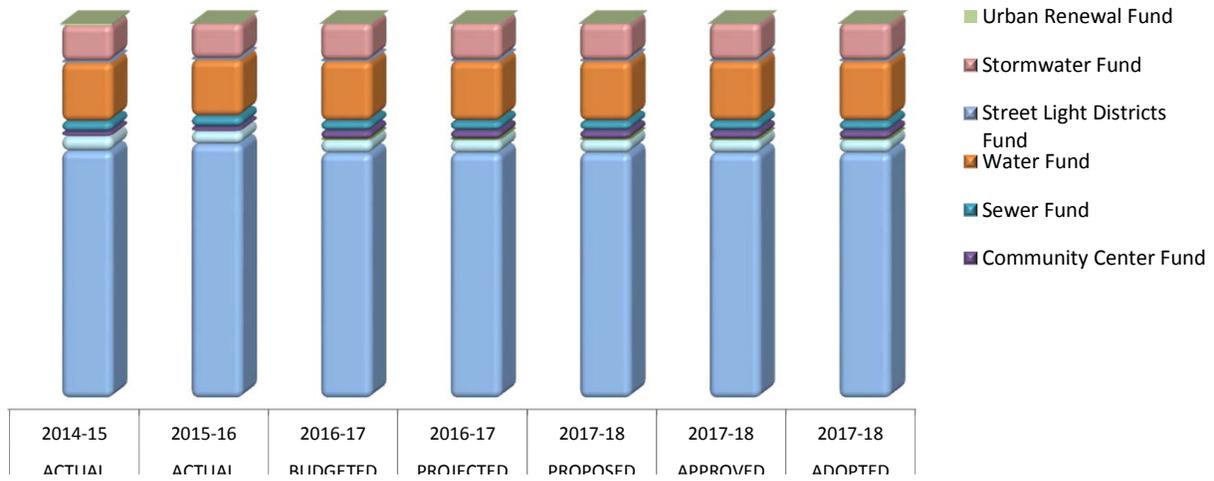
34 Civic Center Improvements includes purchasing a roof for the JD Gator, steel grates for water drains in front of Civic Center, Stihl combi unit with attachments, and shelving for storage room.

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 6	\$ 29,985	\$ 100	\$ 100	\$ -	\$ -	\$ -	-100%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	235,080	222,895	338,200	295,100	333,200	333,200	333,200	13%
6 Miscellaneous:								
7 Interest	26,579	1,759	-	-	-	-	-	
8 TOTAL RESOURCES	261,665	254,639	338,300	295,200	333,200	333,200	333,200	13%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Office Materials & Supplies	27,036	27,244	28,000	28,000	28,000	28,000	28,000	0%
13 Postage & Printing	18,276	20,154	30,000	30,000	25,000	25,000	25,000	-17%
14 Association Memberships	50,526	51,760	53,000	53,000	53,000	53,000	53,000	0%
15 City Council Expenses	9,715	7,894	9,000	9,000	9,000	9,000	9,000	0%
16 Committee Meeting Expense	354	288	500	500	500	500	500	0%
17 Public Notices	962	967	1,000	1,000	1,000	1,000	1,000	0%
18 Contractual Services	669	639	1,200	1,200	1,200	1,200	1,200	0%
19 Liability Insurance	123,680	145,140	172,000	172,000	145,000	145,000	145,000	-16%
20 Miscellaneous Expense	462	453	500	500	500	500	500	0%
21 Total Materials & Services	231,680	254,539	295,200	295,200	263,200	263,200	263,200	-11%
22 Total Expenditures	231,680	254,539	295,200	295,200	263,200	263,200	263,200	-11%
23 Other Requirements:								
24 Contingency:								
25 Liability Retro Plan	-	-	43,000	-	70,000	70,000	70,000	
26 Fund Balance:								
27 Committed for Operations	29,985	100	100	-	-	-	-	
28 TOTAL REQUIREMENTS	\$261,665	\$254,639	\$338,300	\$ 295,200	\$333,200	\$333,200	\$ 333,200	13%

General Administration



SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	FTE
General Fund	\$ 152,572	\$ 150,893	\$ 220,800	\$ 192,700	\$ 217,600	\$ 217,600	\$ 217,600	65.3%
Street Fund	9,221	7,745	12,500	10,900	12,300	12,300	12,300	3.7%
PEG Fund			300	300	300	300	300	0.1%
Community Center Fund	2,792	2,582	7,800	6,800	7,700	7,700	7,700	2.3%
Sewer Fund	6,379	6,311	8,500	7,400	8,300	8,300	8,300	2.5%
Water Fund	36,338	33,563	53,800	46,900	53,000	53,000	53,000	15.9%
Street Light Districts Fund	666	645	700	600	700	700	700	0.2%
Stormwater Fund	22,692	21,156	33,800	29,500	33,300	33,300	33,300	10.0%
Urban Renewal Fund	1,021	-	-	-	-	-	-	0.0%
TOTAL CHARGES BY FUND	\$ 231,681	\$ 222,895	\$ 338,200	\$ 295,100	\$ 333,200	\$ 333,200	\$ 333,200	100.0%

General Administration

Budget Notes:

Expenditures:

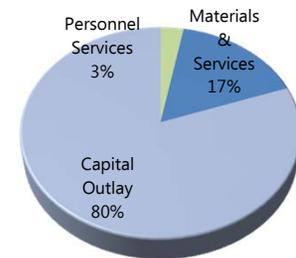
- 13 The increase in Postage and Printing is to provide for a citizen survey.
- 14 Association Memberships include organizations such as the Council of Governments, League of Oregon Cities, Chamber of Commerce, & local newspaper subscriptions.
- 15 Funding provides for 5 council members to attend the 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 remain the same as the prior year. Premiums cover, Property, General and Auto liability. The City participates in a "Retro Plan" agreement on its General and Auto liability insurance premiums. Under this plan, premium contributions are 75% of the base premium amount with a maximum exposure of 112.5%. Because of the City's good claims loss experience it saves money by participating in this plan, although it does assume additional risk. Auto insurance premiums are paid from the Police Operating budget and Public Works budgets. FY17-18 projections expect premium rates to increase 10% over FY16-17. 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 FY16-17

- Completed Verda/Chemawa Roundabout Project
- Updated ADA ramps at 17 locations
- Completed traffic signal disconnects for River Rd.
- New sidewalk installation on Chemawa Rd. NE



Goals for FY17-18

- Provide continued ADA upgrades
- Continue annual resurfacing of various City streets
- Maintain the street sign replacement program
- Complete design, obtain permits, and begin construction of the bridge replacement over Claggett Creek on Dearborn Avenue NE

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:								
3 Unrestricted Beginning Balance	\$ 1,189,868	\$ 1,260,800	\$ 1,224,900	\$ 1,362,700	\$ 1,881,300	\$ 1,881,300	\$ 1,881,300	38.1%
4 Bike Safety Donations	1,272	-	-	-	-	-	-	
5 Total Beginning Balances	1,191,140	1,260,800	1,224,900	1,362,700	1,881,300	1,881,300	1,881,300	38.1%
6 Revenues:								
7 Taxes & Assessments:								
8 Assessments	3,696	3,153	-	-	-	-	-	
9 Licenses & Fees:								
10 Planning Construction Fees	19,096	82,923	7,500	6,000	6,000	6,000	6,000	0.0%
11 Driveway Permit Fees	7,140	7,140	4,600	4,600	4,600	4,600	4,600	0.0%
12 Total Licenses & Fees	26,236	90,063	12,100	10,600	10,600	10,600	10,600	0.0%
13 Intergovernmental:								
14 Grants	-	-	-	-	-	-	-	
15 State Fuel Tax	2,131,377	2,187,893	2,161,000	2,228,000	2,228,000	2,228,000	2,228,000	0.0%
16 Total Intergovernmental	2,131,377	2,187,893	2,161,000	2,228,000	2,228,000	2,228,000	2,228,000	0.0%
17 Miscellaneous:								
18 Bike Safety Donations	236	576	-	400	-	-	-	-100.0%
19 Assessment Interest	169	109	-	-	-	-	-	
20 Interest	2,054	3,290	1,500	2,000	2,000	2,000	2,000	0.0%
21 Miscellaneous Revenue	4,671	33,881	-	195,200	-	-	-	-100.0%
22 Total Miscellaneous	7,129	37,856	1,500	197,600	2,000	2,000	2,000	-99.0%
23 Other Revenue Sources:								
24 Loan	-	-	175,000	-	2,000,000	2,000,000	2,000,000	
23 TOTAL RESOURCES	3,359,577	3,579,765	3,574,500	3,798,900	6,121,900	6,121,900	6,121,900	61.1%

Public Works Street Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
24 REQUIREMENTS:								
25 Expenditures:								
26 Personnel Services:								
27 Municipal Utility Workers	43,752	49,043	50,800	50,800	54,500	54,500	54,500	7.3%
28 Community Development Director	12,146	12,378	12,500	12,500	12,700	12,700	12,700	1.6%
29 Code Compliance Officer	-	6,911	7,200	7,200	7,600	7,600	7,600	5.6%
30 Overtime	5,235	4,840	5,200	5,200	5,200	5,200	5,200	0.0%
31 Parade Overtime	-	-	1,100	1,100	1,200	1,200	1,200	9.1%
32 Duty Pay	7,835	7,860	7,800	7,800	7,800	7,800	7,800	0.0%
33 Clothing Allowance/Cell Phone Stipend	490	614	500	500	700	700	700	40.0%
34 Wellness	14	51	500	500	600	600	600	20.0%
35 Medicare	1,067	1,254	1,300	1,300	1,300	1,300	1,300	0.0%
36 Retirement	11,088	15,869	16,900	16,900	18,300	18,300	18,300	8.3%
37 Insurance Benefits	21,795	22,478	27,800	26,400	28,500	28,500	28,500	8.0%
38 Workers Compensation	1,494	1,398	1,500	1,500	1,600	1,600	1,600	6.7%
39 Total Personnel Services	104,917	122,696	133,100	131,700	140,000	140,000	140,000	6.3%
40 Materials & Services:								
41 Helmets	-	517	-	-	-	-	-	
42 Meetings, Travel & Training	1,149	535	1,500	1,000	1,500	1,500	1,500	50.0%
43 Public Notices	-	332	500	300	500	500	500	66.7%
44 Administrative Services Charges	286,330	294,367	315,300	301,800	330,300	330,300	330,300	9.4%
45 Contractual Services	95,074	139,315	123,000	123,000	115,000	115,000	115,000	-6.5%
46 Parade Traffic Control	1,059	300	2,700	2,700	2,700	2,700	2,700	0.0%
47 Engineering Services	13,298	19,205	50,000	25,000	50,000	50,000	50,000	100.0%
48 Traffic Engineering SDC Review	7,621	-	5,000	2,500	5,000	5,000	5,000	100.0%
49 Utilities	-	358	300	300	300	300	300	0.0%
50 Telephone	523	806	-	600	600	600	600	0.0%
51 Gasoline/Diesel	2,650	2,482	2,500	2,500	2,700	2,700	2,700	8.0%
52 Equipment Maintenance	815	1,028	5,000	2,500	5,000	5,000	5,000	100.0%
53 Sidewalk Maintenance	125	7,230	5,000	-	5,000	5,000	5,000	
54 Operating Materials and Supplies	9,316	10,009	15,000	12,500	15,000	15,000	15,000	20.0%
55 Street Maintenance & Repair	89,989	115,934	155,000	150,000	155,000	155,000	155,000	3.3%
56 Street Light Utilities	57,665	59,067	60,000	58,000	60,000	60,000	60,000	3.4%
57 Traffic Light Utilities	24,326	24,466	28,000	25,000	28,000	28,000	28,000	12.0%
58 Medical Testing	274	-	200	200	200	200	200	0.0%
59 MPO Support/ SKATS	9,863	8,993	9,900	9,900	9,900	9,900	9,900	0.0%
60 Total Materials & Services	600,077	684,944	778,900	717,800	786,700	786,700	786,700	9.6%

Public Works Street Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
61 Capital Outlay:								
62 Heavy Equipment/Vehicles	26,080	-	1,300	1,300	1,500	1,500	1,500	15.4%
63 Street Improvements	501,797	176,832	675,000	430,000	2,000,000	2,000,000	2,000,000	365.1%
64 Infill and ADA Sidewalk Completions	25,150	24,950	25,000	25,700	25,000	25,000	25,000	-2.7%
65 Street Resurfacing	497,910	829,358	800,000	184,300	1,100,000	1,100,000	1,100,000	496.9%
66 Signage & Signal Upgrades	-	5,100	20,000	15,000	20,000	20,000	20,000	33.3%
67 Field Equipment	1,547	675	5,400	5,400	6,200	6,200	6,200	14.8%
68 Area B Development Costs	-	-	45,000	-	45,000	45,000	45,000	
69 Unanticipated Expense	-	-	157,200	-	621,500	621,500	621,500	
70 Total Capital Outlay	1,052,484	1,036,915	1,728,900	661,700	3,819,200	3,819,200	3,819,200	477.2%
71 Debt Service:								
72 Principal	-	-	-	-	-	-	-	
73 Interest	-	-	-	-	-	-	-	
74 Total Debt Service	-	-	-	-	-	-	-	
75 Total Expenditures	1,757,478	1,844,555	2,640,900	1,511,200	4,745,900	4,745,900	4,745,900	214.0%
76 Other Requirements:								
77 Contingency:								
78 Operating Contingency	-	-	45,500	-	46,300	46,300	46,300	
79 Transfers Out:								
80 Stormwater Fund	341,300	372,500	406,400	406,400	443,000	443,000	443,000	9.0%
81 Fund Balance:								
82 Restricted Property Sales Proceeds	143,100	-	143,100	143,100	143,100	143,100	143,100	0.0%
83 Restricted for Street Improvements	-	-	50,000	-	-	-	-	
84 Restricted for Operations	1,117,700	1,362,710	288,600	1,738,200	743,600	743,600	743,600	-57.2%
85 Total Fund Balance	1,260,800	1,362,710	481,700	1,881,300	886,700	886,700	886,700	-52.9%
86 TOTAL REQUIREMENTS	\$ 3,359,577	\$ 3,579,765	\$ 3,574,500	\$ 3,798,900	\$ 6,121,900	\$ 6,121,900	\$ 6,121,900	61.1%

Public Works Street Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 9,221	\$ 7,745	\$ 12,500	\$ 10,900	\$ 12,300	\$ 12,300	\$ 12,300	12.8%
City Manager	10,170	11,723	14,900	14,900	15,500	15,500	15,500	4.0%
Information Systems	11,086	18,544	12,900	12,700	15,500	15,500	15,500	22.0%
Attorney's Office	14,628	20,158	24,300	24,000	28,100	28,100	28,100	17.1%
City Recorder	9,880	11,814	13,900	13,800	15,500	15,500	15,500	12.3%
Human Resources	10,851	9,903	11,200	11,100	11,800	11,800	11,800	6.3%
Finance	41,521	28,711	34,400	26,500	35,300	35,300	35,300	33.2%
Facility Maintenance	12,875	9,795	12,600	12,600	11,900	11,900	11,900	-5.6%
Public Works	166,098	175,974	178,600	175,300	184,400	184,400	184,400	5.2%
Adjustments	-	-	-	-	-	-	-	-
Administrative Services Charges	\$ 286,330	\$ 294,367	\$ 315,300	\$ 301,800	\$ 330,300	\$ 330,300	\$ 330,300	9.4%

Budget Notes:

Revenues:

15 The League of Oregon Cities notes that state highway shared revenues are projecting a slight decrease next year.

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.

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

Materials & Services:

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

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

Capital Outlay:

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

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

79 The transfer to the Stormwater Fund is the Street Fund's share of stormwater costs. The Stormwater Fund rate slope provides for a \$0.55 per ESU rate increase effective January 1, 2018.

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 305,847	\$ 414,717	\$ 369,600	\$ 389,100	\$ 384,900	\$ 384,900	\$ 384,900	-1%
3 Revenues:								
4 Taxes & Assessments:								
5 Lighting District Assessments	450,398	316,940	411,200	411,800	411,200	411,200	411,200	0%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	70,662	7,120	7,000	7,400	7,000	7,000	7,000	-5%
8 Transfers:								
9 Transfer from Sewer Fund	-	55,600	-	-	-	-	-	
10 Total Revenues	521,060	379,660	418,200	419,200	418,200	418,200	418,200	0%
11 TOTAL RESOURCES	826,907	794,377	787,800	808,300	803,100	803,100	803,100	-1%
12 REQUIREMENTS:								
13 Expenditures:								
14 Materials & Services:								
15 Public Notices	670	530	800	600	800	800	800	33%
16 Administrative Services Charges	28,322	33,785	37,200	34,800	37,100	37,100	37,100	7%
17 Engineering Costs	1,061	2,640	3,000	2,500	3,000	3,000	3,000	20%
18 Lighting Costs	375,289	368,123	405,000	385,000	397,000	397,000	397,000	3%
19 Street Lighting Maintenance - KS Area A	5,651	225	2,000	500	2,000	2,000	2,000	300%
20 Miscellaneous Expense	1,197	-	-	-	-	-	-	
21 Total Materials & Services	412,190	405,303	448,000	423,400	439,900	439,900	439,900	4%
22 Total Expenditures	412,190	405,303	448,000	423,400	439,900	439,900	439,900	4%
23 Other Requirements:								
24 Contingency	-	-	25,000	-	30,000	30,000	30,000	
25 Fund Balance:								
26 Restricted:								
27 Pole Replacement at KS Area A	31,200	31,200	31,200	31,200	35,000	35,000	35,000	12%
28 Pole Replacement Option B Districts	-	-	10,000	10,000	15,000	15,000	15,000	50%
29 Restricted for Operations	383,517	357,874	273,600	343,700	283,200	283,200	283,200	-18%
30 Total Restricted Fund Balance	414,717	389,074	314,800	384,900	333,200	333,200	333,200	-13%
31 TOTAL REQUIREMENTS	\$ 826,907	\$ 794,377	\$ 787,800	\$ 808,300	\$ 803,100	\$ 803,100	\$ 803,100	-1%

Public Works
Street Lighting District Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 666	\$ 645	\$ 700	\$ 600	\$ 700	\$ 700	\$ 700	17%
City Manager	365	591	1,100	1,100	1,200	1,200	1,200	9%
Information Systems	832	896	1,300	1,300	1,600	1,600	1,600	23%
Attorney's Office	152	579	900	900	2,100	2,100	2,100	133%
City Recorder	354	596	700	700	1,200	1,200	1,200	71%
Human Resources	783	784	900	900	600	600	600	-33%
Finance	6,539	6,909	8,200	6,300	6,000	6,000	6,000	-5%
Facility Maintenance	929	848	1,000	1,000	600	600	600	-40%
Public Works	17,703	21,937	22,400	22,000	23,100	23,100	23,100	5%
Adjustments	(1)	-	-	-	-	-	-	
Administrative Services Charges	\$ 28,322	\$ 33,785	\$ 37,200	\$ 34,800	\$ 37,100	\$ 37,100	\$ 37,100	7%

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:

- 16 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 18 The City is expecting two additional street lighting districts to form in FY2017-18.

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 FY17-18:

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$2,175,283	\$2,416,363	\$2,639,600	\$2,681,400	\$2,783,400	\$2,783,400	\$ 2,783,400	4%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	236,101	257,895	65,700	97,000	44,000	44,000	44,000	-55%
6 Miscellaneous:								
7 Interest	4,979	7,100	4,500	5,000	5,000	5,000	5,000	0%
8 Total Revenues	241,080	264,995	70,200	102,000	49,000	49,000	49,000	-52%
9 Other Resources:								
10 Sewer Reserve Fund Loan Repayment	-	-	-	-	-	-	-	-
11 Total Other Resources	-	-	-	-	-	-	-	-
12 TOTAL RESOURCES	2,416,363	2,681,358	2,709,800	2,783,400	2,832,400	2,832,400	2,832,400	2%
13 REQUIREMENTS:								
14 Expenditures:								
15 Capital Outlay:								
16 Improvements	-	-	450,000	-	450,000	450,000	450,000	
17 Unanticipated Expenses	-	-	2,000,000	-	200,000	200,000	200,000	
18 Total Capital Outlay	-	-	2,450,000	-	650,000	650,000	650,000	
19 Total Expenditures								
20 Other Requirements:								
21 Transfers Out:								
21 Interfund Loan to the Street Fund	-	-	-	-	2,000,000	2,000,000	2,000,000	
21 Total Transfers Out	-	-	-	-	2,000,000	2,000,000	2,000,000	
24 Fund Balance:								
25 Restricted for Improvements	2,416,363	2,681,358	259,800	2,783,400	182,400	182,400	182,400	-93%
26 TOTAL REQUIREMENTS	\$2,416,363	\$2,681,358	\$2,709,800	\$2,783,400	\$2,832,400	\$2,832,400	\$ 2,832,400	2%

Revenues:

5 The System Development Fee projections for FY17-18 assume 34 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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 52,903	\$ 53,017	\$123,400	\$ 94,900	\$ 90,200	\$ 90,200	\$ 90,200	-5%
3 Revenues:								
4 Licenses & Fees:								
5 Off-Site Transportation Fees	-	45,425	-	-	-	-	-	
6 Miscellaneous:								
7 Interest	114	268	-	300	300	300	300	0%
8 Total Revenues	114	45,693	-	300	300	300	300	0%
9 TOTAL RESOURCES	53,017	98,710	123,400	95,200	90,500	90,500	90,500	-5%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Off-Site Transportation Improvements	-	3,772	123,400	5,000	90,500	90,500	90,500	1710%
14 Fund Balance:								
15 Restricted for Improvements	53,017	94,938	-	90,200	-	-	-	-100%
16 TOTAL REQUIREMENTS	\$ 53,017	\$ 98,710	\$123,400	\$ 95,200	\$ 90,500	\$ 90,500	\$ 90,500	-5%

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.

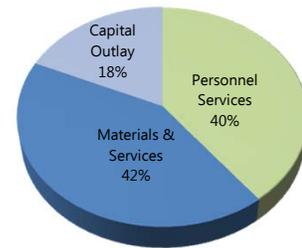
Public Works Stormwater Fund

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 FY16-17

- Continued repair work identified by the TV inspection contractor
- Continued implementation of the TV inspection contract (goal is 10%)
- Expanded regional public education activities and relationships
- Continued participation on the DEQ Steering Committee for development of the new NPDES Phase II perm
- Continued implementation of the City's 3 regulatory stormwater programs
- Developed draft Low Impact Development (LID) standards as required by permit
- Completed extensive outfall repair at Otter Way
- Continued installation of public Vegetated Stormwater Facilities for treatment and infiltration
- Initiated private stormwater facility inventory program
- Completed realignment of Shoreline Dr. outfall
- Completed Repairs on River Road in preparation for resurfacing



Division Goals for FY17-18

- 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 products expected to be required of the new 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
- Continue outfall inspection and catchbasin cleaning programs

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 435,147	\$ 441,792	\$ 371,100	\$ 436,800	\$ 323,600	\$ 323,600	\$ 323,600	-25.9%
3 Revenues:								
4 Charges for Services:								
5 Planning & Construction Fees	16,736	22,764	10,000	10,000	10,000	10,000	10,000	0.0%
6 Service Fees	982,803	1,076,260	1,158,600	1,158,600	1,263,000	1,263,000	1,263,000	9.0%
7 Total Charges for Services	999,539	1,099,024	1,168,600	1,168,600	1,273,000	1,273,000	1,273,000	8.9%
8 Miscellaneous:								
9 Interest	527	717	2,000	2,000	2,000	2,000	2,000	0.0%
10 Miscellaneous Revenue	2,150	2,543	-	-	-	-	-	
11 Total Miscellaneous	2,677	3,260	2,000	2,000	2,000	2,000	2,000	0.0%
12 Total Revenues	1,002,216	1,102,284	1,170,600	1,170,600	1,275,000	1,275,000	1,275,000	8.9%
13 Other Resources:								
14 Debt Proceeds:								
15 Loan	-	-	204,600	-	150,000	150,000	150,000	
16 Transfers In:								
17 Charges to Street Fund	341,300	372,500	406,400	406,400	443,000	443,000	443,000	9.0%
18 Total Other Resources	341,300	372,500	611,000	406,400	593,000	593,000	593,000	45.9%
19 TOTAL RESOURCES	1,778,663	1,916,576	2,152,700	2,013,800	2,191,600	2,191,600	2,191,600	8.8%

Public Works Stormwater Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
20 REQUIREMENTS:								
21 Expenditures:								
22 Personnel Services:								
23 Municipal Utility Workers	150,570	159,375	164,400	164,400	176,500	176,500	176,500	7.4%
24 Community Development Staff	1,975	2,037	2,200	2,200	2,200	2,200	2,200	0.0%
25 Environmental Program Staff	218,531	236,834	252,200	252,200	263,900	263,900	263,900	4.6%
26 Overtime	1,285	1,222	3,000	3,000	3,000	3,000	3,000	0.0%
27 Duty Pay	7,835	7,860	7,800	7,800	7,800	7,800	7,800	0.0%
28 Cell Phone - Clothing Allowances	1,209	1,209	2,200	2,200	2,300	2,300	2,300	4.5%
29 Wellness	1,469	1,540	2,800	2,800	2,900	2,900	2,900	3.6%
30 Medicare	5,875	6,301	6,600	6,600	7,000	7,000	7,000	6.1%
31 Retirement	64,965	84,761	91,400	91,400	106,200	106,200	106,200	16.2%
32 Insurance Benefits	122,169	125,103	151,500	144,000	155,200	155,200	155,200	7.8%
33 Workers Compensation	3,290	4,738	5,200	5,200	5,500	5,500	5,500	5.8%
34 Total Personnel Services	579,173	630,980	689,300	681,800	732,500	732,500	732,500	7.4%
35 Materials & Services:								
36 Concrete	-	1,770	3,000	3,000	3,000	3,000	3,000	0.0%
37 Rock & Backfill	1,298	1,093	1,500	1,500	1,500	1,500	1,500	0.0%
38 Paving	3,050	4,032	4,800	4,800	4,800	4,800	4,800	0.0%
39 Meetings, Travel & Training	6,380	6,495	8,000	8,000	10,500	10,500	10,500	31.3%
40 Public Notices	80	-	-	-	-	-	-	-
41 Administrative Services Charges	286,338	311,907	380,500	363,100	388,900	388,900	388,900	7.1%
42 Contractual Services	95,091	116,519	159,200	128,500	150,000	150,000	150,000	16.7%
43 Engineering Services	18,990	26,322	45,000	25,000	30,000	30,000	30,000	20.0%
44 Janitorial	(6)	-	-	-	-	-	-	-
45 Utilities	513	20	-	-	-	-	-	-
46 Storm Drain Utilities	4,694	5,688	5,500	5,200	5,500	5,500	5,500	5.8%
47 Telephone	1,583	2,473	-	2,800	2,800	2,800	2,800	0.0%
48 Auto Insurance	267	-	-	-	-	-	-	-
49 Gasoline	2,429	2,265	3,000	2,600	3,000	3,000	3,000	15.4%
50 Diesel Fuel	4,384	3,928	8,000	4,500	6,000	6,000	6,000	33.3%
51 Vehicle Maintenance	1,419	406	3,500	3,600	5,000	5,000	5,000	38.9%
52 Equipment Maintenance	8,279	11,593	14,000	22,400	14,000	14,000	14,000	-37.5%
53 Permit Renewal & Registration Fees	3,032	3,168	4,000	3,500	6,000	6,000	6,000	71.4%
54 Plant Maintenance	6,229	7,194	12,500	11,200	12,500	12,500	12,500	11.6%
55 Pump Maintenance	3,626	578	10,000	3,600	10,000	10,000	10,000	177.8%
56 Operating Materials & Supplies	18,901	11,175	12,800	12,000	12,800	12,800	12,800	6.7%
57 Street Sweeping	96,602	96,970	98,000	97,300	98,000	98,000	98,000	0.7%
58 Medical Testing	309	116	400	-	400	400	400	-
59 Lab Tests	4,060	3,792	9,000	7,000	9,000	9,000	9,000	28.6%
60 Consumer Confidence Report/ Public Educator	3,055	751	4,000	4,000	7,900	7,900	7,900	97.5%
61 Total Materials & Services	570,603	618,255	786,700	713,600	781,600	781,600	781,600	9.5%

Public Works Stormwater Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
62 Capital Outlay:								
63 Field Equipment	3,485	10,267	13,400	10,000	3,900	3,900	3,900	-61.0%
64 Heavy Equipment/Service Vehicle	26,976	-	1,300	1,300	10,500	10,500	10,500	707.7%
65 Storm Sewer Pipe Extension or Repair	156,634	220,301	325,000	283,500	325,000	325,000	325,000	14.6%
66 Total Capital Outlay	187,095	230,568	339,700	294,800	339,400	339,400	339,400	15.1%
67 Total Expenditures	1,336,871	1,479,803	1,815,700	1,690,200	1,853,500	1,853,500	1,853,500	9.7%
68 Other Requirements:								
69 Contingency	-	-	90,800	-	92,700	92,700	92,700	
70 Contingency - Equipment	-	-	-	-	10,000	10,000	10,000	
71 Total Other Requirements	-	-	90,800	-	102,700	102,700	102,700	
72 Fund Balance:								
73 Assigned	441,792	436,773	246,200	323,600	235,400	235,400	235,400	-27.3%
74 TOTAL REQUIREMENTS	\$1,778,663	\$1,916,576	\$2,152,700	\$ 2,013,800	\$ 2,191,600	\$ 2,191,600	\$ 2,191,600	8.8%

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 22,692	\$ 21,156	\$ 33,800	\$ 29,500	\$ 33,300	\$ 33,300	\$ 33,300	12.9%
City Manager	11,238	11,625	14,000	14,000	14,600	14,600	14,600	4.3%
Information Systems	25,713	32,340	56,300	55,500	68,000	68,000	68,000	22.5%
Attorney's Office	2,253	3,472	7,200	7,100	7,400	7,400	7,400	4.2%
City Recorder	10,917	11,714	14,100	14,000	14,600	14,600	14,600	4.3%
Human Resources	26,704	27,159	30,200	29,900	31,800	31,800	31,800	6.4%
Finance	13,953	17,137	23,600	18,200	22,800	22,800	22,800	25.3%
Utility Billing	35,374	37,407	41,500	37,400	34,300	34,300	34,300	-8.3%
Facility Maintenance	31,686	26,936	34,000	34,000	32,200	32,200	32,200	-5.3%
Public Works	105,808	122,961	125,800	123,500	129,900	129,900	129,900	5.2%
Adjustments	-	-	-	-	-	-	-	
Administrative Services Charges	\$ 286,338	\$ 311,907	\$ 380,500	\$ 363,100	\$ 388,900	\$ 388,900	\$ 388,900	7.1%

Budget Notes:

Revenues:

- 6 The City updated the Stormwater Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its stormwater rates. Annual rate increases are expected to be approximately \$0.50 per Equivalent Service Unit for the next few years. The FY17-18 increase of \$0.55 per Equivalent Service Unit is anticipated in January 2018.

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.

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

Materials & Services:

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

Public Works

Sewer Fund

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
RESOURCES:								
1 Beginning Balance:	\$ 224,671	\$ 239,032	\$ 226,000	\$ 238,600	\$ 261,000	\$ 261,000	\$ 261,000	9%
2 Revenues:								
3 Charges for Services:								
4 Plan/Construction Fees	2,626	3,093	-	-	-	-	-	
5 Salem Sewer Billing	5,030,099	5,148,756	5,420,800	5,402,000	5,551,000	5,551,000	5,551,000	3%
6 Sewer Administration Fee	326,181	367,279	360,800	367,000	367,000	367,000	367,000	0%
7 Total Charges for Services	5,358,906	5,519,128	5,781,600	5,769,000	5,918,000	5,918,000	5,918,000	3%
8 Miscellaneous:								
9 Miscellaneous	99	89	-	-	-	-	-	
10 Interest Earnings	118	203	400	400	400	400	400	0%
11 Total Miscellaneous	217	292	400	400	400	400	400	0%
12 Total Revenues	5,359,123	5,519,420	5,782,000	5,769,400	5,918,400	5,918,400	5,918,400	3%
13 TOTAL RESOURCES	5,583,794	5,758,452	6,008,000	6,008,000	6,179,400	6,179,400	6,179,400	3%
REQUIREMENTS:								
15 Expenditures:								
16 Personnel Services:								
17 Community Development Staff	1,976	2,037	2,200	2,200	2,100	2,100	2,100	-5%
18 Cell Phone Stipend	9	9	100	100	100	100	100	0%
19 Wellness	4	5	100	100	100	100	100	0%
20 Medicare	30	31	100	100	100	100	100	0%
21 Retirement	454	535	600	600	600	600	600	0%
22 Insurance Benefits	382	375	500	500	500	500	500	0%
23 Workers Compensation	61	88	100	100	100	100	100	0%
24 Total Personnel Services	2,916	3,080	3,700	3,700	3,600	3,600	3,600	-3%
25 Materials & Services:								
26 Public Notices	64	-	100	-	100	100	100	
27 Administrative Services Charges	299,394	300,172	343,900	306,300	302,900	302,900	302,900	-1%
28 Contractual Services	1	4	-	-	-	-	-	
29 Engineering Services	695	365	500	-	500	500	500	
30 Salem Sewer Payments	5,041,692	5,160,677	5,420,800	5,437,000	5,625,000	5,625,000	5,625,000	3%
31 Emergency Management Expense	-	-	1,000	-	1,000	1,000	1,000	
32 Miscellaneous Expense	-	-	1,000	-	1,000	1,000	1,000	
33 Total Materials & Services	5,341,846	5,461,218	5,767,300	5,743,300	5,930,500	5,930,500	5,930,500	3%
34 Total Expenditures	5,344,762	5,464,298	5,771,000	5,747,000	5,934,100	5,934,100	5,934,100	3%
35 Other Requirements:								
36 Contingency	-	-	20,000	-	20,000	20,000	20,000	
37 Transfer to SLD Fund	-	55,600	-	-	-	-	-	
38 Total Other Requirements	-	55,600	20,000	-	20,000	20,000	20,000	
39 Fund Balance:								
40 Committed for Future Operations	239,032	238,554	217,000	261,000	225,300	225,300	225,300	-14%
41 TOTAL REQUIREMENTS	\$ 5,583,794	\$ 5,758,452	\$6,008,000	\$6,008,000	\$ 6,179,400	\$ 6,179,400	\$ 6,179,400	3%

Public Works
Sewer Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 6,379	\$ 6,311	\$ 8,500	\$ 7,400	\$ 8,300	\$ 8,300	\$ 8,300	12%
City Manager	5,025	4,827	3,600	3,600	3,800	3,800	3,800	6%
Information Systems	13,630	9,496	16,900	16,700	20,400	20,400	20,400	22%
Attorney's Office	5,200	4,533	4,300	4,200	2,100	2,100	2,100	-50%
City Recorder	4,882	4,864	5,200	5,200	3,800	3,800	3,800	-27%
Human Resources	7,506	8,040	9,400	9,300	8,000	8,000	8,000	-14%
Finance	60,467	61,640	72,000	55,500	68,000	68,000	68,000	23%
Utility Billing	166,259	175,906	194,800	175,500	161,200	161,200	161,200	-8%
Facility Maintenance	8,907	8,006	10,500	10,500	8,000	8,000	8,000	-24%
Public Works	21,138	16,549	18,700	18,400	19,300	19,300	19,300	5%
Adjustments	(387)	-	-	-	-	-	-	0%
Administrative Services Charges	\$ 299,006	\$ 300,172	\$ 343,900	\$ 306,300	\$ 302,900	\$ 302,900	\$ 302,900	-1%

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 2.5% for FY16-17 and 3.0% for FY17-18.
- 6 The Sewer Administration Fee is \$5.94 per bi-monthly bill set January 2015.

Expenditures:

Personnel Services:

- 16 The Public Works and Administrative Service staff are budgeted in the Administrative Services Fund and costs are charged back to the Sewer Fund based on estimated time spent in the Division.
- 27 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 27 The 3% increase in Salem Sewer Payments reflects the rate increase anticipated in FY17-18.

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 72,126	\$154,877	\$233,100	\$ 238,900	\$253,100	\$253,100	\$ 253,100	6%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fee	82,508	85,939	35,000	14,000	35,000	35,000	35,000	150%
6 Miscellaneous:								
7 Interest	243	574	200	200	200	200	200	0%
8 Total Revenues	82,751	86,513	35,200	14,200	35,200	35,200	35,200	148%
9 TOTAL RESOURCES	154,877	241,390	268,300	253,100	288,300	288,300	288,300	14%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Sewer Line Extensions	-	-	75,000	-	75,000	75,000	75,000	
14 Unanticipated Expense	-	2,478	178,300	-	178,300	178,300	178,300	
15 Total Capital Outlay	-	2,478	253,300	-	253,300	253,300	253,300	
16 Other Requirements:								
17 Transfers Out:								
18 Transportation Fund Interfund Loan	-	-	-	-	-	-	-	
19 Fund Balance:								
20 Restricted for Improvements	154,877	238,912	15,000	253,100	35,000	35,000	35,000	-86%
21 TOTAL REQUIREMENTS	\$154,877	\$241,390	\$268,300	\$ 253,100	\$288,300	\$288,300	\$ 288,300	14%

Budget Notes:

Revenues:

5 The System Development Fee projections for FY17-18 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.

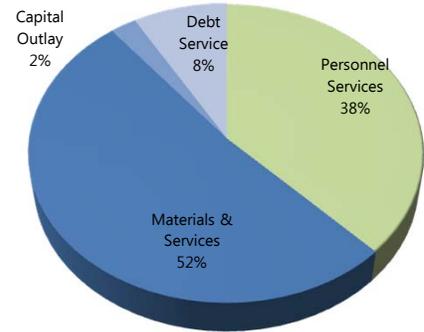
The Water Division operates under the Oregon Administrative Rules for Public Water Systems enforced by the Oregon Health Authority (OHA), Drinking Water Services (DWS) that administer and enforce drinking water quality standards for public water systems in the state of Oregon.

Accomplishments for FY16-17

- 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 the installation of a water main on Churchdale Ave. NE
- Updated (2) 4" meters and (1) 6" meters to more efficient and accurate meters
- Repaired 11 Water Main leaks
- Replaced Meadows Well Pump and Column
- Installed 72 Water Meters to New Properties

Division Goals for FY17-18

- 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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 671,481	\$ 682,145	\$ 698,500	\$ 865,700	\$ 811,900	\$ 811,900	\$ 811,900	-6.2%
3 Revenues:								
4 Licenses & Fees:								
5 Planning & Construction Fees	11,422	17,265	10,000	2,000	10,000	10,000	10,000	400.0%
6 Service Fees	27,041	29,912	15,000	18,000	15,000	15,000	15,000	-16.7%
7 Diesel Fuel Sales	27,787	21,320	37,000	20,000	20,000	20,000	20,000	0.0%
8 Live Tap Reimbursement	26,565	23,340	7,500	-	7,500	7,500	7,500	
9 Total Licenses & Fees	92,815	91,837	69,500	40,000	52,500	52,500	52,500	31.3%
10 Charges for Services:								
11 Water Sales	2,603,493	2,813,795	2,865,000	2,823,000	2,936,000	2,936,000	2,936,000	4.0%
12 Miscellaneous:								
13 Interest	1,506	2,002	1,000	2,000	2,000	2,000	2,000	0.0%
14 Miscellaneous	16,441	5,172	7,500	5,000	5,000	5,000	5,000	0.0%
15 Total Miscellaneous	17,947	7,174	8,500	7,000	7,000	7,000	7,000	0.0%
16 Other Resources:								
17 Transfers In:								
18 Transfer from Park Improvement Fund	-	-	-	-	-	-	-	
19 Transfer from Park Operations Fund	8,161	17,802	17,400	17,400	17,400	17,400	17,400	
20 Total Transfers In	8,161	17,802	17,400	17,400	17,400	17,400	17,400	0.0%
21 TOTAL RESOURCES	3,393,897.00	3,612,753	3,658,900	3,753,100	3,824,800	3,824,800	3,824,800	1.9%

Public Works Water Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
22 REQUIREMENTS:								
23 Expenditures:								
24 Personnel Services:								
25 Municipal Utility Workers	517,627	542,391	557,200	557,200	592,700	592,700	592,700	6.4%
26 Community Development Staff	1,975	2,037	2,200	2,200	2,200	2,200	2,200	0.0%
27 Overtime	15,253	17,890	19,500	19,000	19,500	19,500	19,500	2.6%
28 Duty Pay	15,670	15,720	15,600	15,600	15,600	15,600	15,600	0.0%
29 Cell Phone/Clothing Allowance	4,009	4,009	5,000	5,000	5,000	5,000	5,000	0.0%
30 Wellness	1,256	1,534	4,100	2,000	4,200	4,200	4,200	110.0%
31 Medicare	8,461	8,905	8,900	8,900	9,500	9,500	9,500	6.7%
32 Retirement	78,008	105,456	115,300	115,300	137,600	137,600	137,600	19.3%
33 Insurance Benefits	180,100	180,220	223,300	212,300	232,200	232,200	232,200	9.4%
34 Workers Compensation	7,071	7,876	8,700	8,700	9,300	9,300	9,300	6.9%
35 Total Personnel Services	829,430	886,038	959,800	946,200	1,027,800	1,027,800	1,027,800	8.6%
36 Materials & Services:								
37 Concrete	4,753	5,508	10,000	3,500	7,500	7,500	7,500	114.3%
38 Rock & Backfill	3,904	1,645	4,500	4,500	5,000	5,000	5,000	11.1%
39 Paving	7,912	7,875	10,000	8,000	10,000	10,000	10,000	25.0%
40 Sequestering Agent	14,402	4,828	10,500	10,700	11,500	11,500	11,500	7.5%
41 Fluoride	16,063	6,962	10,500	10,700	11,000	11,000	11,000	2.8%
42 Meetings, Travel & Training	12,994	13,126	15,000	12,500	15,000	15,000	15,000	20.0%
43 Public Notices	276	-	300	-	300	300	300	
44 Administrative Services Charges	608,391	625,350	687,300	641,800	668,800	668,800	668,800	4.2%
45 Contractual Services	16,437	12,233	17,500	18,000	23,500	23,500	23,500	30.6%
46 Flagging	2,645	3,604	5,000	5,000	5,000	5,000	5,000	0.0%
47 Engineering Services	22,639	15,214	35,000	20,000	20,000	20,000	20,000	0.0%
48 Janitorial	(22)	-	-	-	-	-	-	
49 Electricity	224,437	234,477	240,000	238,000	245,000	245,000	245,000	2.9%
50 Natural Gas	2,410	2,198	2,500	2,000	2,500	2,500	2,500	25.0%
51 Telephone	3,336	4,947	-	3,900	3,900	3,900	3,900	0.0%
52 Telemetry	2,848	6,908	10,000	8,500	10,000	10,000	10,000	17.6%
53 Gasoline	15,412	11,980	18,000	12,000	15,000	15,000	15,000	25.0%
54 Diesel Fuel	37,234	25,301	45,000	30,000	35,000	35,000	35,000	16.7%
55 Vehicle Maintenance	21,354	17,523	20,000	9,500	20,000	20,000	20,000	110.5%
56 Equipment Maintenance	8,043	9,431	12,000	14,700	12,000	12,000	12,000	-18.4%
57 Plant Maintenance	44,947	34,706	45,000	39,000	45,000	45,000	45,000	15.4%
58 Live Taps	28,700	23,470	10,000	4,800	10,000	10,000	10,000	108.3%
59 Pump House Maintenance	12,395	11,618	10,000	7,500	10,000	10,000	10,000	33.3%
60 Pump Maintenance	33,889	75,315	65,000	50,000	65,000	65,000	65,000	30.0%
61 Operating Materials & Supplies	19,530	22,295	30,000	20,000	30,000	30,000	30,000	50.0%
62 Medical Testing	990	-	1,200	-	-	-	-	
63 Water Mains	36,024	40,012	25,000	25,000	25,000	25,000	25,000	0.0%
64 Lab Tests	36,894	42,465	50,000	45,000	57,000	57,000	57,000	26.7%
65 Contract Meter Reading	36,104	37,256	38,000	38,400	39,600	39,600	39,600	3.1%
66 Consumer Confidence Report	8,502	9,567	12,000	7,600	10,000	10,000	10,000	31.6%
67 Miscellaneous	118	(50)	1,000	-	-	-	-	
68 Total Materials & Services	1,283,561	1,305,764	1,440,300	1,290,600	1,412,600	1,412,600	1,412,600	9.5%

Public Works Water Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
69 Capital Outlay:								
70 Field Equipment	11,156	11,179	21,700	21,700	10,100	10,100	10,100	-53.5%
71 Water Meters	45,081	34,061	30,500	30,500	30,000	30,000	30,000	-1.6%
72 Heavy Equipment/Vehicle	8,609	28,545	23,400	23,400	18,000	18,000	18,000	-23.1%
73 Unanticipated Expense	-	-	7,600	-	5,800	5,800	5,800	
74 Total Capital Outlay	64,846	73,785	83,200	75,600	63,900	63,900	63,900	-15.5%
75 Debt Service:								
76 Principal	180,000	185,000	190,000	190,000	200,000	200,000	200,000	5.3%
77 Interest	53,915	46,433	38,800	38,800	30,800	30,800	30,800	-20.6%
78 Total Debt Service	233,915	231,433	228,800	228,800	230,800	230,800	230,800	0.9%
79 Total Expenditures	2,411,752	2,497,020	2,712,100	2,541,200	2,735,100	2,735,100	2,735,100	7.6%
80 Other Requirements:								
81 Contingency	-	-	125,000	-	125,000	125,000	125,000	
82 Equipment Contingency	-	-	-	-	40,000	40,000	40,000	
83 Transfer to Water Facility Replacement Reserve	300,000	250,000	400,000	400,000	400,000	400,000	400,000	0.0%
84 Total Other Requirements	300,000	250,000	525,000	400,000	565,000	565,000	565,000	41.3%
85 Fund Balance:								
86 Restricted for Operations	682,145	865,733	421,800	811,900	524,700	524,700	524,700	-35.4%
87 TOTAL REQUIREMENTS	\$ 3,393,897	\$ 3,612,753	\$ 3,658,900	\$ 3,753,100	\$ 3,824,800	\$ 3,824,800	\$ 3,824,800	1.9%

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 36,338	\$ 33,563	\$ 53,800	\$ 46,900	\$ 53,000	\$ 53,000	\$ 53,000	13.0%
City Manager	19,182	19,111	21,000	21,000	21,900	21,900	21,900	4.3%
Information Systems	44,660	61,723	58,100	57,300	70,200	70,200	70,200	22.5%
Attorney's Office	6,511	7,137	9,300	9,200	8,000	8,000	8,000	-13.0%
City Recorder	18,635	19,358	21,600	21,500	21,900	21,900	21,900	1.9%
Human Resources	42,762	43,141	48,100	47,700	50,600	50,600	50,600	6.1%
Finance	60,467	61,640	72,000	55,500	68,000	68,000	68,000	22.5%
Utility Billing	152,109	160,944	178,200	160,600	147,400	147,400	147,400	-8.2%
Facility Maintenance	50,739	42,759	54,000	54,000	51,200	51,200	51,200	-5.2%
Public Works	176,987	175,974	171,200	168,100	176,600	176,600	176,600	5.1%
Adjustments	1	-	-	-	-	-	-	
Administrative Service Charges	\$ 608,391	\$ 625,350	\$ 687,300	\$ 641,800	\$ 668,800	\$ 668,800	\$ 668,800	4.2%

Public Works Water Fund

Budget Notes:

Revenues:

- 11 The City updated the Water Capital Improvement Plan in FY12-13 and is operating with an even rate slope model for setting its water rates. Annual rate increases are expected to be approximately 4% for the next several years. The FY17-18 increase is anticipated in January 2017.

Expenditures:

Personnel Services:

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

Materials & Services:

- 44 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 45 Contractual services includes \$12,000 for temporary employees and \$5,000 for hydrant painting and \$5,500 for a Water System Survey (OHA).

Capital Outlay:

- 70 Field equipment includes Davit Safety Retrieval System with installation of mounting flush floormount Sleeve Brackets at three vaults.
- 72 Replacement of the 1996 Ford Ranger, Water Fund's share \$18,0000. Total acquisition cost \$30,000.

Debt Service:

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

09/01/17	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	<u>\$ 850,000</u>	<u>\$ 71,340</u>

Public Works

Water Facility Replacement Fund

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

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

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

Projects completed FY16-17

- Installed 3 Monitoring Wells
- Abandoned the Lauderback Well
- Continued steel watermain replacement program

Capital Improvements Planned FY17-18

- Continue the steel watermain replacement program

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 556,092	\$ 316,514	\$ 239,000	\$ 167,800	\$ 236,300	\$ 236,300	\$ 236,300	41%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	105,561	117,077	59,400	47,000	33,600	33,600	33,600	-29%
6 Miscellaneous:								
7 Interest	1,306	1,302	1,000	1,500	1,500	1,500	1,500	0%
8 Miscellaneous	-	43,567	-	-	-	-	-	
9 Total Miscellaneous	1,306	44,869	1,000	1,500	1,500	1,500	1,500	0%
10 Total Revenues	106,867	161,946	60,400	48,500	35,100	35,100	35,100	-28%
11 Other Resources:								
12 Debt Proceeds:								
13 Loan	-	-	100,000	100,000	-	-	-	-100%
14 Transfers In:								
15 Transfer from Water Fund	300,000	250,000	400,000	400,000	400,000	400,000	400,000	0%
16 Total Other Resources	300,000	250,000	500,000	500,000	400,000	400,000	400,000	-20%
17 TOTAL RESOURCES	962,959	728,460	799,400	716,300	671,400	671,400	671,400	-6%
18 REQUIREMENTS:								
19 Expenditures:								
20 Capital Outlay:								
21 Supply/Treatment	114,358	149,164	95,000	95,000	-	-	-	-100%
22 Transmission & Distribution Mains	412,747	406,532	400,000	385,000	400,000	400,000	400,000	4%
23 General Plant	119,341	4,981	-	-	-	-	-	
24 Unanticipated Expenses	-	-	49,500	-	40,000	40,000	40,000	
25 Total Capital Outlay	646,445	560,677	544,500	480,000	440,000	440,000	440,000	-8%
26 Fund Balance:								
27 Restricted for Debt Service Requirements	-	-	234,100	234,100	231,400	231,400	231,400	-1%
28 Restricted for Improvements	316,514	167,783	20,800	2,200	-	-	-	-100%
29 Total Fund Balance	316,514	167,783	254,900	236,300	231,400	231,400	231,400	-2%
30 TOTAL REQUIREMENTS	\$ 962,959	\$ 728,460	\$ 799,400	\$ 716,300	\$ 671,400	\$ 671,400	\$ 671,400	-6%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY17-18 assume 34 new single family homes.
The City intends to finance its capital improvements over the next several years to help smooth water rates charged to customers.

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 FY16-17

Preliminary design of restrooms for the Big Toy at Keizer Rapids Park and materials for power to the project site.

Improvements Planned for FY17-18

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 371,698	\$ 471,922	\$ 915,800	\$ 964,500	\$ 1,000,200	\$ 1,000,200	\$ 1,000,200	4%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	261,778	464,056	80,100	85,000	59,800	59,800	59,800	-30%
6 Intergovernmental:								
7 Grants	30,000	-	456,800	-	456,800	456,800	456,800	
8 Miscellaneous:								
9 Interest	1,006	2,242	600	1,000	1,000	1,000	1,000	0%
10 Donations	83,538	51,002	-	-	-	-	-	
11 Total Miscellaneous	84,544	53,244	600	1,000	1,000	1,000	1,000	0%
12 Total Revenues	376,322	517,300	537,500	86,000	517,600	517,600	517,600	502%
13 TOTAL RESOURCES	748,020	989,222	1,453,300	1,050,500	1,517,800	1,517,800	1,517,800	44%
14 REQUIREMENTS:								
15 Expenditures:								
16 Capital Outlay:								
17 Grant Expenditures	-	-	456,800	50,000	406,800	406,800	406,800	714%
18 Improvements	276,098	24,701	50,000	300	50,000	50,000	50,000	16567%
19 Unanticipated Expenses:								
20 ADA Access to Amphitheater	-	-	10,000	-	525,000	525,000	525,000	
21 Total Unanticipated Expenses	-	-	10,000	-	525,000	525,000	525,000	
22 Total Capital Outlay	276,098	24,701	516,800	50,300	981,800	981,800	981,800	1852%
23 Fund Balance:								
24 Restricted for Improvements	471,922	964,521	936,500	1,000,200	536,000	536,000	536,000	-46%
25 TOTAL REQUIREMENTS	\$ 748,020	\$ 989,222	\$ 1,453,300	\$ 1,050,500	\$ 1,517,800	\$ 1,517,800	\$ 1,517,800	44%

Budget Notes:

Revenues:

5 The System Development Fee projections for FY17-18 assumes 34 new single family homes during the year.

Expenditures:

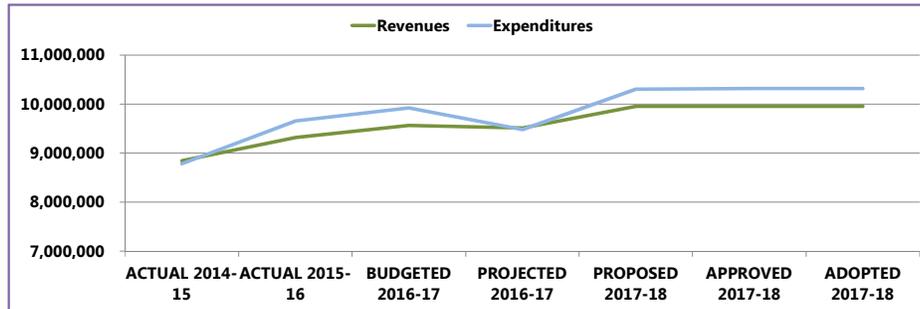
17 Capital outlay expenditures are for Keizer Rapids Park project.
18

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

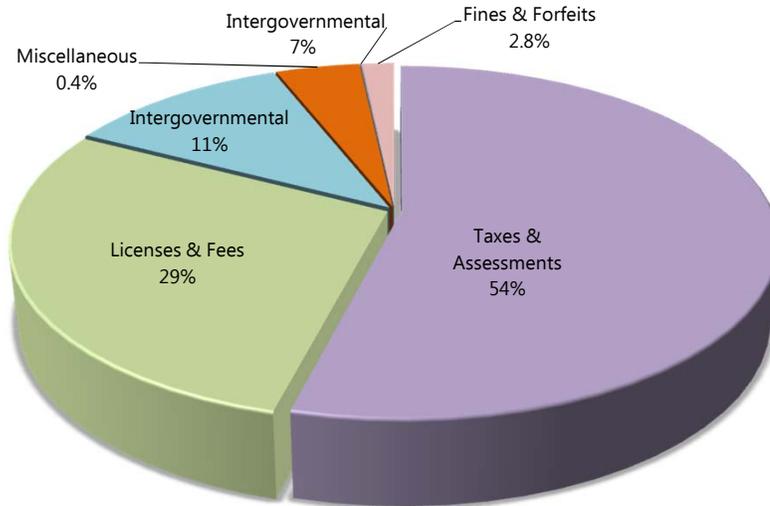


	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 2,238,952	\$ 2,252,427	\$ 1,851,500	\$ 1,898,500	\$ 1,915,000	\$ 1,915,000	\$ 1,915,000	1%
3 Revenues:								
4 Taxes & Assessments	4,534,152	4,839,704	5,036,900	5,004,000	5,379,500	5,379,500	5,379,500	8%
5 Licenses & Fees	2,671,443	2,769,829	2,776,500	2,795,200	2,844,900	2,844,900	2,844,900	2%
6 Intergovernmental	1,062,148	1,079,588	1,171,800	1,103,800	1,133,000	1,133,000	1,133,000	3%
7 Fines & Forfeitures	388,858	404,275	408,000	428,000	428,000	428,000	428,000	0%
8 Charges for Services	2,598	3,411	5,000	7,400	5,000	5,000	5,000	-32%
9 Miscellaneous	184,376	219,535	166,100	174,400	163,900	163,900	163,900	-6%
10 Total Revenues	8,843,574	9,316,342	9,564,300	9,512,800	9,954,300	9,954,300	9,954,300	5%
11 Other Resources:								
12 Transfers In	5,000	-	-	-	-	-	-	-
13 Total Other Resources:	5,000	-	-	-	-	-	-	-
14 TOTAL RESOURCES	11,087,526	11,568,769	11,415,800	11,411,300	11,869,300	11,869,300	11,869,300	4%
15 REQUIREMENTS:								
16 Expenditures:								
17 Personnel Services	5,866,152	6,242,133	6,443,100	6,304,500	6,757,100	6,757,100	6,757,100	7%
18 Materials & Services	2,581,363	3,385,318	3,259,060	3,005,100	3,285,100	3,294,450	3,294,450	10%
19 Capital Outlay	335,550	25,007	219,000	169,300	263,000	263,000	263,000	55%
20 Total Expenditures	8,783,065	9,652,458	9,921,160	9,478,900	10,305,200	10,314,550	10,314,550	9%
21 Other Requirements:								
22 Transfers Out	52,036	17,802	17,400	17,400	17,400	17,400	17,400	0%
23 Contingency	-	-	50,000	-	50,000	50,000	50,000	-
24 Total Other Requirements	52,036	17,802	67,400	17,400	67,400	67,400	67,400	287%
25 Fund Balance:								
26 Committed	-	-	-	-	-	-	-	-
27 Unassigned	2,252,425	1,898,509	1,427,240	1,915,000	1,496,700	1,487,350	1,487,350	-22%
28 Total Fund Balance	2,252,425	1,898,509	1,427,240	1,915,000	1,496,700	1,487,350	1,487,350	-22%
29 TOTAL REQUIREMENTS	\$ 11,087,526	\$ 11,568,769	\$ 11,415,800	\$ 11,411,300	\$ 11,869,300	\$ 11,869,300	\$ 11,869,300	4%

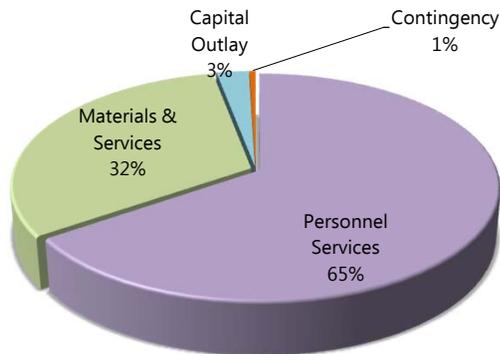
Fund Balance as a Percent of Revenues	25.5%	20.4%	14.9%	20.1%	15.0%	14.9%	14.9%
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General Fund Revenues & Expenditures Summary

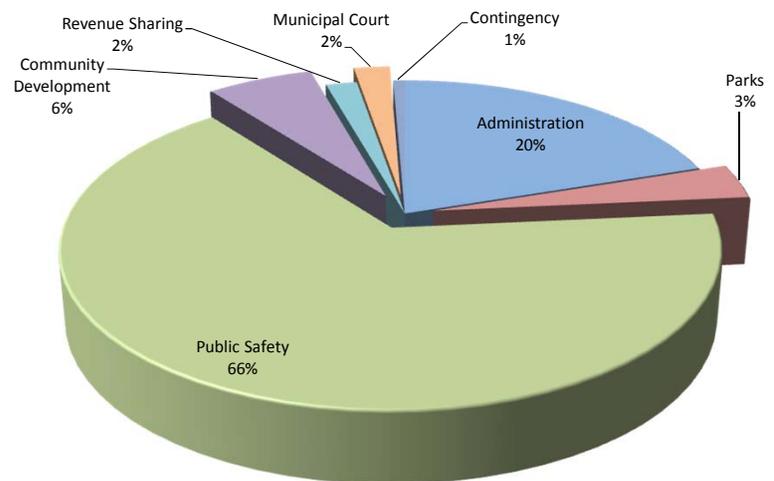
Revenues by Major Category



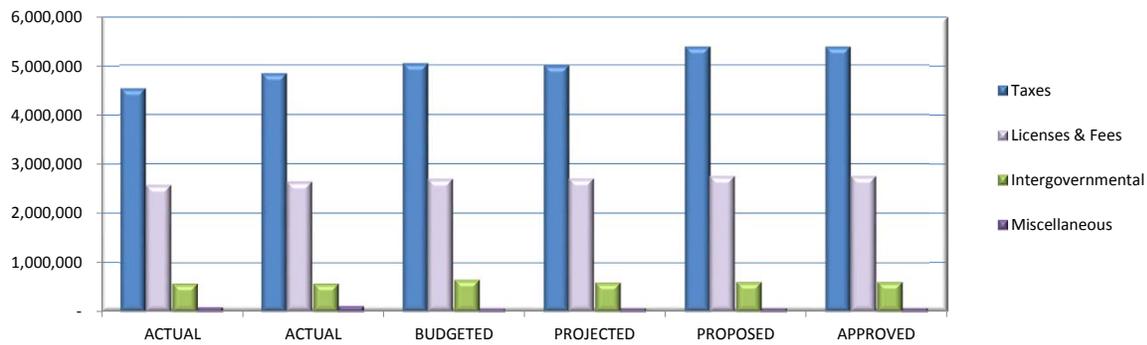
Expenditures by Major Category



Expenditures by Function



General Fund Non-Departmental Resources



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ 2,122,143	\$ 2,105,190	\$ 1,758,200	\$ 1,793,200	\$ 1,825,000	\$ 1,825,000	\$ 1,825,000	2%
3 Taxes:								
4 Current Taxes	4,296,500	4,726,648	4,866,900	4,904,000	5,099,500	5,099,500	5,099,500	4%
5 Prior Year Taxes	169,209	113,056	170,000	100,000	100,000	100,000	100,000	0%
6 Marijuana Tax	-	-	-	-	180,000	180,000	180,000	
7 Hotel/Motel Tax	68,443	-	-	-	-	-	-	
8 Total Taxes	4,534,152	4,839,704	5,036,900	5,004,000	5,379,500	5,379,500	5,379,500	8%
9 Licenses & Fees:								
10 Electric Franchise	1,059,641	1,072,755	1,102,000	1,075,000	1,086,000	1,086,000	1,086,000	1%
11 Natural Gas Franchise	324,257	319,855	334,700	322,000	328,000	328,000	328,000	2%
12 Telephone Franchise	50,067	48,991	45,000	45,000	43,000	43,000	43,000	-4%
13 Cable Television Franchise	421,468	448,721	458,400	476,000	495,000	495,000	495,000	4%
14 Sanitation Franchise	203,539	222,541	216,000	238,000	240,000	240,000	240,000	1%
15 Water Sales Assessments	137,076	147,519	152,700	152,700	158,800	158,800	158,800	4%
16 Sewer License Fee	281,707	290,004	298,700	304,300	312,700	312,700	312,700	3%
17 Stormwater Franchise	51,189	56,358	61,600	61,600	67,200	67,200	67,200	9%
18 Wireless Franchise	10,920	-	-	-	-	-	-	
19 Liquor Licenses	2,785	2,675	2,700	2,700	2,700	2,700	2,700	0%
20 Lien Search Fee	27,994	31,541	25,000	25,000	25,000	25,000	25,000	0%
21 Total Licenses & Fees	2,570,643	2,640,960	2,696,800	2,702,300	2,758,400	2,758,400	2,758,400	2%
22 Intergovernmental:								
23 Cigarette Tax	49,242	48,804	45,500	45,500	42,700	42,700	42,700	-6%
24 Liquor Tax	531,868	531,248	613,000	555,000	572,000	572,000	572,000	3%
25 Total Intergovernmental	581,110	580,052	658,500	600,500	614,700	614,700	614,700	2%
26 Miscellaneous:								
27 Stadium Rent	48,899	54,631	46,700	50,000	50,000	50,000	50,000	0%
28 Interest	4,635	5,060	5,500	5,500	6,000	6,000	6,000	9%
29 Rentals	100	100	-	-	-	-	-	
30 Cell Tower Rent	10,427	10,500	11,000	11,000	11,000	11,000	11,000	0%
31 Art Walk Revenue	800	1,800	1,700	3,200	3,200	3,200	3,200	0%
32 Art Sales Proceeds	-	20	-	-	-	-	-	
33 Parks SDC Admin Fee	29,087	51,364	10,000	10,000	10,000	10,000	10,000	0%
34 Miscellaneous Revenue	7,878	2,732	2,000	2,000	2,000	2,000	2,000	0%
35 Total Miscellaneous	101,826	126,207	78,400	81,700	82,200	82,200	82,200	1%

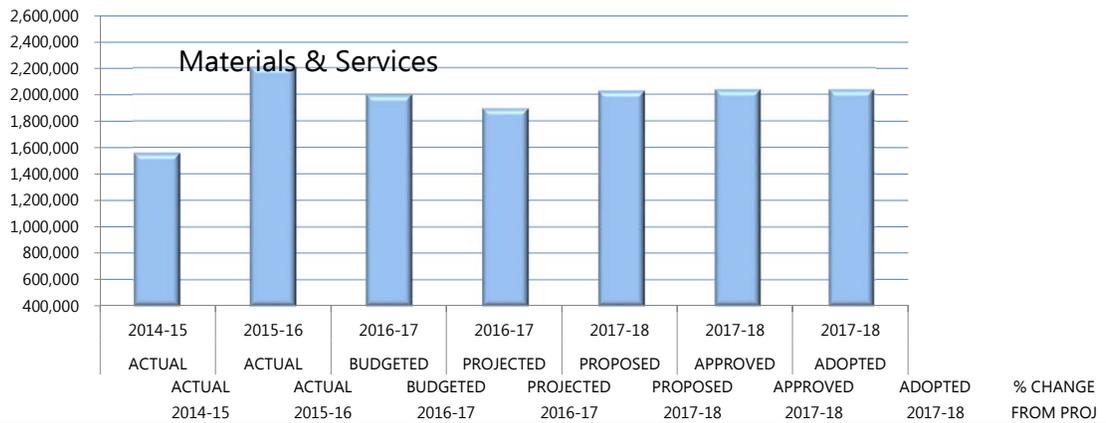
General Fund Non-Departmental Resources

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
36 Transfers In:								
37 From PEG Fund	5,000	-	-	-	-	-	-	-
38 Total Transfers In	5,000	-	-	-	-	-	-	-
39 TOTAL RESOURCES	\$9,914,874	\$ 10,292,113	\$ 10,228,800	\$10,181,700	\$ 10,659,800	\$10,659,800	\$10,659,800	5%

Budget Notes:

- 4 Property Tax Revenues are expected to increase 4%; 1% from new construction based on permits processed in FY16-17 and 3.0% from increased valuation. Marion County projects a tentative 4% increase overall, however, official estimates are not available at this time.
- 10 PGE anticipates a long term growth rate of 1%. Salem Electric will be increasing the base residential fee beginning October 2017.
- 11 NW Natural Gas anticipates growing 1.5% in 2017-18.
- 12 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. FY17-18 revenue projections are based on a 4% reduction over FY16-17 projected revenues, consistent with the current downward trend.
- 13 Comcast is projecting a 4% increase overall in cable television revenues during calendar year 2017.
- 14 Sanitation revenues were adjusted in October 2016 no additional changes are anticipated that would impact FY17-18.
- 15
- 16 City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY17-18.
- 17
- 18 The City's Wireless agreement with Clear Wireless ended during FY14-15.
- 23 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. Both
- 24 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



	2014-15	2015-16	2016-17	2016-17	2017-18	2017-18	2017-18	2017-18	% CHANGE FROM PROJ
1 TOTAL REQUIREMENTS:									
2 Expenditures:									
3 Materials & Services:									
4 Public Notices	\$ 906	\$ 1,198	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	0.0%
5 Art Walk Artists' Stipends	800	1,800	3,200	1,400	3,200	3,200	3,200	3,200	128.6%
6 Public Art Commission	326	967	3,500	3,000	3,000	3,000	3,000	3,000	0.0%
7 Civic Center Art	-	312	500	500	500	500	500	500	0.0%
8 Art Sale Commissions	-	17	-	100	-	-	-	-	
9 Points of Interest Commission	-	-	1,860	800	-	-	-	-	-100.0%
10 Legal Services	355	4,331	18,900	2,000	10,000	10,000	10,000	10,000	400.0%
11 Administrative Services Charges	1,487,144	1,588,977	1,698,100	1,617,200	1,751,700	1,751,700	1,751,700	1,751,700	8.3%
12 Contractual Services	12,229	16,940	38,000	38,000	24,000	24,000	24,000	24,000	-36.8%
13 Insurance	-	316	-	400	400	400	400	400	0.0%
14 Keizer Chamber Support	-	1,200	1,500	500	1,500	3,700	3,700	3,700	640.0%
15 Holiday Lights	4,581	15,060	-	-	-	-	-	-	
16 Off-Site Property Maintenance	6,735	5,923	7,500	6,000	7,500	7,500	7,500	7,500	25.0%
17 Neighborhood Associations	1,322	773	1,200	1,200	1,200	1,100	1,100	1,100	-8.3%
18 SK Schools Tax Payment	33,515	560,178	209,000	209,000	209,000	209,000	209,000	209,000	0.0%
19 Volunteer Recognition	187	84	200	200	200	200	200	200	0.0%
20 Keizer Community Library	7,403	7,400	8,000	8,000	8,000	10,000	10,000	10,000	25.0%
21 After School Programs	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	0.0%
22 Mid-Willamette Homeless Initiative	-	-	-	-	-	5,000	5,000	5,000	
23 Miscellaneous	612	-	1,000	1,000	1,000	1,000	1,000	1,000	0.0%
24 Emergency Management	-	-	1,000	1,000	1,000	1,000	1,000	1,000	0.0%
25 Total Materials & Services	1,562,115	2,211,476	2,000,860	1,897,700	2,029,600	2,038,700	2,038,700	2,038,700	7.4%
26 Capital Outlay									
27 Area B Development Costs	-	-	51,700	-	51,700	51,700	51,700	51,700	
28 Total Expenditures	1,562,115	2,211,476	2,052,560	1,897,700	2,081,300	2,090,400	2,090,400	2,090,400	10.2%
29 Other Requirements:									
30 Contingencies:									
31 General Contingency	-	-	50,000	-	50,000	50,000	50,000	50,000	
32 Transfers Out:									
33 Community Center Fund	43,875	-	-	-	-	-	-	-	
34 Water Fund	8,161	17,802	17,400	17,400	17,400	17,400	17,400	17,400	0.0%
35 Total Transfers Out	52,036	17,802	17,400	17,400	17,400	17,400	17,400	17,400	0.0%
36 TOTAL REQUIREMENTS	\$1,614,151	\$ 2,229,278	\$ 2,119,960	\$ 1,915,100	\$ 2,148,700	\$ 2,157,800	\$ 2,157,800	\$ 2,157,800	12.7%

General Fund Non-Departmental Requirements

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 152,572	\$ 150,893	\$ 220,800	\$ 192,700	\$ 217,600	\$ 217,600	\$ 217,600	12.9%
City Manager	151,124	166,283	166,600	166,200	173,500	173,500	173,500	4.4%
Information Systems	233,495	269,289	288,000	283,900	347,700	347,700	347,700	22.5%
Attorney's Office	200,075	234,564	237,600	234,600	242,400	242,400	242,400	3.3%
City Recorder	137,344	157,149	157,600	156,700	162,700	162,700	162,700	3.8%
Human Resources	179,544	194,233	198,700	198,300	207,800	207,800	207,800	4.8%
Finance	192,438	205,287	189,300	145,700	172,700	172,700	172,700	18.5%
Facility Maintenance	213,039	192,132	223,000	223,000	210,300	210,300	210,300	-5.7%
Public Works	13,009	19,147	16,500	16,100	17,000	17,000	17,000	5.6%
Adjustments	14,504	-	-	-	-	-	-	
Administrative Services Charges	\$ 1,487,144	\$ 1,588,977	\$ 1,698,100	\$ 1,617,200	\$ 1,751,700	\$ 1,751,700	\$ 1,751,700	8.3%

Budget Notes:

- 10 Legal Services include \$10,000 for outside legal counsel who specialize in telecom, to prepare a master telecom ordinance, inclusive of all telecom providers doing business in Keizer. The City currently has an exclusive agreement with CenturyLink (aka Qwest) and does not have a master telecom ordinance.
- 11 Administrative Service Charges increased primarily from personnel service increases associated with salary and wage, retirement and insurance expenses.
- 12 Contractual services includes recurring lien search fees and credit card processing fees of \$24,000.
- 18 The City's outstanding debt to the Salem-Keizer School District is \$1,043,205, 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 five 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.

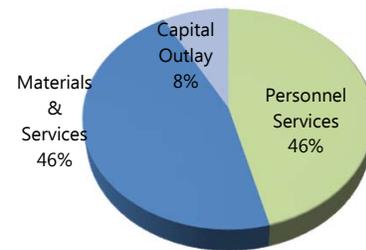
The Parks Division has two full-time employees and supplements staffing in the summer months through a temporary agency. The primary focus of Parks Staff is on maintenance of the Parks system with emphasis on mowing, garbage collection, and maintenance of the various park amenities. Repair or replacement 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 2016-17

Resurfaced South Parking Lot at Claggett Creek Park

Division Goal for FY 2017-18

Start on phase #1 of Carlson Skate Park crack repairs



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances:								
3 Dog Park Donations	\$ 528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
4 Park Donations	5,590	-	-	-	-	-	-	
5 Developers Tree Reimbursements	4,889	8,372	-	7,200	2,500	2,500	2,500	-65%
6 Keizer Rotary Amphitheater Fees	8,275	6,763	-	5,600	-	-	-	-100%
7 Total Beginning Balances	19,282	15,135	-	12,800	2,500	2,500	2,500	-80%
8 Revenues:								
9 Licenses & Fees:								
10 Park Reservation Fees	3,580	4,522	2,700	3,000	3,500	3,500	3,500	16.7%
11 Amphitheater Rental Fees	2,951	5,950	3,000	3,000	3,000	3,000	3,000	0%
12 Total Licenses & Fees	6,531	10,472	5,700	6,000	6,500	6,500	6,500	8%
13 Intergovernmental:								
14 MAP Boat Ramp Grant	4,100	4,700	4,700	4,700	4,700	4,700	4,700	0%
15 Total Intergovernmental	4,100	4,700	4,700	4,700	4,700	4,700	4,700	0%
16 Miscellaneous:								
17 Park Rental Income	40,144	53,399	52,000	52,000	54,000	54,000	54,000	3.8%
18 Park Donations	925	-	-	-	-	-	-	
19 Dog Park Donations	1,600	-	-	-	-	-	-	
20 Developers Tree Reimbursements	3,723	300	-	-	-	-	-	
21 Little League Reimbursement	-	5,000	-	-	-	-	-	
22 Total Miscellaneous	46,392	58,699	52,000	52,000	54,000	54,000	54,000	3.8%
23 Total Resources	76,305	89,006	62,400	75,500	67,700	67,700	67,700	-10.3%

General Fund Park Operations

24 Expenditures:

25 Personnel Services:

26	Municipal Utility Workers	92,230	94,596	97,400	97,400	102,100	102,100	102,100	4.8%
27	Overtime	9,222	79	600	600	600	600	600	0.0%
28	Clothing/Phone Stipends	760	1,435	1,600	1,600	1,600	1,600	1,600	0.0%
29	Wellness	124	302	800	400	800	800	800	100.0%
30	Medicare - Social Security	1,572	1,483	1,600	1,600	1,600	1,600	1,600	0.0%
31	Retirement	14,652	17,402	18,800	18,800	20,900	20,900	20,900	11.2%
32	Insurance Benefits	32,598	33,303	40,300	39,500	41,800	41,800	41,800	5.8%
33	Workers Compensation	806	1,263	1,400	1,300	1,400	1,400	1,400	7.7%
34	Total Personnel Services	151,964	149,863	162,500	161,200	170,800	170,800	170,800	6.0%
		ACTUAL	ACTUAL	APPROVED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
		2014-15	2015-16	2017-18	2016-17	2017-18	2017-18	2017-18	FROM PROJ

35 Materials & Services:

36	Parks Materials & Supplies	23,935	28,385	30,000	30,000	30,000	30,000	30,000	0.0%
37	Meetings, Travel & Training	789	695	1,500	1,000	1,500	1,500	1,500	50.0%
38	Public Notices	152	405	400	400	400	400	400	0.0%
39	Contractual Services	71,363	84,454	82,200	82,200	84,000	84,000	84,000	2.2%
40	Developers Tree Expenses	240	1,132	4,700	4,700	4,700	4,700	4,700	0%
41	Utilities	3,923	3,433	4,200	4,200	4,200	4,200	4,200	0.0%
42	Telephone	1,269	1,309	1,500	1,500	1,500	1,500	1,500	0.0%
43	Auto Insurance	59	-	-	-	-	-	-	
44	Gasoline	7,621	5,660	7,500	7,500	7,500	7,500	7,500	0.0%
45	Diesel	-	469	-	500	500	500	500	0.0%
46	Vehicle Maintenance	2,438	3,508	3,500	4,500	3,500	3,500	3,500	-22.2%
47	Equipment Maintenance	4,090	2,508	4,000	4,000	4,000	4,000	4,000	0.0%
48	Park Projects	4,016	-	-	-	-	-	-	
49	Dog Park Projects	2,200	587	-	-	-	-	-	
50	Boat Ramp Maintenance	5,945	3,536	4,700	4,700	4,700	4,700	4,700	0%
51	Keizer Rotary Amphitheater	4,463	7,019	10,000	10,000	10,000	10,000	10,000	0%
52	Medical Testing	185	-	-	-	-	-	-	
53	Grant Program	2,930	20,000	20,000	20,000	-	-	-	-100.0%
54	Park Rental Program Expenses	2,479	3,908	6,000	6,000	7,000	7,000	7,000	16.7%
55	Recreation Projects	2,000	2,000	2,000	2,000	2,000	2,000	2,000	0%
56	Little League Park Maintenance	10,049	9,526	6,000	6,000	6,000	6,000	6,000	0.0%
57	Total Materials & Services	150,146	178,534	188,200	189,200	171,500	171,500	171,500	-9.4%

58 Capital Outlay:

59	Field Equipment	4,209	2,986	4,000	4,000	4,000	4,000	4,000	0.0%
60	Capital Improvements	3,261	10,856	11,100	13,100	26,100	26,100	26,100	99.2%
61	Total Capital Outlay	7,470	13,842	15,100	17,100	30,100	30,100	30,100	76.0%
62	Total Requirements	\$ 309,580	\$ 342,239	\$ 365,800	\$ 367,500	\$ 372,400	\$ 372,400	\$ 372,400	72.6%

General Fund Park Operations

Budget Notes:

Expenditures:

- 24 Parks General Support Resources equal at least 2.5% of General Fund budgeted revenues as is the policy of the City. The FY17-18 budget is 3.7% of budgeted revenues.

Personnel Services:

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

Materials & Services:

- 51 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.
- 53 Grant Program suspended for FY 17-18 to provide funding for Carlson Skate Park repairs.
- 56 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).

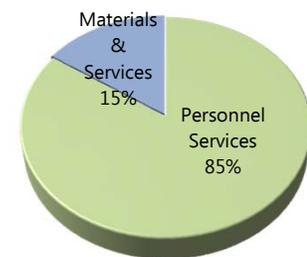
Capital Outlay:

- 60 Capital improvements include repairing cracks in the concrete at the Carlson Skate Park.

General Fund Community Development

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

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



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 Revenues:								
2 Licenses & Fees:								
3 Sign Permits	\$ 5,400	\$ 4,263	\$ 4,000	\$ 5,200	\$ 4,000	\$ 4,000	\$ 4,000	-23.1%
4 Land Use Application Fees	24,356	11,945	18,000	25,700	18,000	18,000	18,000	-30.0%
5 Building Fees - Zoning	36,613	60,347	30,000	28,000	30,000	30,000	30,000	7.1%
6 Permit Administrative Fee	24,827	37,842	20,000	18,000	20,000	20,000	20,000	11.1%
7 Facility Fee	3,074	4,000	2,000	10,000	8,000	8,000	8,000	-20.0%
8 Total Licenses & Fees	94,269	118,397	74,000	86,900	80,000	80,000	80,000	-7.9%
9 Charges for Services:								
10 Nuisance Abatement	2,598	3,411	5,000	7,400	5,000	5,000	5,000	-32.4%
11 Total Revenues	96,867	121,808	79,000	94,300	85,000	85,000	85,000	-9.9%
12 Expenditures:								
13 Personnel Services:								
14 Community Development Director	105,654	107,662	108,600	108,600	110,100	110,100	110,100	1.4%
15 Code Compliance Officer	9,435	38,838	40,700	40,700	42,600	42,600	42,600	4.7%
16 Planning Staff	137,877	146,131	149,300	129,200	135,000	135,000	135,000	4.5%
17 Administrative Support	51,490	54,077	54,500	54,500	45,000	45,000	45,000	-17.4%
18 Stormwater Technician	2,150	2,732	3,000	3,000	3,100	3,100	3,100	3.3%
19 Overtime	-	-	1,000	500	1,000	1,000	1,000	100.0%
20 Cell Phone Stipend	1,593	2,460	3,400	2,500	2,500	2,500	2,500	0.0%
21 Wellness	1,074	1,226	1,900	1,300	1,900	1,900	1,900	46.2%
22 Medicare	4,721	5,402	5,500	5,500	5,500	5,500	5,500	0.0%
23 Retirement	57,300	77,273	81,200	75,000	82,800	82,800	82,800	10.4%
24 Insurance Benefits	77,623	84,848	97,700	89,700	101,100	101,100	101,100	12.7%
25 Workers Compensation	645	1,087	1,100	1,100	1,200	1,200	1,200	9.1%
26 Total Personnel Services	449,562	521,736	547,900	511,600	531,800	531,800	531,800	3.9%

General Fund Community Development

	ACTUAL 2014-15	ACTUAL 2015-16	APPROVED 2017-18	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
27 Materials & Services:								
28 Mapping Supplies & Services	212	132	300	300	300	300	300	0.0%
29 Uniforms	472	424	500	500	500	500	500	0.0%
30 Postage & Printing	117	176	3,000	1,000	3,000	3,000	3,000	200.0%
31 Meetings, Travel & Training	745	1,341	7,200	7,200	7,200	7,200	7,200	0.0%
32 Public Notices	2,376	2,636	2,500	2,000	2,500	2,500	2,500	25.0%
33 Hearings Officer	3,000	750	3,500	1,000	3,500	3,500	3,500	250.0%
34 Telephone	-	518	-	500	500	500	500	0.0%
35 Auto Insurance	463	996	1,100	1,000	1,100	1,100	1,100	10.0%
36 Gasoline	444	742	1,000	800	1,000	1,000	1,000	25.0%
37 Vehicle Maintenance	-	-	-	2,100	2,000	2,000	2,000	-4.8%
38 Nuisance Abatement	3,615	2,702	5,000	2,000	5,000	5,000	5,000	150.0%
39 Operating Equipment	505	122	500	-	500	500	500	
40 Medical Testing	43	-	-	-	-	-	-	
41 UGB Land Use Analysis	-	-	70,000	-	70,000	70,000	70,000	
42 Total Materials & Services	11,992	10,539	94,600	18,400	97,100	97,100	97,100	427.7%
43 Total Expenditures	\$ 461,553	\$ 532,275	\$ 642,500	\$ 530,000	\$ 628,900	\$ 628,900	\$ 628,900	18.7%

Budget Notes:

Revenues:

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

Expenditures:

Personnel Services:

13 The Budget provides a 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:

31 Postage & Printing costs provide for a mass mailing should legal mandates require one in FY17-18.

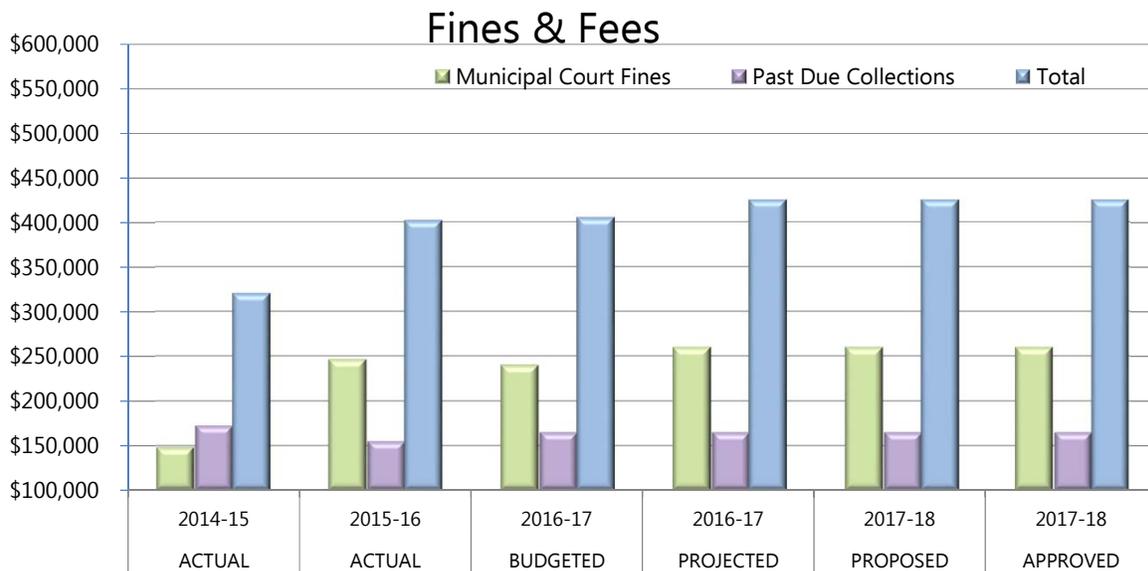
32 Meetings, Travel & Training includes \$5,000 for a national conference and \$1,600 for memberships plus \$600 for the Code Compliance training and memberships.

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

General Fund

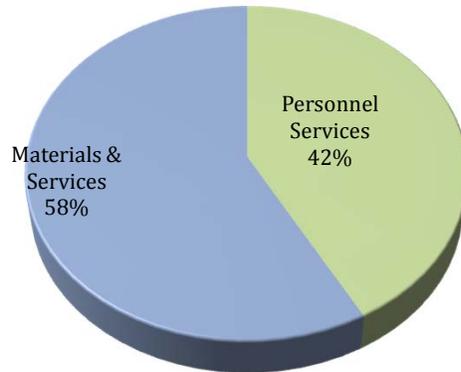
Finance - Municipal Court

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



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 Revenues:								
2 Intergovernmental:								
3 Peer Court JABG Grant	\$ 3,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
4 Fines & Forfeits:								
5 Municipal Court Fines	148,592	246,528	240,000	260,000	260,000	260,000	260,000	0.0%
6 Past Due Collections	172,208	155,055	165,000	165,000	165,000	165,000	165,000	0.0%
7 Peer Court Fees	1,874	2,692	3,000	3,000	3,000	3,000	3,000	0.0%
8 Total Fines & Forfeits	322,674	404,275	408,000	428,000	428,000	428,000	428,000	0.0%
9 Miscellaneous:								
10 Peer Court Donations	3,278	11,600	11,200	11,200	11,200	11,200	11,200	
11 Interest Past Due Collections	-	2,004	1,500	1,500	1,500	1,500	1,500	
12 Total Miscellaneous	3,278	13,604	12,700	12,700	12,700	12,700	12,700	0.0%
13 Total Revenues	329,292	417,879	420,700	440,700	440,700	440,700	440,700	0.0%

General Fund Finance - Municipal Court



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
14 Expenditures:								
15 Personnel Services:								
16 Court Clerks	59,517	50,788	53,500	53,500	55,000	55,000	55,000	2.8%
17 Overtime	280	561	500	500	500	500	500	0.0%
18 Wellness	307	289	500	500	500	500	500	0.0%
19 Medicare	924	794	900	900	900	900	900	0.0%
20 Retirement	8,639	9,393	10,200	10,000	10,800	10,800	10,800	8.0%
21 Insurance Benefits	25,715	18,707	22,700	20,200	21,400	21,400	21,400	5.9%
22 Workers Compensation	136	145	200	200	200	200	200	0.0%
23 Total Personnel Services	95,518	80,677	88,500	85,800	89,300	89,300	89,300	4.1%
24 Materials & Services:								
25 Materials & Supplies	700	303	500	300	500	500	500	66.7%
26 Meetings, Travel & Training	100	-	1,000	500	1,000	1,000	1,000	100.0%
27 Judge's Services	14,098	15,756	16,000	16,000	16,000	16,000	16,000	0.0%
28 Other Contractual Services	5,239	9,131	7,500	7,500	8,000	8,000	8,000	6.7%
29 Peer Court	20,837	25,030	24,700	24,700	24,700	24,950	24,950	1.0%
30 Collections Cost	733	357	800	800	800	800	800	0.0%
31 Interagency Assessments	42,242	72,775	81,300	66,300	72,300	72,300	72,300	9.0%
32 Total Materials & Services	83,949	123,352	131,800	116,100	123,300	123,550	123,550	6.4%
33 Total Expenditures	\$ 179,467	\$ 204,029	\$ 220,300	\$ 201,900	\$ 212,600	\$ 212,850	\$ 212,850	5.4%

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

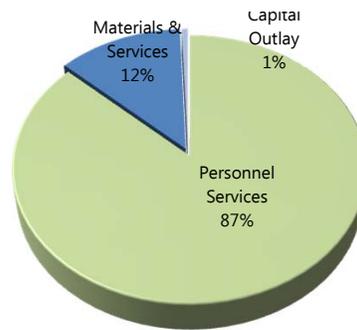
General Fund

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
RESOURCES:								
Beginning Balances:								
1 Reserve Donations	2,379	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
2 K-9 Donations	12,575	18,890	16,600	16,800	16,800	16,800	16,800	0.0%
3 Civil/Criminal Forfeitures	82,573	113,212	76,700	75,700	70,700	70,700	70,700	-6.6%
4 Total Beginning Balances	97,527	132,102	93,300	92,500	87,500	87,500	87,500	-5.4%
Revenues:								
Intergovernmental:								
7 Special Duty Officers	2,504	1,958	3,000	3,000	3,000	3,000	3,000	0.0%
8 School Resource Contract	154,328	163,376	168,000	168,000	175,000	175,000	175,000	4.2%
9 Materials & Services Grants	5,500	18,422	5,000	-	-	-	-	-
10 Overtime Grants	1,872	6,807	2,000	7,000	5,000	5,000	5,000	-28.6%
11 Total Intergovernmental	164,204	190,563	178,000	178,000	183,000	183,000	183,000	2.8%
Fines & Forfeits:								
13 Impound Fees	780	-	-	-	-	-	-	-
14 Civil/Criminal Forfeitures	65,404	-	-	-	-	-	-	-
15 Total Fines & Forfeits	66,184	-	-	-	-	-	-	-
Miscellaneous:								
17 Police Testing Reimbursements	825	615	-	100	-	-	-	-100.0%
18 Reserve Officer Donations	300	-	-	-	-	-	-	-
19 Police Donations	3,136	1,573	-	900	-	-	-	-100.0%
20 K-9 Donations	9,303	1,119	8,000	3,700	-	-	-	-100.0%
21 Event Overtime Reimbursements	3,413	3,998	-	3,300	-	-	-	-100.0%
22 Miscellaneous	15,903	13,720	15,000	20,000	15,000	15,000	15,000	-25.0%
23 Total Miscellaneous	32,880	21,025	23,000	28,000	15,000	15,000	15,000	-46.4%
24 TOTAL RESOURCES	360,795	343,690	294,300	298,500	285,500	285,500	285,500	-4.4%

General Fund Police Operations



	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
25 Expenditures:								
26 Personnel Services:								
27 Chief of Police	115,562	121,331	125,800	125,800	131,600	131,600	131,600	4.6%
28 Deputy Chief	112,368	117,957	118,800	118,800	120,600	120,600	120,600	1.5%
29 Lieutenants	285,987	252,791	282,900	282,900	295,300	295,300	295,300	4.4%
30 Sergeants	516,844	539,321	542,700	540,700	548,600	548,600	548,600	1.5%
31 Police Officers	1,868,523	1,960,983	1,935,700	1,895,000	2,012,800	2,012,800	2,012,800	6.2%
32 Community Service Officer	25,867	26,357	26,600	12,000	23,300	23,300	23,300	94.2%
33 Administrative Support	394,212	402,125	393,600	393,600	403,700	403,700	403,700	2.6%
34 Temporary Employees	14,215	6,149	17,600	17,600	17,700	17,700	17,700	0.6%
35 Overtime	122,070	155,092	156,000	156,000	159,200	159,200	159,200	2.1%
36 Overtime - Grant Programs	10,142	9,792	12,000	12,000	12,000	12,000	12,000	0.0%
37 Overtime - Community Events	9,321	8,799	5,500	8,800	8,800	8,800	8,800	0.0%
38 On Call Duty Pay	-	-	18,200	18,200	18,200	18,200	18,200	0.0%
39 Clothing, Cell Phone Stipends	32,435	39,025	40,500	40,000	41,700	41,700	41,700	4.3%
40 Wellness	10,086	11,642	15,000	12,000	21,700	21,700	21,700	80.8%
41 Medicare SSI	56,567	58,123	60,000	60,000	62,000	62,000	62,000	3.3%
42 Retirement & VEBA	738,012	888,002	912,000	890,300	1,048,600	1,048,600	1,048,600	17.8%
43 Insurance Benefits	807,193	855,918	941,800	922,700	997,200	997,200	997,200	8.1%
44 Workers Compensation	49,704	36,450	39,500	39,500	42,200	42,200	42,200	6.8%
45 Total Personnel Services	5,169,108	5,489,857	5,644,200	5,545,900	5,965,200	5,965,200	5,965,200	7.6%

General Fund Police Operations

	ACTUAL 2014-15	ACTUAL 2015-16	APPROVED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
46 Materials & Services:								
1 Cadet Program	507	1,763	2,500	2,500	2,500	2,500	2,500	0.0%
2 Reserve Officer Program	13,370	18,727	21,000	15,000	21,000	21,000	21,000	40.0%
3 K-9 Donation Expense	2,989	3,141	11,000	-	5,800	5,800	5,800	
4 Clothing & Duty Gear	21,680	35,286	24,000	24,000	24,000	24,000	24,000	0.0%
5 Civil/Criminal Forfeiture Expense	1,095	37,454	5,000	5,000	5,000	5,000	5,000	0.0%
6 K-9 Program	4,779	5,137	5,500	6,000	6,000	6,000	6,000	0.0%
7 Association Memberships	1,849	2,604	2,000	2,200	2,500	2,500	2,500	13.6%
8 Meetings, Travel & Training	28,086	42,436	34,000	34,000	34,000	34,000	34,000	0.0%
9 Tuition Reimbursement	1,424	-	3,000	-	3,000	3,000	3,000	
10 Public Notices	684	427	500	500	500	500	500	0.0%
11 Labor Attorney	54,779	59,025	30,000	5,000	30,000	30,000	30,000	500.0%
12 Contractual Services	8,882	7,671	5,000	4,000	5,000	5,000	5,000	25.0%
13 Labor	4,537	-	-	-	-	-	-	
14 Telephone/Internet Service	13,109	12,702	15,000	12,000	12,000	12,000	12,000	0.0%
15 Auto Insurance	17,866	19,823	21,600	20,000	22,000	22,000	22,000	10.0%
16 Office Equipment Rental	1,343	1,343	2,000	1,400	1,400	1,400	1,400	0.0%
17 Gasoline	59,708	44,030	55,000	45,000	55,000	55,000	55,000	22.2%
18 Vehicle Maintenance	35,540	26,271	32,000	35,000	35,000	35,000	35,000	0.0%
19 Equipment Maintenance	956	1,341	3,500	1,500	2,000	2,000	2,000	33.3%
20 Community Events Materials	810	2,530	3,000	4,000	5,000	5,000	5,000	25.0%
21 Operating Materials	9,454	11,413	14,000	12,000	14,000	14,000	14,000	16.7%
22 Ammo & Weapons	14,898	6,943	12,000	14,000	12,000	12,000	12,000	-14.3%
23 Durable Goods	12,257	27,405	8,000	8,000	6,000	6,000	6,000	-25.0%
24 Willamette Valley Comm Center	371,599	398,508	429,400	425,000	446,300	446,300	446,300	5.0%
25 Salem Radio Bandwidth	28,728	31,683	34,000	34,000	35,700	35,700	35,700	5.0%
26 RAIN	7,410	7,594	8,400	8,400	8,800	8,800	8,800	4.8%
27 PRIORS	44,200	47,450	49,200	49,200	51,600	51,600	51,600	4.9%
28 Investigations	6,238	7,478	10,000	10,000	10,000	10,000	10,000	0.0%
29 Donation Expense	2,355	-	-	-	-	-	-	
30 Hiring Expense	2,030	1,232	3,000	6,000	7,500	7,500	7,500	25.0%
31 Total Materials & Services	773,162	861,417	843,600	783,700	863,600	863,600	863,600	10.2%
32 Capital Outlay:								
33 Uniforms & Equipment	14,719	-	-	-	-	-	-	
34 Vehicles	18,952	-	-	-	-	-	-	
35 Total Capital Outlay	33,671	-	-	-	-	-	-	
36 Total Expenditures	\$5,975,941	\$ 6,351,274	\$ 6,487,800	\$ 6,329,600	\$ 6,828,800	\$6,828,800	\$6,828,800	7.9%

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:

- 2 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.
- 11 Labor Attorney costs are for union negotiations including dispute resolution.
- 15 Auto insurance premiums will increase up to 10%. The increases result from claim loss settlements from prior years.
- 17 Gasoline is based on an estimate of \$2.50 per gallon, times 21,000 gallons.

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 State Revenue Sharing	307,203	298,844	325,000	315,000	325,000	325,000	325,000	3%
6 Police Capital Grants	2,191	5,429	5,600	5,600	5,600	5,600	5,600	0%
7 Total Intergovernmental	309,394	304,273	330,600	320,600	330,600	330,600	330,600	3%
8 TOTAL RESOURCES	309,394	304,273	330,600	320,600	330,600	330,600	330,600	3%
9 REQUIREMENTS:								
10 Expenditures:								
11 Capital Outlay:								
12 Police Protective Vests	8,678	11,165	11,200	11,200	11,200	11,200	11,200	0%
13 Parks Vehicle	28,462	-	-	-	-	-	-	-
14 Police Leases	975	-	-	-	100,000	100,000	100,000	-
15 Police Vehicle Purchases	256,294	-	141,000	141,000	70,000	70,000	70,000	-50%
16 Total Capital Outlay	294,409	11,165	152,200	152,200	181,200	181,200	181,200	19%
17 Total Expenditures	\$ 294,409	\$ 11,165	\$ 152,200	\$ 152,200	\$ 181,200	\$ 181,200	\$ 181,200	19%

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 FY17-18. 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 FY17-18. The actual amount awarded will not be available until October 2017.

Expenditures:

- 12 The City anticipates the need for 13 Protective Vests funded 50% with federal grant funds.
- 14 The City of Salem is in the process of upgrading their radio dispatch system to provide for better security, cross jurisdictional communication and eliminate dead spots. In order to be compatible with their system the City will need to upgrade the handheld radio system. The upgrade is expected to cost the City approximately \$282,000. The Police Leases line item provides for the first years payment on a three year lease to provide for the upgrade.

Urban Renewal District Summary

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 232,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Taxes & Assessments	1,175,799	-	-	-	-	-	-	-
5 Miscellaneous	400	-	-	-	-	-	-	-
6 Total Revenues	1,176,199	-	-	-	-	-	-	-
7 Other Resources:								
8 Debt Proceeds	71,477	-	-	-	-	-	-	-
9 TOTAL RESOURCES	1,479,976	-	-	-	-	-	-	-
10 REQUIREMENTS:								
11 Expenditures:								
12 Materials & Services	122,813	-	-	-	-	-	-	-
13 Capital Outlay	501	-	-	-	-	-	-	-
14 Debt Service	1,356,662	-	-	-	-	-	-	-
15 Total Expenditures	1,479,976	-	-	-	-	-	-	-
16 Fund Balance:								
17 Restricted	-	-	-	-	-	-	-	-
18 TOTAL REQUIREMENTS	\$ 1,479,976	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 51,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Miscellaneous:								
5 Interest	-	-	-	-	-	-	-	-
6 Total Miscellaneous	-	-	-	-	-	-	-	-
7 TOTAL RESOURCES	51,837	-	-	-	-	-	-	-
8 REQUIREMENTS:								
9 Expenditures:								
10 Materials & Services:								
11 Legal Services	126	-	-	-	-	-	-	-
12 Repayment to Taxing Jurisdictions	51,711	-	-	-	-	-	-	-
13 Miscellaneous Expense	-	-	-	-	-	-	-	-
14 Total Materials & Services	51,837	-	-	-	-	-	-	-
15 Debt Service:								
16 Assessment Payment on Foreclosures	-	-	-	-	-	-	-	-
17 Total Expenditures	51,837	-	-	-	-	-	-	-
18 Fund Balance:								
19 Restricted	-	-	-	-	-	-	-	-
20 TOTAL REQUIREMENTS	\$ 51,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Miscellaneous:								
5 Reimbursements	-	-	-	-	-	-	-	-
6 Total Miscellaneous	-	-	-	-	-	-	-	-
7 Total Revenues	-	-	-	-	-	-	-	-
8 Other Resources:								
9 Debt Proceeds:								
10 Loan Proceeds	71,477	-	-	-	-	-	-	-
11 Bond Proceeds (from Tax Increment Fund)	-	-	-	-	-	-	-	-
12 Total Debt Proceeds	71,477	-	-	-	-	-	-	-
13 TOTAL RESOURCES	71,477	-	-	-	-	-	-	-
14 REQUIREMENTS:								
15 Expenditures:								
30 Materials & Services:								
31 Postage & Printing	-	-	-	-	-	-	-	-
32 Association Memberships	516	-	-	-	-	-	-	-
33 Public Notices	786	-	-	-	-	-	-	-
34 Legal Services	846	-	-	-	-	-	-	-
35 Administrative Services Charges	65,678	-	-	-	-	-	-	-
36 Contractual Services	2,870	-	-	-	-	-	-	-
37 Audit	250	-	-	-	-	-	-	-
38 Miscellaneous	30	-	-	-	-	-	-	-
39 Total Materials & Services	70,976	-	-	-	-	-	-	-
40 Capital Outlay:								
41 Property Acquisition & Development	501	-	-	-	-	-	-	-
42 Total Capital Outlay	501	-	-	-	-	-	-	-
43 Total Expenditures	71,477	-	-	-	-	-	-	-
44 Fund Balance:								
45 Restricted	-	-	-	-	-	-	-	-
46 TOTAL REQUIREMENTS	\$ 71,477	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Urban Renewal District Tax Increment Fund

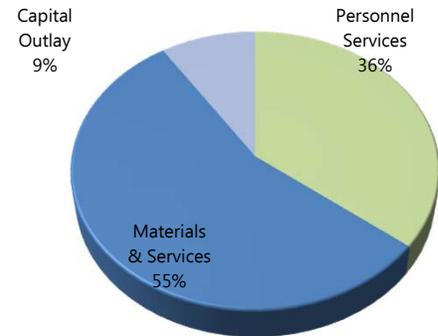
The North River Road Urban Renewal Plan was completed in fiscal year 2014-15 and the District was closed.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 180,463	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Taxes & Assessments:								
5 Tax Increment Revenue	1,112,116	-	-	-	-	-	-	-
6 Prior Year Taxes	63,683	-	-	-	-	-	-	-
7 Total Taxes & Assessments	1,175,799	-	-	-	-	-	-	-
8 Miscellaneous:								
9 Foreclosure Acquisition Funds	-	-	-	-	-	-	-	-
10 Interest	400	-	-	-	-	-	-	-
11 Total Miscellaneous	400	-	-	-	-	-	-	-
12 Total Revenues								
13 TOTAL RESOURCES	1,356,662	-	-	-	-	-	-	-
14 REQUIREMENTS:								
15 Expenditures:								
16 Debt Service:								
17 Repayment of Tax Increment	-	-	-	-	-	-	-	-
18 Bond Principal Payment (line of credit)	1,260,000	-	-	-	-	-	-	-
19 Interest on Line of Credit	25,185	-	-	-	-	-	-	-
20 Loan Payment (Project Fund)	71,477	-	-	-	-	-	-	-
21 Total Debt Service	1,356,662	-	-	-	-	-	-	-
22 Fund Balance:								
23 Restricted	-	-	-	-	-	-	-	-
24 TOTAL REQUIREMENTS	\$ 1,356,662	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 41,300	\$ 95,700	\$ 99,500	\$ 99,500	\$ 99,500	4.0%
3 Revenues:								
4 Taxes & Assessments:								
5 Hotel/Motel Tax	-	118,456	80,000	100,000	100,000	100,000	100,000	0.0%
6 Charges for Services:								
7 Rental Fees	115,844	144,416	145,000	145,000	145,000	145,000	145,000	0.0%
8 Miscellaneous:								
9 Donations	10,000	10,000	-	-	-	8,000	8,000	
10 Interest	-	127	-	-	-	-	-	
11 Total Miscellaneous	10,000	10,127	-	-	-	8,000	8,000	
12 Total Revenues	125,844	272,999	225,000	245,000	245,000	253,000	253,000	3.3%
13 Other Resources:								
14 Transfer from General Fund	43,875	-	-	-	-	-	-	
15 TOTAL RESOURCES	\$ 169,719	\$ 272,999	\$ 266,300	\$ 340,700	\$ 344,500	\$ 352,500	\$ 352,500	3.5%
16 REQUIREMENTS:								
17 Expenditures:								
18 Personnel Services:								
19 Event Center Coordinator	31,961	31,922	37,900	37,900	39,600	39,600	39,600	4.5%
20 Temporary Help	13,504	18,150	21,500	21,500	21,500	21,500	21,500	0.0%
21 Overtime Costs	357	34	-	-	-	-	-	
22 Cell Phone Stipend	660	1,100	900	900	900	900	900	0.0%
23 Wellness	-	-	400	400	400	400	400	0.0%
24 Medicare	1,632	1,957	900	900	900	900	900	0.0%
25 Retirement	5,963	7,440	9,900	9,200	10,800	10,800	10,800	17.4%
26 Insurance	4,760	4,800	20,600	20,200	21,400	21,400	21,400	5.9%
27 Workers Compensation	375	959	700	700	700	700	700	0.0%
28 Total Personnel Services	59,212	66,362	92,800	91,700	96,200	96,200	96,200	4.9%

Community Center Fund

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
29 Materials & Services:								
30 Materials & Supplies	497	366	800	800	800	800	800	0.0%
31 Association Memberships	15	-	500	500	500	500	500	0.0%
32 Meetings, Travel & Training	-	15	-	-	-	-	-	
33 Legal Notices	-	64	100	100	100	100	100	0.0%
34 Administrative Services Fund	79,024	75,857	97,800	84,800	111,000	111,000	111,000	30.9%
35 Contractual Services	13,261	12,778	14,000	14,000	14,000	14,000	14,000	0.0%
36 Marketing Costs	1,047	4,191	6,000	4,000	4,000	12,000	12,000	200.0%
37 Janitorial Services	4,758	4,537	4,400	4,400	5,400	5,400	5,400	22.7%
38 Utilities	5,167	5,707	5,500	5,500	5,500	5,500	5,500	0.0%
39 Equipment Maintenance & Repair	-	158	2,200	2,200	2,200	2,200	2,200	0.0%
40 Janitorial Supplies	6,008	5,465	5,000	5,000	6,000	6,000	6,000	20.0%
41 Medical Testing	123	164	200	200	200	200	200	0.0%
42 Total Materials & Services	109,900	109,302	136,500	121,500	149,700	157,700	157,700	29.8%
43 Capital Outlay:								
44 Furnishings & Fixtures	607	1,614	28,000	28,000	25,000	25,000	25,000	-10.7%
45 Total Expenditures	169,719	177,278	257,300	241,200	270,900	278,900	278,900	15.6%
46 Other Requirements:								
47 Contingency	-	-	11,000	-	50,000	50,000	50,000	
48 Fund Balance:								
49 Assigned	-	95,721	(2,000)	99,500	23,600	23,600	23,600	-76.3%
50 TOTAL REQUIREMENTS	\$ 169,719	\$ 272,999	\$ 266,300	\$ 340,700	\$ 344,500	\$ 352,500	\$ 352,500	3.5%

Summary of Administrative Service Fund Charges

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
City-Wide Administration	\$ 2,792	\$ 2,582	\$ 7,800	\$ 6,800	\$ 7,700	\$ 7,700	\$ 7,700	13.2%
City Manager	3,013	2,463	3,600	3,600	3,800	3,800	3,800	5.6%
Information Systems	4,409	6,988	9,800	9,700	11,800	11,800	11,800	21.6%
Attorney's Office	4,267	2,894	3,800	3,800	2,700	2,700	2,700	-28.9%
City Recorder	12,397	13,303	13,900	13,800	14,300	14,300	14,300	3.6%
Human Resources	3,286	3,334	3,600	3,600	7,300	7,300	7,300	102.8%
Finance	48,126	40,997	51,200	39,400	56,000	56,000	56,000	42.1%
Facility Maintenance	3,899	3,296	4,100	4,100	7,400	7,400	7,400	80.5%
Adjustments	(3,166)	-	-	-	-	-	-	
Administrative Services Charges	\$ 79,023	\$ 75,857	\$ 97,800	\$ 84,800	\$ 111,000	\$ 111,000	\$ 111,000	30.9%

Budget Notes:

- 7 Rental fees are expected to remain consistent with the previous year.
- 19 The Event Center Coordinator transitioned 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 year 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, floor tiles, and projectors.
- 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 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 243,379	\$ 237,387	\$ 253,800	\$ 260,400	\$ 275,100	\$ 275,100	\$ 275,100	6%
3 Revenues:								
4 Intergovernmental:								
5 PEG Fees	126,951	134,816	132,400	132,400	132,400	132,400	132,400	0%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	468	630	500	500	500	500	500	0%
8 TOTAL RESOURCES	370,798	372,833	386,700	393,300	408,000	408,000	408,000	4%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Public Notices	64	-	500	500	500	500	500	
13 Administrative Costs	-	2,099	6,700	6,700	7,900	7,900	7,900	18%
14 Production Services	500	-	-	-	-	-	-	
15 Broadcasting	96,900	96,000	96,000	96,000	96,000	102,000	102,000	6%
16 Total Materials & Services	97,464	98,099	103,200	103,200	104,400	110,400	110,400	7%
17 Capital Outlay:								
18 Television Equipment	30,947	14,335	25,000	15,000	25,000	25,000	25,000	67%
19 Total Expenditures	128,411	112,434	128,200	118,200	129,400	135,400	135,400	15%
20 Other Requirements:								
21 Contingency	-	-	50,000	-	50,000	50,000	50,000	
22 Transfers Out	5,000	-	-	-	-	-	-	
23 Restricted for Operations	237,387	260,399	208,500	275,100	228,600	222,600	222,600	-19%
24 Total Other Requirements	242,387	260,399	258,500	275,100	278,600	272,600	272,600	-1%
25 TOTAL REQUIREMENTS	\$ 370,798	\$ 372,833	\$386,700	\$ 393,300	\$408,000	\$ 408,000	\$ 408,000	4%

Budget Notes:

Revenues:

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

Expenditures:

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

Law Enforcement Grant Fund

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 Police Grants	8,325	-	30,000	10,000	30,000	30,000	30,000	200%
6 TOTAL RESOURCES	8,325	-	30,000	10,000	30,000	30,000	30,000	200%
7 REQUIREMENTS:								
8 Expenditures:								
9 Materials & Services:								
10 Operating Materials & Training	8,325	-	-	3,100	-	-	-	-100%
11 Capital Outlay:								
12 Police Equipment	-	-	30,000	6,900	30,000	30,000	30,000	335%
13 Total Expenditures	8,325	-	30,000	10,000	30,000	30,000	30,000	200%
14 Other Requirements:								
15 Restricted	-	-	-	-	-	-	-	-
16 TOTAL REQUIREMENTS	\$ 8,325	\$ -	\$ 30,000	\$ 10,000	\$ 30,000	\$ 30,000	\$ 30,000	200%

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 14,455	\$ 13,775	\$ 13,800	\$ 13,800	\$ 13,800	\$13,800	\$ 13,800	0%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	-	-	30,000	-	30,000	30,000	30,000	
6 Interest Revenue	-	-	-	-	-	-	-	
7 Total Miscellaneous	-	-	30,000	-	30,000	30,000	30,000	
8 TOTAL RESOURCES	14,455	13,775	43,800	13,800	43,800	43,800	43,800	217%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Administrative Fee	317	-	-	-	-	-	-	
13 Housing Rehabilitation Services	363	-	43,800	-	43,800	43,800	43,800	
14 Total Materials & Services	680	-	43,800	-	43,800	43,800	43,800	
15 Other Requirements:								
16 Restricted	13,775	13,775	-	13,800	-	-	-	-100%
17 TOTAL REQUIREMENTS	\$ 14,455	\$ 13,775	\$43,800	\$13,800	\$43,800	\$43,800	\$ 43,800	217%

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 FY17-18 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 21 home owners who were able to make energy efficiency improvements to their homes.

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 3,808	\$ 2,389	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	0%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	-	-	15,000	-	15,000	15,000	15,000	
6 Interest Revenue	-	-	-	-	-	-	-	
7 Total Miscellaneous	-	-	15,000	-	15,000	15,000	15,000	
8 Total Revenues	-	-	15,000	-	15,000	15,000	15,000	
9 TOTAL RESOURCES	3,808	2,389	17,400	2,400	17,400	17,400	17,400	625%
10 REQUIREMENTS:								
11 Expenditures:								
12 Materials & Services:								
13 Administrative Fee	143	-	-	-	-	-	-	
14 Energy Efficiency Loans	1,276	-	17,400	-	17,400	17,400	17,400	
15 Total Materials & Services	1,419	-	17,400	-	17,400	17,400	17,400	
16 Fund Balance:								
17 Restricted	2,389	2,389	-	2,400	-	-	-	-100%
18 TOTAL REQUIREMENTS	\$ 3,808	\$ 2,389	\$ 17,400	\$ 2,400	\$ 17,400	\$ 17,400	\$ 17,400	625%

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 FY17-18 provided loan repayments come available.

Keizer Station LID Fund

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

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

	ACTUAL 2014-15	ACTUAL 2015-16	BUDGETED 2016-17	PROJECTED 2016-17	PROPOSED 2017-18	APPROVED 2017-18	ADOPTED 2017-18	% CHANGE FROM PROJ
1 RESOURCES:								
2 Beginning Balance:	\$ 2,685,746	\$ 2,685,803	\$ 2,685,800	\$ 2,693,200	\$ 2,695,900	\$ 2,695,900	\$ 2,695,900	0%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	730,738	1,445,014	776,000	775,600	821,000	821,000	821,000	6%
6 Total Taxes & Assessments	730,738	1,445,014	776,000	775,600	821,000	821,000	821,000	6%
7 Miscellaneous:								
8 Interest	6,667	8,696	7,000	8,000	8,000	8,000	8,000	0%
9 Assessment Interest	944,938	916,514	825,000	824,300	780,000	780,000	780,000	-5%
10 Assessment Penalty	1,094	-	-	-	-	-	-	-
11 Total Miscellaneous	952,699	925,210	832,000	832,300	788,000	788,000	788,000	-5%
12 TOTAL RESOURCES	4,369,183	5,056,027	4,293,800	4,301,100	4,304,900	4,304,900	4,304,900	0%
13 REQUIREMENTS:								
14 Expenditures:								
15 Debt Service:								
16 Principal	770,000	1,490,000	810,000	810,000	864,200	864,200	864,200	7%
17 Interest	913,380	872,820	796,000	795,200	759,000	759,000	759,000	-5%
18 Total Debt Service	1,683,380	2,362,820	1,606,000	1,605,200	1,623,200	1,623,200	1,623,200	1%
19 Total Expenditures	1,683,380	2,362,820	1,606,000	1,605,200	1,623,200	1,623,200	1,623,200	1%
20 Fund Balance:								
21 Restricted Debt Reserve	2,685,803	2,693,207	2,687,800	2,695,900	2,681,700	2,681,700	2,681,700	-1%
22 TOTAL REQUIREMENTS	\$ 4,369,183	\$ 5,056,027	\$ 4,293,800	\$ 4,301,100	\$ 4,304,900	\$ 4,304,900	\$ 4,304,900	0%

Budget Notes:

Debt Service:

15 The City's debt obligation provides for annual interest payments on its outstanding debt each year through 2031 and one principal payment (\$14,685,000 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$381,810 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 FY17-18 assumes the City will receive the total amount of assessment payments due from each property owner.

21 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
12/1/2017	14,685,000	-	381,810	381,810
6/1/2018	14,685,000	-	381,810	381,810
12/1/2018	14,685,000	-	381,810	381,810
6/1/2019	14,685,000	-	381,810	381,810
12/1/2019	14,685,000	-	381,810	381,810
6/1/2020	14,685,000	-	381,810	381,810
12/1/2020	14,685,000	-	381,810	381,810
6/1/2021	14,685,000	-	381,810	381,810
12/1/2021 through 12/1/2030	14,685,000	-	7,254,390	7,254,390
6/1/2031	14,685,000	14,685,000	381,810	15,066,810
		\$14,685,000	\$10,690,680	\$25,375,680



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 a summary of the Citizen Survey Results in the years one is conducted

City of Keizer
General Fund Long Range Forecast
Fiscal Year 2017-18

	PROJECTED	FORECASTED			
	2016-17	2017-18	2018-19	2019-20	2020-21
1 REVENUES:					
2 Taxes & Assessments	5,004,000	5,379,500	5,595,000	5,819,000	6,052,000
3 Licenses & Fees	2,786,300	2,833,900	2,891,000	2,949,000	3,008,000
4 Intergovernmental	1,103,800	1,133,000	1,156,000	1,179,000	1,203,000
5 Fines & Forfeitures	428,000	428,000	437,000	446,000	455,000
6 Other	176,400	168,900	171,000	173,000	175,000
7 TOTAL REVENUES	\$ 9,498,500	\$ 9,943,300	\$ 10,250,000	\$ 10,566,000	\$ 10,893,000
8					
9 EXPENDITURES:					
10 Personnel Services					
11 Wages	\$ 4,238,300	\$ 4,429,800	\$ 4,496,000	\$ 4,563,000	\$ 4,631,000
12 Retirement	994,100	1,163,100	1,191,000	1,369,700	1,404,200
13 Health Insurance	1,030,500	1,221,300	1,342,800	1,476,400	1,623,300
14 Materials & Services	2,775,800	2,980,400	3,040,000	3,101,000	3,163,000
15 Capital Outlay	173,100	263,000	300,000	300,000	300,000
16 Overlapping Tax Jurisdiction Repayment	209,000	209,000	209,000	209,000	209,000
17 Other - Transfers Out	17,400	17,400	17,400	17,400	17,400
18 TOTAL EXPENDITURES	\$ 9,438,200	\$ 10,284,000	\$ 10,596,200	\$ 11,036,500	\$ 11,347,900
19					
20 REVENUES IN EXCESS OF EXPENDITURES	60,300	(340,700)	(346,200)	(470,500)	(454,900)
21					
22 BEGINNING FUND BALANCE	1,898,500	1,958,800	1,618,100	1,271,900	801,400
23					
24 ENDING FUND BALANCE	\$ 1,958,800	\$ 1,618,100	\$ 1,271,900	\$ 801,400	\$ 346,500

Notes:

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

General Fund Long Range Forecast Assumptions Fiscal Year 2017-18

		LONG RANGE PROJECTIONS			ACTUAL % CHANGE	
		Conservative	Moderate*	Aggressive	FY16-17 Actual	FY17-18 Recommended
(1)	Change in City-wide Assessed Property Valuation	3.00%	4.00%	5.00%	4.35%	4.00%
(2)	Property Tax Uncollectables and Discounts	6.00%	5.50%	5.00%	5.00%	5.50%
Personnel Services Increase						
(3)	Pay Matrix Increase - non-represented	2.70%	1.70%	0.70%	1.50%	1.50%
(4)	Attrition	0.00%	-2.00%	-4.00%	-4.00%	-2.00%
(5)	Retirement Cost Increases/(Decrease)					
	Tier One/Two	-	18.07%	-	0.00%	18.07%
	OPSRP Police & Fire	-	10.86%	-	0.00%	10.86%
	OPSRP General Services	-	9.11%	-	0.00%	9.11%
(6)	Medical Insurance Premium Increase	12.00%	9.95%	8.00%	7.50%	9.00%
(7)	Materials & Services; Capital Outlay Increase	3.00%	2.00%	1.00%	NA	NA

* Staff Recommendation for Long-Range Planning purposes.

- (1) FY16-17 Marion County Assessor's data indicates a 4.35% increase in property valuation.
- (2) Based on FY16-17 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 PERS 2017-19 Employer Rate Summary
- (6) FY17-18 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 2.1% all items index increase over the last 12 months (December 2016).
NA = Not Applicable as the annual budget is not prepared using a standard inflation factor.

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.

	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	FY31-32	FY32-33	FY33-34	FY34-35
Beginning Balance	\$ 140,500	\$ 105,300	\$ 165,300	\$ 188,300	\$ 268,600	\$ 288,600	\$ 368,600	\$ 423,900	\$ 481,900	\$ 561,900	\$ 642,200	\$ 727,200	\$ 782,200	\$ 225,500	\$ 310,500	\$ 390,500	\$ 470,800	\$ 465,800
Annual Reserve	19,500	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Replacement Expenses:																		
Carpets, heavy traffic			5,000					5,000					5,000					5,000
Floor, Slate																		30,000
Roof													220,000					
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
Generator													160,000					
Police Bathroom Remodel													180,000					
Police Training Room													20,000					
Power Point System					65,000													65,000
Replace Bark dust	4,700			4,700				4,700		4,700				4,700		4,700		
Reseal Slate Rock			2,000					2,000						2,000				2,000
Reseal Civic Center Block		25,000					25,000					25,000						25,000
Civic Center Reader Board	50,000																	
Ending Balance	\$ 105,300	\$ 165,300	\$ 188,300	\$ 268,600	\$ 288,600	\$ 368,600	\$ 423,900	\$ 481,900	\$ 561,900	\$ 642,200	\$ 727,200	\$ 782,200	\$ 225,500	\$ 310,500	\$ 390,500	\$ 470,800	\$ 465,800	\$ (111,700)

*Current Day Replacement Cost

Annual Reserve Amount \$85,000

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

Long Range Plan - Stormwater Summary

FY17-18

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

	PROJECTED				FORECASTED						
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
1 RESOURCES:											
2 Beginning Balance:	\$ 436,800	\$ 337,900	\$ 301,900	\$ 317,300	\$ 336,700	\$ 382,700	\$ 443,700	\$ 476,700	\$ 454,700	\$ 419,700	
3 Service Fees	1,565,000	1,708,000	1,858,000	2,007,000	2,157,000	2,231,000	2,231,000	2,265,000	2,347,000	2,469,000	
4 Other Revenues	12,000	12,000	16,000	17,000	18,000	19,000	19,000	19,000	19,000	19,000	
5 Interfund Borrowing	-	100,000	50,000	-	-	-	-	-	-	-	
6 TOTAL RESOURCES	\$ 2,013,800	\$ 2,157,900	\$ 2,225,900	\$ 2,341,300	\$ 2,511,700	\$ 2,632,700	\$ 2,693,700	\$ 2,760,700	\$ 2,820,700	\$ 2,907,700	
7											
8 REQUIREMENTS:											
9 Expenditures:											
10 Personnel Services	677,400	732,000	783,000	838,000	897,000	960,000	1,027,000	1,099,000	1,176,000	1,258,000	
11 Materials & Services	712,700	783,000	799,000	815,000	831,000	848,000	865,000	882,000	900,000	918,000	
12 Capital Outlay	285,800	340,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	
13 Debt Service	-	1,000	1,600	26,600	76,000	56,000	-	-	-	-	
14 Total Expenditures	1,675,900	1,856,000	1,908,600	2,004,600	2,129,000	2,189,000	2,217,000	2,306,000	2,401,000	2,501,000	
15 Fund Balance:											
16 Unrestricted Fund Balance	337,900	301,900	317,300	336,700	382,700	443,700	476,700	454,700	419,700	406,700	
17 TOTAL REQUIREMENTS	\$ 2,013,800	\$ 2,157,900	\$ 2,225,900	\$ 2,341,300	\$ 2,511,700	\$ 2,632,700	\$ 2,693,700	\$ 2,760,700	\$ 2,820,700	\$ 2,907,700	
Day's Cash Supply at End of Year	79	65	62	61	65	73	78	73	65	60	

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
2017-18	\$ 6.56	\$ 0.55	9.2%
2018-19	\$ 7.11	\$ 0.55	8.4%
2019-20	\$ 7.66	\$ 0.55	7.7%
2020-21	\$ 8.21	\$ 0.55	7.2%
2021-22	\$ 8.21	-	0.0%
2022-23	\$ 8.21	-	0.0%
2023-24	\$ 8.46	\$ 0.25	3.0%

Proposed 2017-18 Rate Increase Analysis

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

Long Range Plan - Water Services Summary

FY17-18

	PROJECTED		FORECASTED							
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2024-25	2025-26	2026-27
1 RESOURCES:										
2 Beginning Balance:	\$ 1,033,500	\$ 969,000	\$ 844,700	\$ 703,300	\$ 585,600	\$ 485,900	\$ 532,900	\$ 594,900	\$ 670,900	\$ 646,900
3 Water Sales	2,823,000	2,936,000	3,053,000	3,175,000	3,302,000	3,434,000	3,571,000	3,714,000	3,751,000	3,789,000
4 Other Revenues	132,900	85,500	89,000	93,000	97,000	101,000	105,000	109,000	113,000	118,000
5 TOTAL RESOURCES	\$ 3,989,400	\$ 3,990,500	\$ 3,986,700	\$ 3,971,300	\$ 3,984,600	\$ 4,020,900	\$ 4,208,900	\$ 4,417,900	\$ 4,534,900	\$ 4,553,900
6										
7 REQUIREMENTS:										
8 Expenditures:										
9 Personnel Services	\$ 940,000	\$ 1,035,000	\$ 1,107,000	\$ 1,184,000	\$ 1,267,000	\$ 1,356,000	\$ 1,451,000	\$ 1,553,000	\$ 1,662,000	\$ 1,778,000
10 Materials & Services	1,296,000	1,416,000	1,444,000	1,473,000	1,502,000	1,532,000	1,563,000	1,594,000	1,626,000	1,659,000
11 Capital Outlay	555,600	464,000	500,000	500,000	500,000	600,000	600,000	600,000	600,000	500,000
12 Debt Service	228,800	230,800	232,400	228,700	229,700	-	-	-	-	-
13 Total Expenditures	3,020,400	3,145,800	3,283,400	3,385,700	3,498,700	3,488,000	3,614,000	3,747,000	3,888,000	3,937,000
14 Fund Balance:										
15 Reserves	234,100	234,100	234,100	234,100	-	-	-	-	-	-
16 Fund Balance	734,900	610,600	469,200	351,500	485,900	532,900	594,900	670,900	646,900	616,900
17 TOTAL REQUIREMENTS	\$ 3,989,400	\$ 3,990,500	\$ 3,986,700	\$ 3,971,300	\$ 3,984,600	\$ 4,020,900	\$ 4,208,900	\$ 4,417,900	\$ 4,534,900	\$ 4,553,900
Days Cash Supply at End of Year	120	91	67	48	64	67	72	78	72	66

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 FY17-18 as anticipated when the model was presented to the Long Range Planning Committee last year (April 2016). Beginning in FY25-26 the rate decreases to 1%.

Proposed 2017-18 Rate Analysis

	Flat Rate		Variable Rate	
	Current	Proposed	Current	Proposed
Residential 5/8" meter	\$ 10.32	\$ 10.73	\$ 1.34	\$ 1.39
Multi-family 1" meter	\$ 20.97	\$ 21.81	\$ 1.34	\$ 1.39
Commercial 5/8" meter	\$ 10.32	\$ 10.73	\$ 1.29	\$ 1.34

Proposed 2017-18 Rate Increase Impact

	Bi-Monthly Bill		Incremental Cost of Rate Increase		
	Current	Proposed	Monthly	Bi-Monthly	Annual
Residential (1300 ccf)	\$ 27.74	\$ 28.85	\$ 0.55	\$ 1.11	\$ 6.66
Multi-family (17500 ccf)	\$ 255.47	\$ 265.69	\$ 5.11	\$ 10.22	\$ 61.31
Commercial (5100 ccf)	\$ 76.11	\$ 79.15	\$ 1.52	\$ 3.04	\$ 18.27

Water System - Capital Improvement Program

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

Phase I: 2013 - 2016

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

Phase II: 2016 - 2021

Description	Estimated Cost	Revised Cost	Status
Continue steel waterline replacement program	\$ 400,000	385,000	Completed FY16-17
Continue steel waterline replacement program	\$ 610,000	400,000	Planned FY17-18
10% Engineering and Administration	101,000		
10% Contingency	101,000		
Total Phase II	\$ 1,212,000		

Phase III: 2021 - 2027

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



Glossary

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

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

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

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

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

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

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

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

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

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

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

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

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

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.

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.