

City of Keizer

Marion County, Oregon

Manager Recommended

Budget FY 2022-23





FISCAL YEAR 2022-2023

BUDGET COMMITTEE MEMBERS

Council Members:

Cathy Clark, Mayor
Elizabeth Smith, President
Roland Herrera
Kyle Juran
Dan Kohler
Laura Reid
Shaney Starr

Public Members:

Gerard Graveline
Susan London
Melissa Martin
Ali Rasouli
Francisco Saldivar
Hersh Sangster
Jonathan Thompson

STAFF

Adam Brown, City Manager
Shannon Johnson, City Attorney

Department Head Team

Tracy Davis, City Recorder
Machell DePina, Human Resources Director
Bill Lawyer, Public Works Director
John Teague, Chief of Police
Shane Witham, Planning Director
Tim Wood, Finance Director

"We're Building a Better Community - Together!"

Quotes on Democracy

The ballot is stronger than the bullet.

ABRAHAM LINCOLN, speech, May 19, 1856

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

BILL MOYERS, The Nation, January 22, 2007

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

BENJAMIN FRANKLIN

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

JOHNNY CARSON, The Tonight Show, September 11, 1991

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

ARISTOTLE, Politics

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

AUNG SAN SUU KYI, In Quest of Democracy

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Keizer
Oregon**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

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Budget Message





City Manager's Budget Message City of Keizer Fiscal Year 2022-23

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 2022-23.

Overall the City of Keizer is in a relatively stable financial position. Like the region, state and nation, the City is continuing to recover from the economic and operational impacts of the COVID-19 pandemic. Specifically, the revenues are slowly returning to their pre-pandemic levels and services, such as the event center, parks and city hall, are open to the public.

The Fiscal Year 2022-23 budget has been prepared with the following priorities:

1. Continued economic and operational recovery from the impacts of the COVID-19 pandemic,
2. Maintaining and restoring existing services,
3. Continued capital investment into all of the City's services,
4. Maximizing the benefit of the \$8.8 million American Rescue Plan Act grant funds, and
5. The City Council's short-term goals.

The Fiscal Year 2022-23 annual budget is approximately \$59.4 million an increase of approximately \$9.0 million over the prior year and includes \$12.5 million in capital spending and \$1.8 million in debt service payments.

In order to sustain the existing service levels and fund necessary capital improvements the budget also includes a:

- proposed 4% water rate increase,
- anticipated 3% sewer rate increase, and
- proposed \$1.00 per month increase in the Police Services Fee.

The Fiscal Year 2022-23 budget provides for 102 full-time employees as compared to 101 full-time employees during Fiscal year 2021-22. The increase in staffing is the result reopening an event center administrative support position that has been vacant since October 2020.

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,

Timothy E. Wood
Budget Officer



City Overview

City Demographics.....

Budget Process & Calendar

Financial Policies.....

Organization Chart

Fund – Department Matrix.....

City Council Goals

Demographics

CITY OF KEIZER

Keizer, a mid-size city in Oregon, is nestled in the center of the Willamette Valley and is recognized as the "*Iris Capital of the World*." In the 1990's, the City experienced a rapid amount of new residential building and growth, establishing Keizer as one of the fastest growing cities in Oregon. In spite of this growth, the community continues to preserve its small-town pride by supporting the largest volunteer youth baseball program in Oregon and community-wide events, such as the KeizerFEST, the Keizer Holiday Lights Parade and the annual Miracle of Christmas lighting display. In 2021 the Salem-Keizer Volcanoes created the Mavericks Independent Baseball League which will begin play in May 2021 and feature top level non-drafted and released players who hope to someday reach the Major Leagues. The citizens of Keizer can be proud of the progress of this great community. Pride, Spirit, and Volunteerism are alive and well in the City of Keizer.

DEMOGRAPHICS & STATISTICS

Incorporation	1982	City Debt	
Government	Council/Manager	Moody's Bond Rating	Aa3
Population (July 1, 2021)	39,458	General obligation debt	None
Neighborhood Associations	3	General obligation debt limit*	\$139,527,569
Area in square miles	7.36	Revenue bonds debt	\$1,400,000
Keizer School Enrollment	6,800	Full faith and credit debt	\$9,815,000
		Line of Credit outstanding	None

Public Safety

Number of sworn officers	42
Number of holding cells	2

*3% of real market value in Keizer

ECONOMIC INDICATORS

Largest Private Enterprise Tax Payers Assessed Value:

Culture & Recreation		Donahue Schriber Realty Group	\$70,188,410
Heritage center	1	MWIC Keizer LLC	15,432,080
Community center	1	MWSH Keizer LLC	14,490,490
Neighborhood parks	15	Target Corporation	13,247,188
Community parks	2	Lowe's HIW Inc	13,045,480
Regional park	1	CCP Keizer 1526 LLC	12,794,620
Dog park	1	Emerald Pointe LLC	12,656,925
Amphitheater	1	Per capita personal income	45,158
Splash fountain	1	Total personal income	\$1.7 billion
Public golf course	1	Average annual unemployment	6.2%
Independent league ball club	1	Real market value of property	\$5.1 billion
		Assessed value of property	\$3.0 billion

Budget Process

BUDGETING IN THE STATE OF OREGON

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

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

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

BUDGETING IN THE CITY OF KEIZER

Budget Adoption

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

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

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

Budget Amendments

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

Budget Process

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

BUDGET TIMELINE AND INTERNAL PROCESS

October through January

- Finance staff review financial position and report to City Manager and Department Directors
- Finance develops 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 computes indirect costs and interfund transfers
- Department Directors submit narratives for Finance staff review
- Finance staff develop and update long-range financial forecasts
- Human Resource staff provide personnel services information to finance staff for incorporation in to budget

March

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

April

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

Budget Process

May

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

June

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

July

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

BUDGET COMMITTEE

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

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

The powers and duties of the Budget Committee are:

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

Budget Process

The Budget Committee is comprised of:

City Council Member

Cathy Clark, Mayor
Elizabeth Smith, President
Roland Herrera
Kyle Juran
Dan Kohler
Laura Reid
Shaney Starr

Citizen Members

Gerard Graveline
Susan London
Melissa Martin
Ali Rasouli
Francisco Saldivar
Hersch Sangster
Jonathan Thompson

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

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

Expenditures may be increased. If the total increase in a fund does not exceed \$5,000 or 10 percent, whichever is greater, then no additional process steps are required. However, if the expenditures in any fund are increased by more than \$5,000 or 10 percent, the governing body must publish notice of a second budget hearing and a new financial summary, and hold the second hearing before the adjusted budget can be adopted. If taxes are increased at all above the rate or amount approved by the budget committee, a second notice and hearing are required before a budget including those additional revenues can be adopted. Oregon law prohibits the increase of a municipality's tax rate above its permanent rate (\$2.0838 per \$1,000 of assessed value for Keizer).

BUDGETING BY FUND

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

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

Budget Process

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

The City's funds are budgeted by either:

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

BASIS OF ACCOUNTING

Budget Basis

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

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

Audit Basis

The Audit, as reported in the Annual Comprehensive Financial Report (ACFR), 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 ACFR shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

Budget Calendar

Friday, **April 22** &
Friday, **April 29**

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 Monday, May 9th on the proposed budget and state revenue sharing.

Friday, **April 29**

Budget documents to be distributed to Budget Committee

Monday, **May 9**
6:00 p.m.

City Budget Committee Meeting

- ◆ Election of City of Keizer Budget Committee Chair
- ◆ Approval of Budget Calendar
- ◆ Public Testimony
- ◆ Presentation of City of Keizer Budget Message
- ◆ Staff presentations & discussions

Tuesday, **May 10**
6:00 p.m.

City Budget Committee Meeting

- ◆ Public Testimony
- ◆ Continuation of presentations and discussion
- ◆ Budget recommendations to City Council

Friday, **May 27**

Financial Summaries and notice of budget hearings for publication

Monday **June 6**
7:00 p.m.

Public hearing on City Budget. Council adoption of City Budget, if approved.

Monday **June 20**
7:00 p.m.

Alternate public hearing on City Budget (if needed). Council adoption of City Budget.

Financial Policies

STATEMENT OF FINANCIAL POLICIES

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

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

The City's financial policies accomplish the following:

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

GENERAL

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

OPERATING BUDGET

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

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

Financial Policies

LONG-RANGE PLANNING

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

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

CAPITAL IMPROVEMENT PLANS (CIPS)

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

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

REVENUES

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

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

Financial Policies

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

EXPENDITURES

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

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

CONTINGENCIES, UNANTICIPATED EXPENSES, RESERVES, AND FUND BALANCE

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

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

Financial Policies

- 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.
 - d. The gas tax revenue bond covenant requires a reserve in the amount of \$150,000 for debt service.
- 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.
- 8. Street Lighting Districts Fund:
 - a. Contingency shall be at least 5% of operating expenditures (Personnel Services and Materials and Services).
 - b. The City has contractual agreements with various property owners to set aside reserves for pole replacement. Reserves are funding through assessments collected through property tax bills.
 - c. Ending fund balance is projected to ensure that there is adequate cash on hand to meet the expected cash flow needs from July until November, when the bulk of the lighting assessments are received. Ending fund balance shall be at least 15% of annual revenues.
- 9. Stormwater Fund:
 - a. Contingency shall be at least 5% of total expenditures.
 - b. Fund balance shall provide for at least a 60-day cash supply to correspond with the bi-monthly stormwater billings.
- 10. Administrative Services Fund:
 - a. Reserves shall be maintained for Civic Center Improvements using a long-range replacement forecasting model. Reserves are appropriated to contingency each year so that funds may be accessed to cover unforeseen expenses.
 - b. General, auto and liability insurance reserves shall be maintained at the maximum exposure level as defined in the City's insurance policy agreement. Reserves are appropriated to contingency each year to cover the maximum claims loss if needed.
- 11. Debt reserves shall be maintained in the amounts provided for in the debt covenants.

Financial Policies

CAPITAL ASSET MANAGEMENT

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

1. Capital assets will not be degraded, given away, or allowed to deteriorate except by action of the City Council.
2. Capital assets include land, right-of-way, buildings, improvements, equipment, infrastructure, and other tangible and intangible assets costing \$5,000 or more and used in operations that have initial useful lives extending beyond two years.
3. Adequate insurance shall be maintained on all capital assets.

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 Aa3 Moody's bond rating.
5. General obligation debt will not be used for self-supporting enterprise activity.
6. The City shall strive to repay its debt as expeditiously as is financially prudent within the constraints of debt covenants as a means of reducing interest expense.
7. The City shall balance its future debt obligations with its current rate structure to ensure a balance so that current rate payers do not bear the burden of future goods and services and future rate payers do not bear the burden of past goods and services.

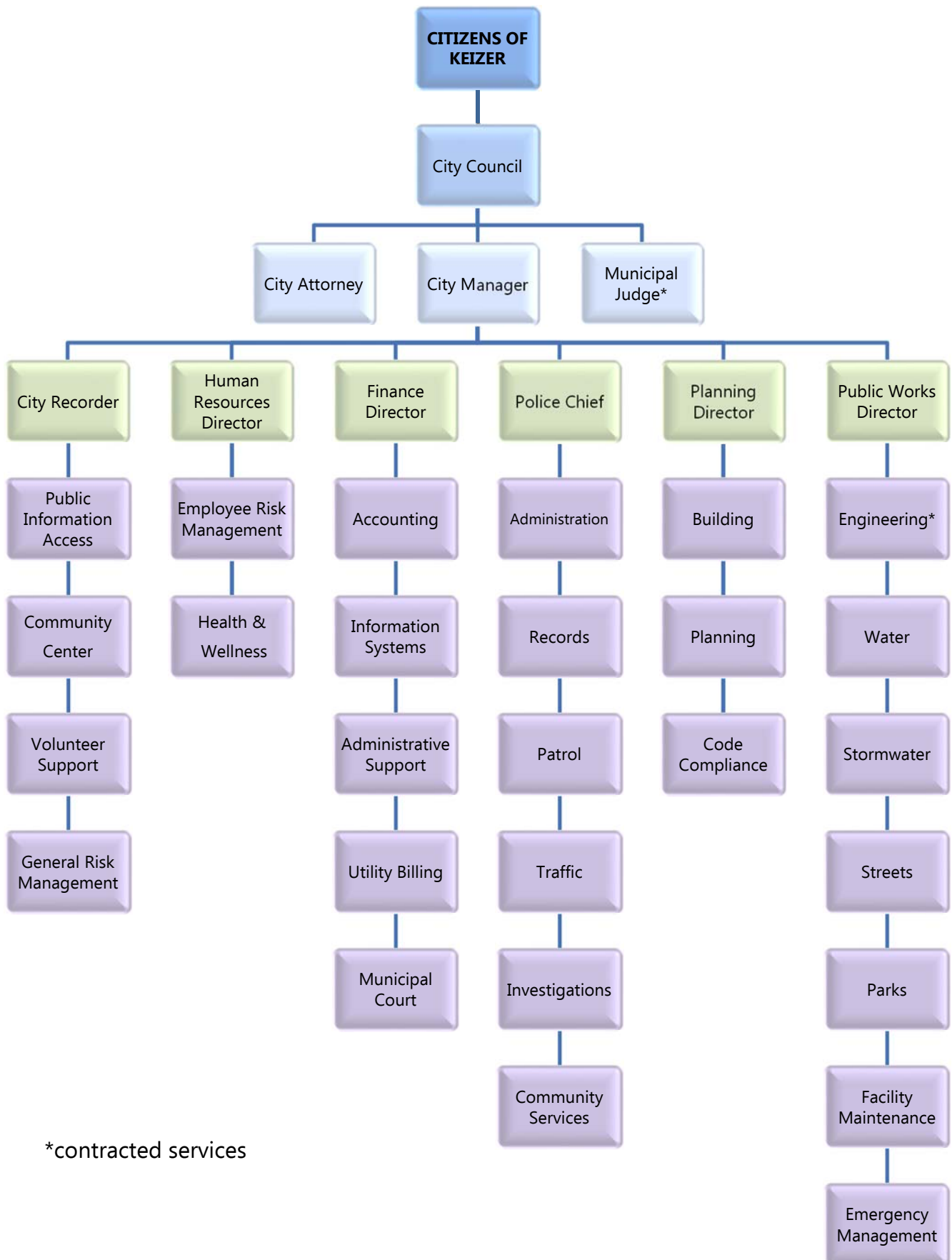
Financial Policies

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

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

Organizational Chart



*contracted services

Fund - Department Matrix

	FUND	City Manager	Legal	City Records	Human Resources	Finance	Planning	Public Works	Police
M	GENERAL FUND - By Function								
	Planning						X		
	General Administration			X		X			
	Municipal Court					X			
	Police								X
	SPECIAL REVENUE FUNDS								
M	American Rescue Plan Act (ARPA)					X			
N	Energy Loan Program						X		
N	Housing Services						X		
N	Keizer Youth Peer Court					X			
N	Off-Site Transportation Improvement							X	
N	Park Improvements							X	
N	Park Services							X	
N	Police Services								X
N	Public Education Government Access	X							
N	Sewer Reserve							X	
M	Street							X	
M	Transportation Improvements							X	
	PROPRIETARY FUNDS								
	Enterprise Funds								
N	Community Center			X					
M	Sewer					X		X	
M	Stormwater							X	
N	Street Lighting Districts							X	
M	Water							X	
M	Water Facility Replacement Reserve							X	
	Internal Services Fund								
M	Administrative Services Fund								
	City Attorney's Office		X						
	City Manager's Office	X							
	City Records			X					
	City-Wide Administration			X					
	Civic Center Facilities							X	
	Finance					X			
	Human Resources				X				
	Information Systems					X			
	Utility Billing					X			
	Public Works							X	
	DEBT SERVICE FUNDS								
M	Keizer Station Local Improvement					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 2021.

Council Goals Established for 2021 through 2023

SHORT TERM GOALS

- Parks Master Plan Update
- Water Rate Structure Study
- UGB Studies and Next Steps
 - Housing
 - Employment
 - Transportation
 - Considerations in Decision Making
- Emergency Preparedness Update
- City Ordinance Codification

LONG TERM GOALS

- Sidewalk Gap and Repair Program
- Water Master Plan Update
 - Water Main Replacement
- Transportation System Plan Update
 - Grant Cycle Funding
- UGB Studies
- River Cherry Overlay District
 - Funding Opportunities to Spur Development and Redevelopment

2021-22 WORK PLAN

To accomplish the above goals the City Council has identified the work plan below:

- Parks Master Plan Update and Parks Projects – Community Outreach
- Community Diversity Engagement – Work Group
- Council Rules and Procedures Update – Work Group
- Volunteer Committee Training
- Recruit and Hire Permanent City Manager
- Housing Disparity and Barriers to Home Ownership in Keizer – Work Group



Financial Trends

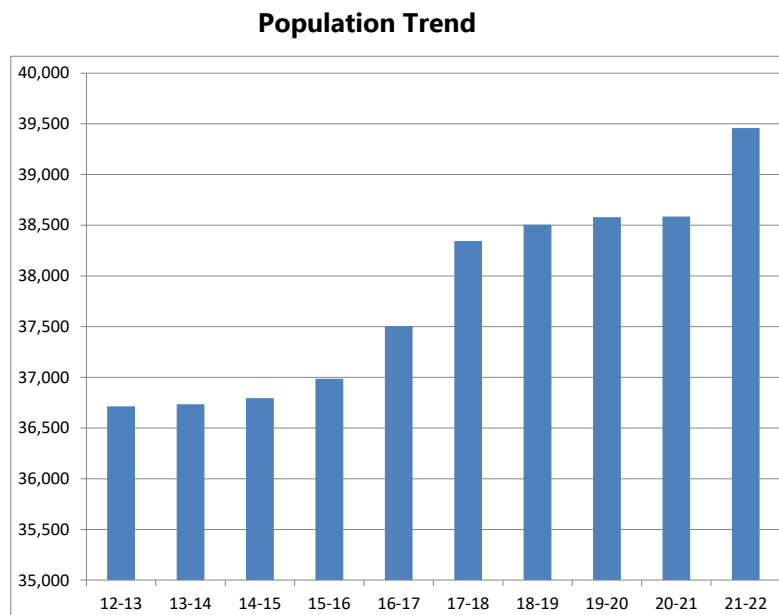
General & Economic Information.....	
Revenue Trends & Assumptions.....	
Resources & Requirements	
Budgets.....	
Debt.....	
Property Taxes.....	

General & Economic Information

Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of July 1, 2021, its population was 39,458. It lies inside of the Willamette Valley and is part of the Metropolitan Statistical Area. Keizer shares its southern border with Salem, the state capitol. Keizer is primarily a residential community having a low level of commercial activity. Most new commercial development is at Keizer Station, near Interstate 5.

POPULATION TRENDS

The City's population increased marginally yet steadily over the past 10 years at an average 0.85% growth rate per year. Keizer anticipates an increase in growth over the next several years at between 0.5% and 1.0% annually compared with the State of Oregon, which is increasing in population at 0.89% annually.



AVERAGE ANNUAL CPI-U

The Bureau of Labor Statistics for the U.S. Department of Labor tracks the Consumer Price Index (CPI-U) for most U.S. cities. The CPI-U is a leading economic indicator that measures inflation, which is central to assessing the cost of living and whether living standards are rising or falling. The table below shows the annual percentage change in this measure for the past 10 years. Nationally, over the last 12 months, the all items index increased 2.0 percent before seasonal adjustment.

Percent Change in Average Annual CPI-Urban Wage Earners and Clerical Workers, West – Size Class B/C

Year	CPI-U Increase
2012	101.7%
2013	101.0%
2014	101.3%
2015	100.1%
2016	100.9%
2017	102.4%
2018	103.0%
2019	102.4%
2020	101.7%
2021	105.5%

General & Economic Information

Population Staffing Per Capita	City Population vs. Number of City Employees by Fiscal Year									
	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
	36,715	36,735	36,795	36,985	37,505	38,345	38,505	38,580	38,585	39,458
	90	92	95	95	94	100.5	100.5	101.5	103	102
	2.5	2.5	2.6	2.6	2.5	2.6	2.6	2.6	2.7	2.6

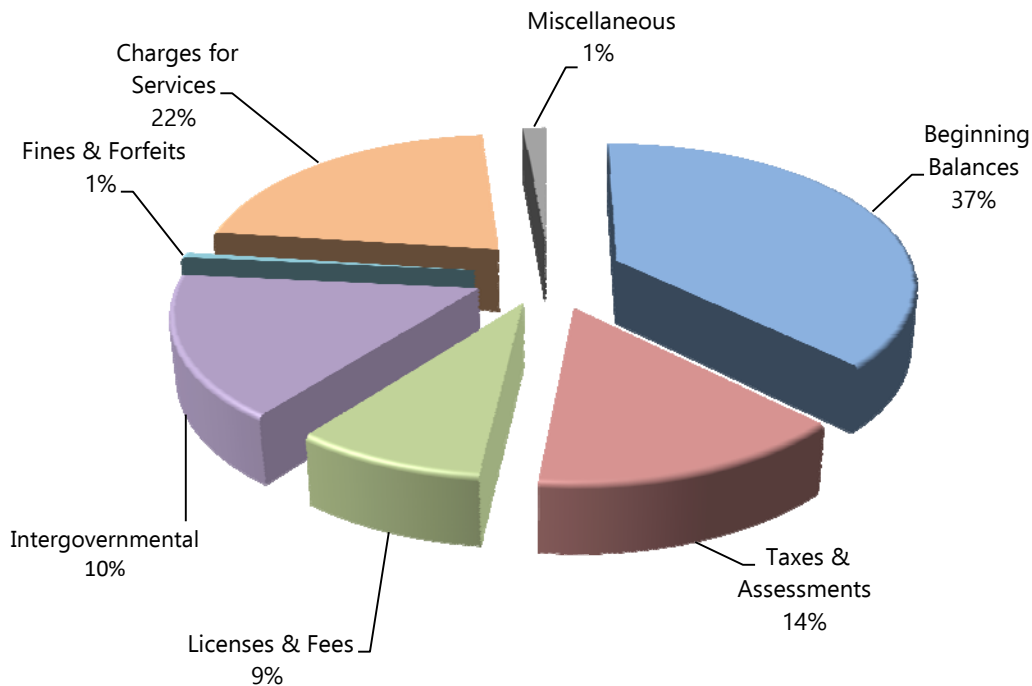
This chart compares the City of Keizer's population to the City's number of budgeted full-time employees over the past ten years. For the 2022-23 fiscal year, the City budgeted 102.0 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.6 employees per thousand of population.

Revenue Trends & Assumptions

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

The City is expecting overall operating revenues to remain consistent with the prior year budget. The primary revenue increase is for property taxes and intergovernmental revenue.

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



The revenue sources and assumptions used in the fiscal year 2022-23 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 \$3.1 billion for fiscal year 2022-23 compared to real market value which is approximately \$5.1 billion; over 72% above assessed value.

Revenue Trends & Assumptions

At \$6.1 million, property tax revenues continue to be a major source of revenue for the City, comprising 17% of total revenues. Despite the economic downturn and slow recovery during the past ten-year period, property taxes increased 41% or \$1.7 million. A significant factor in this was the reduction of the North River Road Urban Renewal District tax increment collections. When the district collects less than the maximum allowable, those taxes revert to the overlapping jurisdictions. The North River Road Urban Renewal District completed its plan in fiscal year 2014-15 and will no longer collect tax increment revenue.

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 2021-22 increasing to 72%. The higher the percentage the more likely the City will receive the full 3% growth in future years.

For fiscal year 2022-23, Marion County projects approximately 3.0% increase in current property tax revenues. The increase is primarily attributable to the 3% increase in taxable assessed value. There may be a slight impact from new construction which could 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 2022-23, revenue from licenses and fees is projected to be 14% of the City's total revenues.

Franchise Fees

Franchise fees are received from several franchises currently operating within the City of Keizer. These fees are collected based upon rates applied to the gross operating revenues generated within the City. Franchise fee rates have been set at 5% for natural gas, electricity, garbage, cable and broadband, water, sewer and stormwater and at 7% for telephone. Franchise Fees are an important revenue source for the City. Revenue is estimated at \$3.0 million for fiscal year 2022-23 and represents 8% 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 9% primarily due to rate increases for water, sewer, stormwater and sanitation services. Electricity fee revenues make up over 40% of total franchise fees and have increased 8% during this time.

Assumptions for fiscal year 2022-23 include:

- Electricity and Gas franchises expect revenues to be consistent with the projected fiscal year 2021-22 revenues.
- Telephone franchise revenues continue to decline as more users switch from landlines to cellular

Revenue Trends & Assumptions

phones which are not subject to franchise tax. Fiscal year 2022-23 revenue projections are based on a 6% reduction over fiscal year 2021-22 projected revenues, consistent with the current downward trend.

- The area's cable television provider has consistently declined over the last several years as users are turning to alternative streaming services. However, during fiscal year 2021-22 revenues increased slightly as the result of the stay at home recommendations due to the COVID-19 pandemic. Revenues for Fiscal Year 2022-23 are expected to return to the pre-pandemic levels.
- City Utility assessments and fees are expected to increase 4% for water and 3% for sewer services.

Park Fees

In November 2017 the City started collecting Park Fees to provide resources to increase the level of repairs and maintenance in the City's park system. The fee covers additional employee's costs such as wages, health insurance, retirement and taxes for two additional park's employees in addition to costs associated with maintaining and repairing existing park amenities. The fee is expected to provide \$680,000 per year in revenue.

Police Fee

In November 2017 the City started collecting Police Fees to provide resources to hire and equip five additional police officers. The fee covers employee costs such as wages, health insurance, retirement and taxes in addition to uniforms, service equipment and vehicles. Due to ongoing increases in wages, health insurance and retirement the fee is expected to increase from \$5.00 per month to \$6.00 per month in Fiscal Year 2022-23. The fee is expected to provide \$840,000 in revenue during Fiscal year 2022-23.

System Development Charges

System Development Charges (SDCs) are one-time fees based on the proposed new use or increase in use of a property. These fees apply to both new construction and residential projects which increase impact to city infrastructure. The City has four SDC fees including water, sanitary sewer, transportation, and park improvements. These fees make up 1% of the City's total revenues. Revenue estimates are based on expected growth of 1% in fiscal year 2022-23 using assumptions from Marion County and the City's Planning Department. By Council action, these SDCs are indexed annually taking an average of the Northwest construction cost index (CCI) and the change in land values in the Keizer area.

Building and Permit Fees

This revenue category includes, building permits and fees, and planning development review fees. All licenses and fees are authorized by council resolution or ordinance and located on the City's website. Revenue estimates are based on expected growth of 1% in fiscal year 2022-23 using assumptions from Marion County and the City's Planning 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 \$9.0 million or 26% 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). Included in intergovernmental revenues is \$4.4 million in federal American Rescue Plan Act grants.

Revenue Trends & Assumptions

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 decreased in recent years as the result in fewer traffic citations being issued. Revenue estimates are based on five-year trend analysis adjusted for any changed 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). Water utility rates are expected to increase 4% while stormwater rates are expected to remain consistent with fiscal year 2020-21. Sewer rates are expected to increase approximately 3.0%. These revenues make up 34% 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 year's water consumption has declined due to customer conservation measures and wetter than average summers. These trends are typically offset by modest annual rate increases. The rate increase is necessary to reinvestment into the water system infrastructure to meet the requirements of the Water System Master Plan.

Sewer charges are set using average water consumption per customer account. Revenue trends are similar to water sales given annual modest sewer rate increases are similar to water rates. Sewer revenues are expected to increase 3.0% in fiscal year 2022-23 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 does not expect to increase the stormwater rate during Fiscal Year 2022-23.

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 9% over projected fiscal year 2021-22 amounts.

MISCELLANEOUS

For fiscal year 2022-23, miscellaneous revenue is projected to be 2% of the City's total revenues and is primarily interest revenue.

Investment Income

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

Currently, the LGIP is earning 0.50% on its investments. For this coming fiscal year, the rate of return on

Revenue Trends & Assumptions

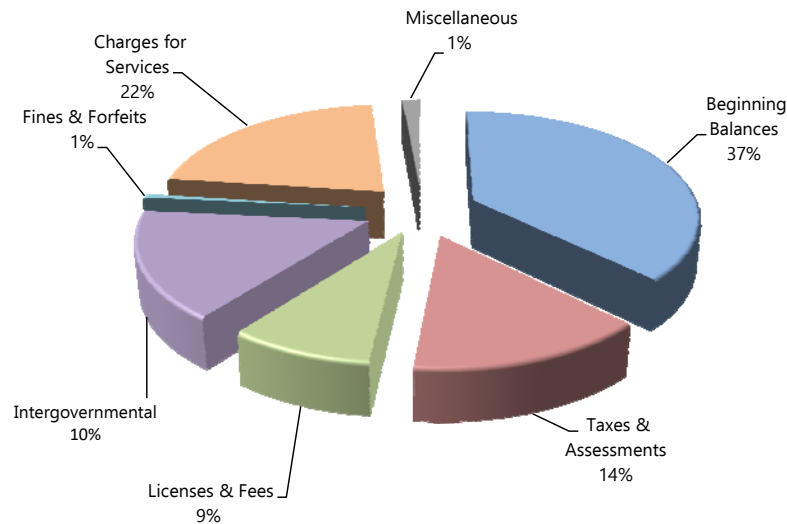
the City's investments is projected to remain consistent with the previous year. Investment income is budgeted in each fund based upon its estimated share of pooled cash at the projected interest rate for the upcoming year.

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.

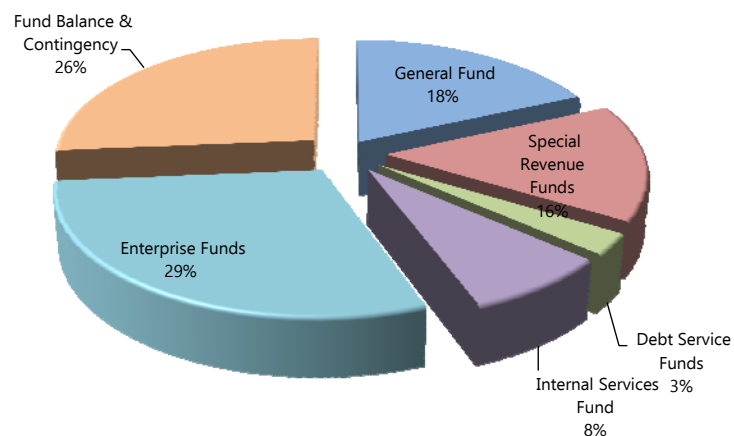
Financial Trends – Resources & Requirements

RESOURCES BY SOURCE – FY 2022-23



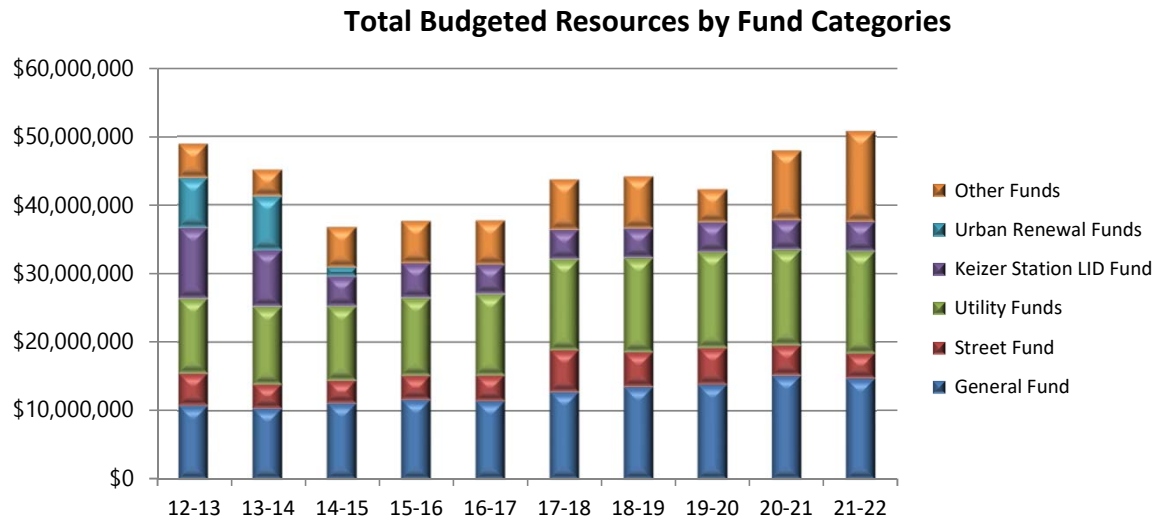
For fiscal year 2022-23, total resources come to \$59 million. Charges for Services support the City's utilities including Water, Sewer and Stormwater. Property tax revenues, including delinquencies continue to be a major source of resources for the City. For this fiscal year, City property taxes are projected to be 3% above the previous fiscal year.

REQUIREMENTS BY USE – FY 2022-23

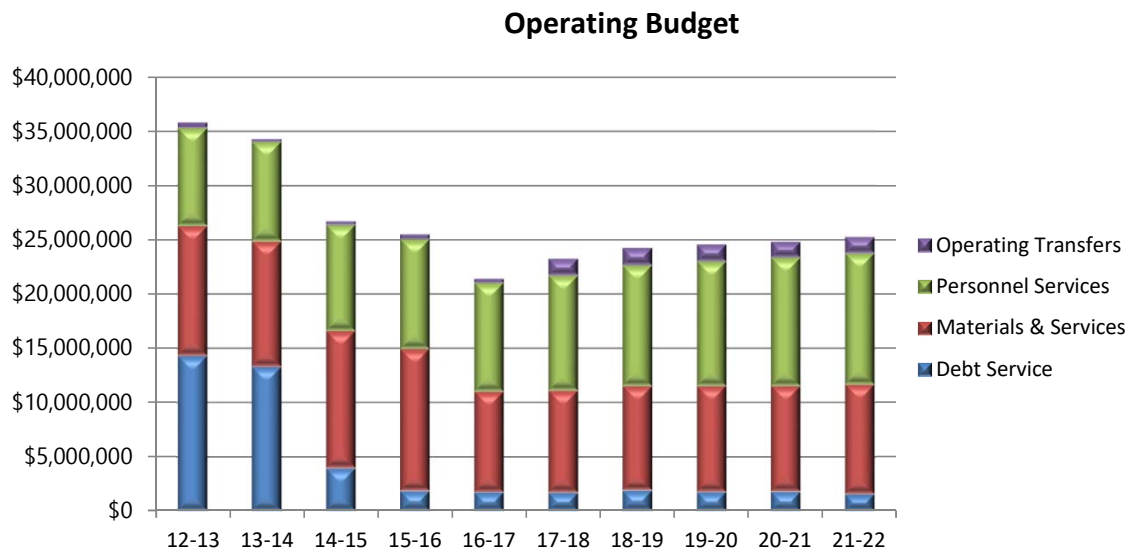


Requirements are balanced to fiscal year 2022-23 resources at \$59 million. As the pie chart above shows, 26% of this fiscal year's requirements are budgeted as contingency and ending fund balances. The remaining budgeted requirements are allocated between the General Fund, Special Revenue Funds, Capital Projects, Debt Service and Utility Funds.

Financial Trends - Budgets

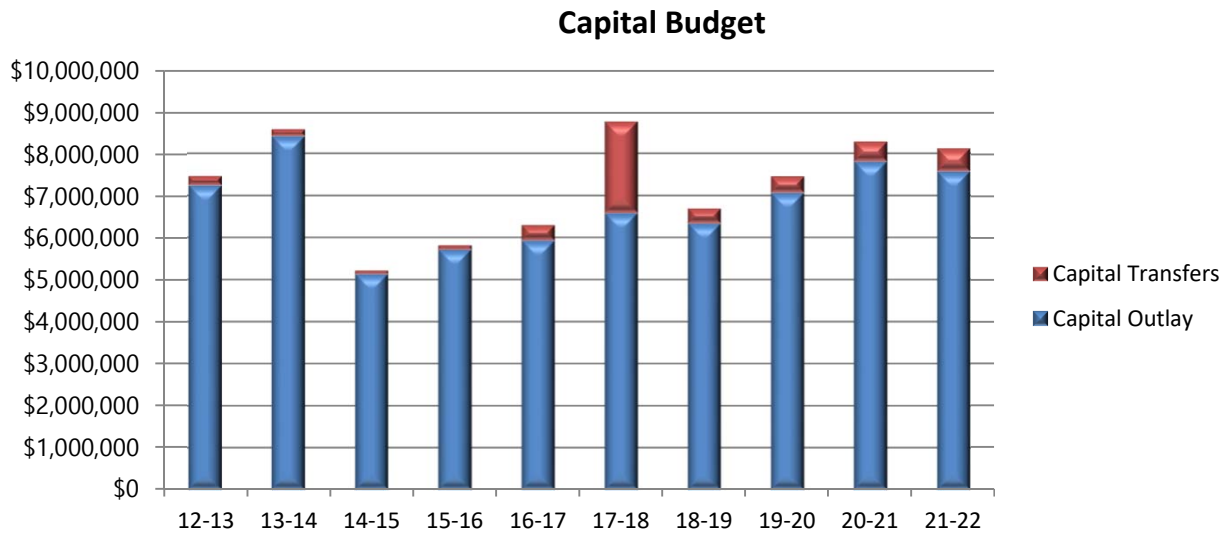


This graph depicts the total resources budgeted in each fund category for the past ten fiscal years. The graph indicates the combined General Fund, which includes General Services, Planning, Municipal Court and Police Services. The Utility funds include Water, Sewer and Stormwater both Operations and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

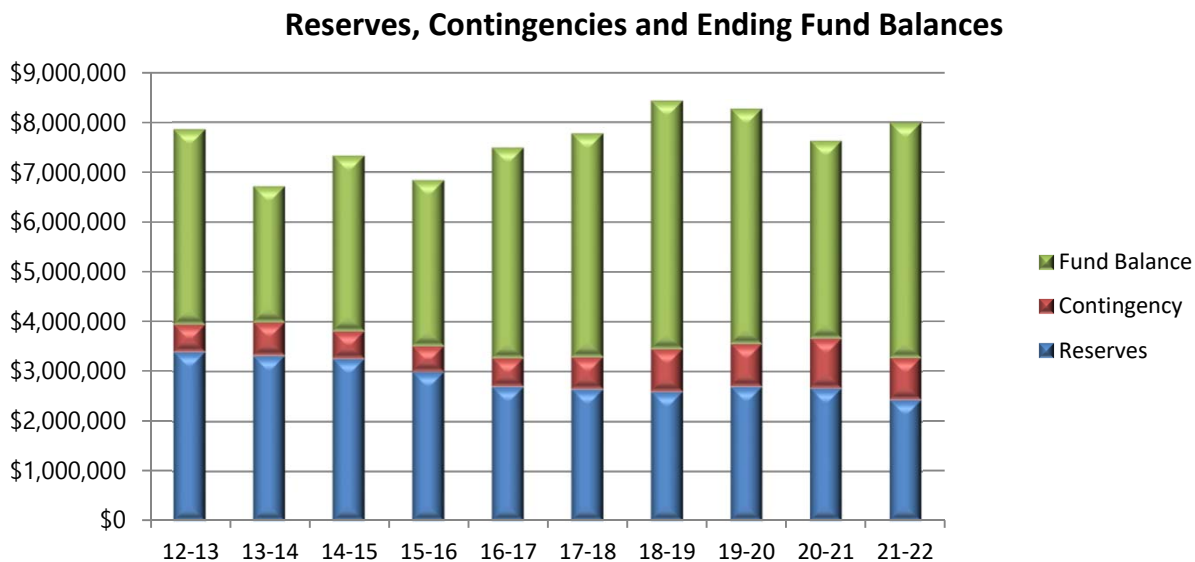


The above graph depicts the total operating expenditures by category for the past ten fiscal years, adjusted for inflation. Spikes in debt service payments in FY12-13 and FY13-14 represent pay down of Keizer Station Local Improvement District debt resulting from the foreclosure of delinquent properties. 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



The above graph depicts the total capital expenditures by category for the past ten fiscal years, adjusted for inflation. Capital construction in FY12-13 through FY21-22 is for road, water and stormwater improvements. FY17-18 includes a capital transfer that was used as short term working capital for the construction of the bridge over Claggett Creek on Dearborn Ave NE.



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

Financial Trends - Debt Service

FULL FAITH AND CREDIT BONDS

Full faith and credit bonds are long-term obligations that are payable solely from a designated source of revenue. They do not carry any taxing power. The City has two obligations that are full faith and credit, the Keizer Station Local Improvement District Debt and the 2018 Gas Tax Revenue loan.

Keizer Station Local Improvement District Debt Service Schedule

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.

Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
12/1/2022	\$ 9,815,000	\$ -	\$ 255,190	\$ 255,190
6/1/2023	9,815,000	-	255,190	255,190
12/1/2023	9,815,000	-	255,190	255,190
6/1/2024	9,815,000	-	255,190	255,190
12/1/2024	9,815,000	-	255,190	255,190
6/1/2025	9,815,000	-	255,190	255,190
12/1/2025	9,815,000	-	255,190	255,190
6/1/2026	9,815,000	-	255,190	255,190
12/1/2026 through 12/1/2031	9,815,000	-	2,296,710	2,296,710
6/1/2031	9,815,000	9,815,000	255,190	10,070,190
		\$ 9,815,000	\$ 4,593,420	\$ 14,408,420

2018 Gas Tax Revenue Loan Debt Service Schedule

Interest Rate	Original Date	Maturity Date	Original Principal	Principal Outstanding	Annual Debt Service
3.05%	4/26/2018	6/1/2033	\$ 1,800,000	\$ 1,506,000	\$ 152,000

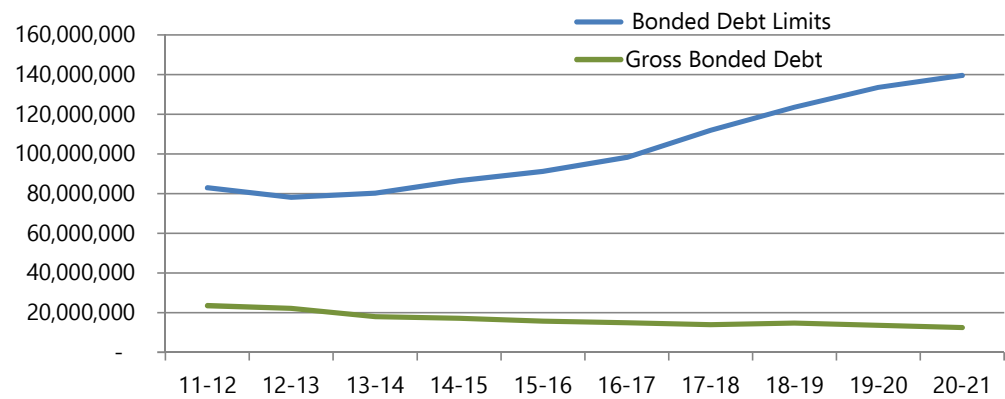
Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
12/1/2022	\$ 1,400,000	\$ -	\$ 21,350	\$ 21,350
6/1/2023	1,291,000	109,000	21,350	130,350
12/1/2023	1,291,000	-	19,688	19,688
6/1/2024	1,179,000	112,000	19,688	131,688
12/1/2024	1,179,000	-	17,980	17,980
6/1/2025	1,063,000	116,000	17,980	133,980
12/1/2025	1,063,000	-	16,211	16,211
6/1/2026	944,000	119,000	16,211	135,211
12/1/2026	944,000	-	14,396	14,396
6/1/2027	821,000	123,000	14,396	137,396
12/1/2027 through 12/1/32	389,000	674,000	87,550	87,550
6/1/2033	147,000	147,000	2,242	149,242
		\$ 1,400,000	\$ 269,042	\$ 1,669,042

FUTURE DEBT ISSUANCE

The City does not anticipate issuing any new debt in the immediate future.

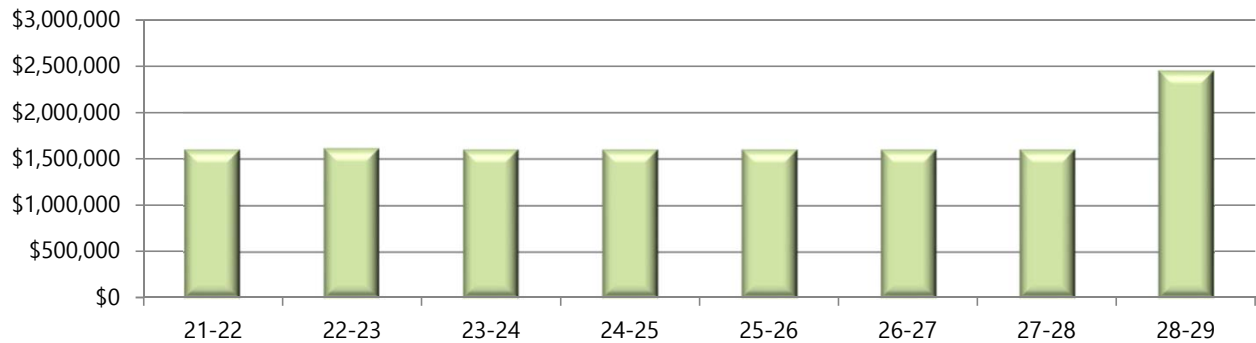
Financial Trends - Debt

Gross Bonded Debt



The above graph shows the City's total gross bonded debt. ORS 287.004 sets a legal limit on General Obligation (G.O.) debt at 3% of the total real market value in the city. Real market value is \$5,136,387,566 giving a debt limit of \$154,091,626 compared to \$11,215,000 G.O. debt outstanding. The City's gross bonded indebtedness has stayed less than 1%, well below this limit. The graph reflects existing general obligation bond issues only and does not project for any future debt issuance.

Annual Debt Service on Gross Bonded Debt



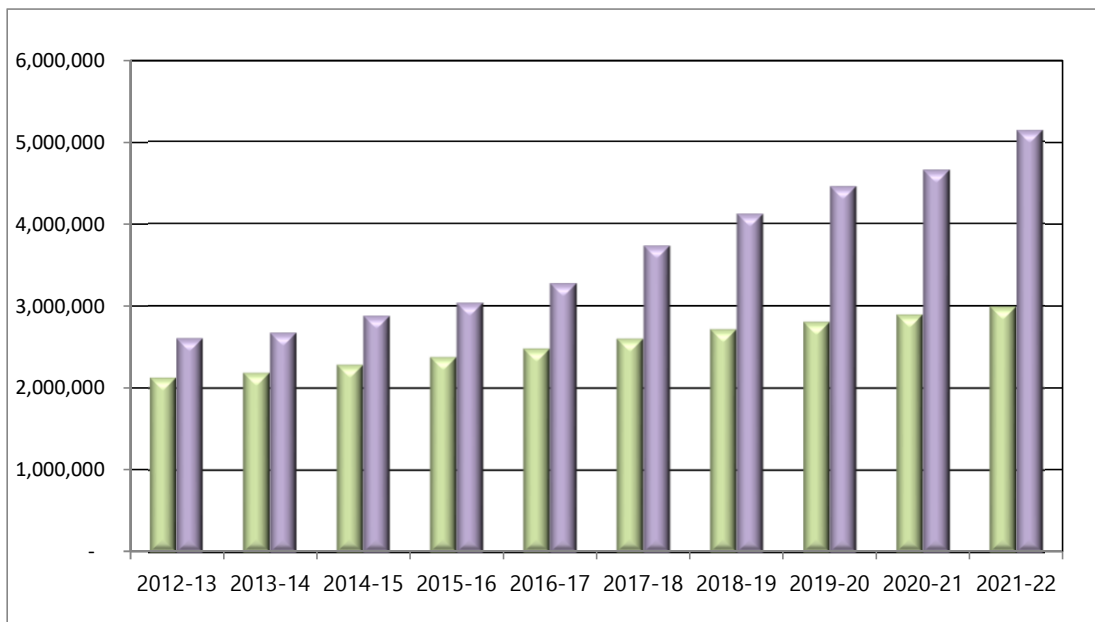
The above graph depicts the City's debt service (principal and interest payments) on its bonded indebtedness. Since the Keizer Station Local Improvement District (LID) bonds are 21-year bonds, the graph is extended out to fiscal year 2028-29. Fiscal years 2018-19 through 2028-29 assume all assessment payments will be made on time and the final debt service payment will include use of the debt reserve. Principal payment on this debt is not due until maturity on June 1, 2031, however, the City plans on making annual debt service payments equal to the amount of assessment payments received from property owners. This strategy will allow the City to pay off the debt in FY28-29.

Financial Trends - Property Taxes

City Property Tax Revenues		2021-22 Actual Tax Revenue	2022-23 Estimated Tax Revenues 103%
1	District Assessed Value	\$2,986,080,900	\$3,075,663,327
2	Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
3	Gross Property Tax Revenues	\$6,222,395	\$6,409,067
4	Penalties/Compression/Adjustments	-	-
5	Property Tax Revenues	\$6,222,395	\$6,409,067
6	Uncollectables and Discounts	(264,187)	(333,912)
7	Net Anticipated Tax Collected	\$ 5,958,209	\$ 6,075,155

Assessed value is expected to increase 3%, primarily from the maximum growth value.

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 both assessed value and real market value continue to increase. 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 58% 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.



Budget Summary

Budget Overview & Highlights.....	
All Funds Combined.....	
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Budget Overview

The following provides an overview of the fiscal year 2022-23 Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total budget for fiscal year 2022-23 is \$59,416,200 a 17.5% increase from the current year budget primarily due to receiving an additional \$4.4 million in intergovernmental revenues from the American Rescue Plan Act (ARPA). Taxes and assessments are expected to increase 4% primarily as the result of the 3% increases in assess property value. License and fees are expected to increase 5.8% as the result of an increase in the Police Services Fee. Charges for services are expected to increase 2.8% as the result of water and sewer rate increases. The City's total operating budget, excluding transfers and debt proceeds, is \$35,061,900.

REVENUES

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

Revenue projections for fiscal year 2022-23 total \$35,061,900 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 29.

EXPENDITURES

Expenditures for fiscal year 2022-23 total \$42,422,100 (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 7.4% primarily due to increases in wages, insurance and retirement costs. The budget provides for salary and wage increases of 3.0% for non-represented employees and 2.5% for employees represented by

Budget Overview

the Keizer Police Union and 4.0% for employees represented by the Local 737. In addition, the budget includes a 5% increase in medical insurance premiums. Employees from the City's two labor groups, Keizer Police Association and Local 737, contribute 5% to their health and dental insurance premiums while non-represented staff contributes 10%. The City's share of the cost for employee health and dental insurance is estimated at \$2.8 million. Retirement costs are expected to increase 3% primarily due to increases in salary and wages.

Materials & Services

Materials and Services expenditures include administrative costs, a variety of contractual services, and operating and maintenance costs. Materials and Services is expected to increase approximately 6% as the result of spending associated with the ARPA grant.

Capital Outlay

The City's total capital outlay budget for fiscal year 2022-23 is \$12,456,000 of which \$4,547,700 is for routine expenditures and \$7,908,300 is for non-routine expenditures. A summary of total capital expenditures is on page 59.

Debt Service

Citywide debt service is budgeted at \$1,767,800 and includes the following payments:

- Keizer Station Local Improvement District - \$1,616,100, and
- Street Fund - \$151,700

Transfers

The fiscal year 2022-23 Budget includes the following transfers:

- From the Police Services Fund to the General Fund to provide for the costs associated with adding five additional police officers - \$840,000
- From the General Fund to the Park Services Fund to provide at least 2.5% of the General Fund revenues in support of the park operations - \$360,800
- From the General Fund to the Transportation Improvement Fund to repay an interfund loan - \$30,000

Budget Overview

- From the Street Fund to the Stormwater Fund to cover the cost of maintaining public street impervious surfaces - \$521,000
- From the Water Fund to the Water Facility Fund for capital improvements - \$650,000

FUND BALANCES

The City's reserves and fund balances consist of restricted funds for specific purposes and planned future expenditures, set aside for emergencies and unforeseen circumstances and for operating capital. The City's total projected Ending Fund Balance is \$8,559,900. Projections by fund are on pages 61-63.

Budget Highlights

The fiscal year 2022-23 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 \$59,416,200 and includes \$12,456,000 in capital spending and \$1,767,800 in debt service payments.

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

The predominant short-term factors that influence the decisions made in the development of the fiscal year 2022-23 budget include:

1. The impact of the COVID-19 pandemic,
2. The City Council's short term goals,
3. Marginal increases in other general fund revenues,
4. Maintain existing services and
5. Continued capital investment into all of the City's service areas to ensure continued sustainability.

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 156-175).

The following is a summary of the financial highlights of the 2022-23 fiscal year budget.

FINANCIAL AND BUDGET TRENDS

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

As shown on page 27, the City averages 0.85% growth in its population rate per year. The City expects an increase in growth over the next several years at 0.5-1.0% annually. The Consumer Price Index in Oregon for 2021 was up 5.5% over 2020. These economic increases were factored into the City's budget projections.

REVENUES

The City is expecting overall operating revenues to increase approximately 9.2% as compared to the prior year. The primary revenue increase is for intergovernmental revenues as the result of the ARPA grant. In addition taxes and assessments, license and fees and charges for services are expected to increase.

Taxes

Property tax revenues are the General Fund's single most important revenue source and support operating programs such as Police, Municipal Court, Parks, Planning 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 3% in fiscal year 2022-23 as compared to increasing 3.1% during fiscal year 2020-21. The increase is primarily attributed to a 3% increase in assessed value.

Budget Highlights

Assessments

Assessments are expected to remain consistent at approximately \$1.4 million in fiscal year 2022-23 as compared to fiscal year 2021-22. 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 33.9% in fiscal year 2022-23 as compared to fiscal year 2021-22. The increase is attributed to receiving \$4.4 million in intergovernmental funding from the ARPA Grant.

Charges for Services

Charges for services are expected to increase approximately 2.8%. The increase is attributed to:

- An expected 4% water rate increase that will take effect January 1, 2023,
- an expected 3.0% sewer rate increase effective January 1, 2023. The City of Salem, who manages the regional sewer system, sets the sewer rates for the City of Keizer,
- an expected \$1.00 per month increase in the Police Services fee that will take effect January 1, 2023.

OPERATING EXPENDITURES

In total, the City's operating expenditures, which include personnel services and materials and services are expected to increase 7% over the prior year's budget.

Personnel Services

Personnel Services include employee salaries and wages, retirement benefits and health and welfare benefits. The City anticipates a \$1.8 million increase in personnel services expense in fiscal year 2022-23 as compared to fiscal year 2021-22. A summary of employee benefits 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 by \$0.1 million in fiscal year 2022-22 as compared to fiscal year 2021-22 budget.

For employees not subject to the provisions of a collective bargaining agreement salaries and wages are projected to increase 3.0%. Employees subject to the Keizer Police Association collective bargaining agreement are projected to increase 2.5%. Employees subject to the Local 737 collective bargaining agreement are projected to increase 4.0%. The City strives to provide a consistent wage and salary adjustment to all employees, represented and unrepresented alike.

The budgeted regular status full-time equivalents for fiscal year 2022-23 will be 102 employees as compared to 101 in fiscal year 2021-22. The City anticipates adding back the Administrative Specialist position that primarily supports the Community Center.

The City has allocated \$700,000 or ARPA grant funds to provide for Community Center staffing while the center reopens post pandemic. In addition, the funds are to provide for costs associated with employee retirements and the subsequent new hire process to reduce the time that the positions remain vacant.

Budget Highlights

Retirement Benefits

Retirement benefits provided to City employees are remaining the same but the cost of those benefits will increase approximately \$0.1 million in fiscal year 2022-23 as compared to fiscal year 2021-22. The increase is the result of annual salary and wage increases in addition to filling previously vacant positions.

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 5% in fiscal year 2022-23 as compared to fiscal year 2021-22. Health and dental insurance premiums will increase no more than 5%. Consistent with fiscal year 2021-22 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 \$0.7 million from \$12.0 million in fiscal year 2021-22 to \$12.7 million in fiscal year 2022-23. The primary reason for the increase is increased spending as the result of the ARPA grant. In addition, the increase is also attributed to the sewer payments remitted to the City of Salem.

NON-OPERATING EXPENDITURES

Non-operating expenditures which include capital outlay and debt service are expected to decrease \$0.4 million in fiscal year 2022-23 as compared to fiscal year 2021-22.

Capital Outlay

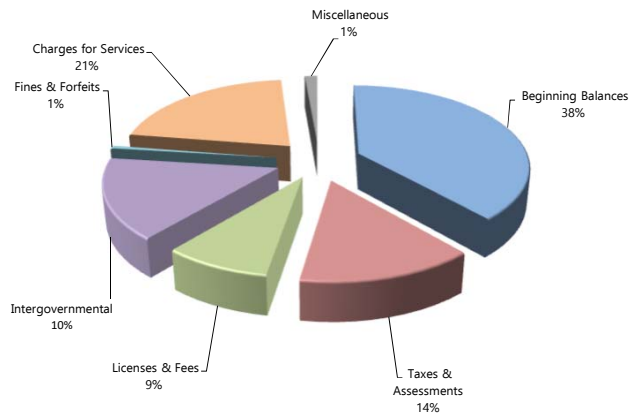
Capital outlay costs are expected to increase \$1.5 million from \$11.0 million in fiscal year 2021-22 to \$12.5 million in fiscal year 2022-23. The City has appropriated over \$3.4 million for development of the I-5 Chemawa southbound on-ramp should the Oregon Department of Transportation proceed with this project should construction begin during the current year.

Debt Service

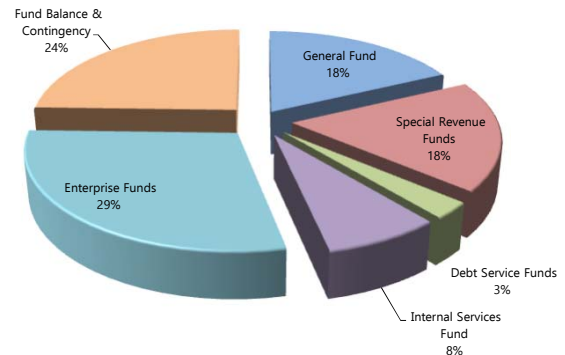
Payments of principal and interest on the City's debt obligations is expected to remain consistent with the prior year as no new debt is anticipated. The City continues to pay down the debt associated with the Keizer Station Local Improvement District bonds and Gas Tax loan.

All Funds Combined

Revenues (net eliminations)*



Expenditures (net eliminations)*



	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
RESOURCES:								
Beginning Balance:	\$ 16,962,539	\$ 15,925,927	\$ 16,015,800	\$ 17,331,200	\$ 21,952,500			37.1%
Revenues:								
Taxes & Assessments	7,452,219	7,641,173	7,723,900	7,843,200	8,035,400			4.0%
Licenses & Fees	4,737,748	4,751,472	4,622,500	5,012,000	4,888,600			5.8%
Intergovernmental	3,982,110	5,469,473	6,712,400	10,109,300	8,989,100			33.9%
Fines & Forfeits	444,041	481,622	402,700	333,000	318,000			-21.0%
Charges for Services	11,116,592	11,320,683	11,716,400	11,619,900	12,045,000			2.8%
Miscellaneous	1,155,716	1,010,549	931,000	902,300	785,800			-15.6%
Total Revenues:	28,888,426	30,674,972	32,108,900	35,819,700	35,061,900			9.2%
Other Resources:								
Transfers In	2,253,849	2,374,351	2,431,600	2,431,600	2,401,800			-1.2%
Total Other Resources	2,253,849	2,374,351	2,431,600	2,431,600	2,401,800			-1.2%
TOTAL RESOURCES	48,104,814	48,975,250	50,556,300	55,582,500	59,416,200			17.5%
REQUIREMENTS:								
Expenditures:								
Personnel Services	12,577,088	12,615,954	14,391,100	13,621,700	15,455,500			7.4%
Materials & Services	10,436,870	11,473,826	12,008,400	11,687,400	12,742,800			6.1%
Capital Outlay	4,899,774	3,132,006	10,949,000	4,136,300	12,456,000			13.8%
Debt Service	2,011,312	2,047,748	1,793,000	1,753,000	1,767,800			-1.4%
Total Expenditures:	29,925,043	29,269,534	39,141,500	31,198,400	42,422,100			8.4%
Other Requirements:								
Transfers Out	2,253,849	2,374,351	2,431,600	2,431,600	2,401,800			-1.2%
Contingency	-	-	1,279,500	-	6,032,400			371.5%
Total Other Requirements	2,253,849	2,374,351	3,711,100	2,431,600	8,434,200			127.3%
Fund Balance:								
Restricted	11,412,972	11,634,055	5,060,800	16,464,800	5,234,900			3.4%
Committed	686,028	814,470	509,700	765,100	401,700			-21.2%
Assigned	1,321,731	1,501,261	540,100	1,452,300	667,000			23.5%
Unassigned	2,505,192	3,381,579	1,593,100	3,270,300	2,256,300			41.6%
Total Fund Balance	15,925,923	17,331,365	7,703,700	21,952,500	8,559,900			11.1%
TOTAL REQUIREMENTS	\$ 48,104,815	\$ 48,975,250	\$ 50,556,300	\$ 55,582,500	\$ 59,416,200			17.5%

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:	\$ 3,270,300	\$ 1,485,900	\$ 10,275,200	\$ 2,969,900	\$ 964,500	\$ 294,700	\$ 2,692,000	\$ -	\$ 21,952,500
3 Revenues:									
4 Taxes & Assessments	6,335,000	-	-	-	610,000	-	1,090,400	-	8,035,400
5 Licenses & Fees	3,013,000	14,100	1,746,500	75,000	-	-	-	-	4,848,600
6 Intergovernmental	1,674,000	2,900,000	4,415,100	-	-	-	-	-	8,989,100
7 Fines & Forfeits	318,000	-	-	-	-	-	-	-	318,000
8 Charges for Services	2,000	-	-	11,918,000	165,000	4,714,600	-	(4,714,600)	12,085,000
9 Miscellaneous	82,800	5,500	149,600	17,500	11,000	-	519,400	-	785,800
10 Total Revenues:	11,424,800	2,919,600	6,311,200	12,010,500	786,000	4,714,600	1,609,800	(4,714,600)	35,061,900
11 Other Resources:									
12 Transfers In	840,000	-	390,800	1,171,000	-	-	-	-	2,401,800
13 Total Other Resources	840,000	-	390,800	1,171,000	-	-	-	-	2,401,800
14 TOTAL RESOURCES	15,535,100	4,405,500	16,977,200	16,151,400	1,750,500	5,009,300	4,301,800	(4,714,600)	59,416,200
15 REQUIREMENTS:									
16 Expenditures:									
17 Personnel Services	8,556,000	153,300	1,147,400	2,345,500	209,000	3,044,300	-	-	15,455,500
18 Materials & Services	3,898,000	895,600	1,261,900	9,485,700	617,000	1,299,200	-	(4,714,600)	12,742,800
19 Capital Outlay	284,000	2,118,600	8,056,200	1,393,100	345,900	258,200	-	-	12,456,000
20 Debt Service	-	151,700	-	-	-	-	1,616,100	-	1,767,800
21 Total Expenditures:	12,738,000	3,319,200	10,465,500	13,224,300	1,171,900	4,601,700	1,616,100	(4,714,600)	42,422,100
22 Other Requirements:									
23 Transfers Out	390,800	521,000	840,000	650,000	-	-	-	-	2,401,800
24 Contingency	150,000	56,100	4,964,600	314,100	140,000	407,600	-	-	6,032,400
25 Total Other Requirements	540,800	577,100	5,804,600	964,100	140,000	407,600	-	-	8,434,200
26 Fund Balance:									
27 Restricted	-	509,200	707,100	973,500	359,400	-	2,685,700	-	5,234,900
28 Committed	-	-	-	401,700	-	-	-	-	401,700
29 Assigned	-	-	-	587,800	79,200	-	-	-	667,000
30 Unassigned	2,256,300	-	-	-	-	-	-	-	2,256,300
31 Total Fund Balance	2,256,300	509,200	707,100	1,963,000	438,600	-	2,685,700	-	8,559,900
32 TOTAL REQUIREMENTS	\$ 15,535,100	\$ 4,405,500	\$ 16,977,200	\$ 16,151,400	\$ 1,750,500	\$ 5,009,300	\$ 4,301,800	\$ (4,714,600)	\$ 59,416,200

Governmental Funds

General Fund
 Special Revenue Funds
 Major Funds
 ARPA Fund
 Street Fund
 Nonmajor Governmental Funds
 Keizer Youth Peer Court
 Park Services Fund
 Police Services Fund
 Public Education Government Access 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, Liquor Tax and State Shared Revenue. General Fund's primary expenditures are for Public Safety, Park Operations, Community Development and General Government

Special Revenue Funds

ARPA Fund

The ARPA Fund accounts for the intergovernmental grant funds received as the result of the American Rescue Plan Act. The grant is in response to the COVID-19 Pandemic. Funds must be committed by December 31, 2024 and expended by December 31, 2026.

Street Fund

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

Park Services

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

Police Services

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

Public Education Government

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

Fund Descriptions

Housing Rehabilitation

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

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

Energy Efficiency

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

Keizer Youth Peer Court

Keizer Youth Peer Court Fund is used to account for donations made on behalf of Cari Emery the former Peer Court Coordinator. The funds are to be used in support of Keizer Youth Peer Court.

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.

Fund Descriptions

Water Facility

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

Sewer

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

Stormwater

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

Community Center

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

Street Lighting Districts

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

Sewer Reserve

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

Internal Services Funds

Administrative Services

The Administrative Services Fund accounts for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis. Administrative Services are provided by General Administration

Fund Descriptions

(City Council and Non-departmental), City Manager's Office, City Attorney's Office, City Recorder's 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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23
General	\$ 13,872,994	\$ 15,593,226	\$ 14,671,900	\$ 15,637,300	\$ 15,535,100	\$ 15,535,100	\$ 15,535,100
Special Revenue Funds:							
Street	5,434,113	4,088,334	3,688,000	4,189,600	4,405,500	4,405,500	4,405,500
Park Services	1,544,713	1,567,605	1,473,500	1,490,000	1,539,700	1,539,700	1,539,700
Police Services	951,925	982,739	1,051,900	1,042,200	1,164,800	1,164,800	1,164,800
American Rescue Plan Act	-	-	2,200,000	5,260,400	8,870,800	8,870,800	8,870,800
Keizer Youth Peer Court	-	11,514	-	11,800	11,900	11,900	11,900
Public Government Education	494,763	464,901	377,900	432,700	339,800	339,800	339,800
Housing Rehabilitation	89,547	108,141	138,500	124,400	154,400	154,400	154,400
Energy Efficiency	14,988	18,298	34,000	21,900	36,900	36,900	36,900
Park Improvement	1,012,737	977,014	1,082,700	1,206,000	1,220,500	1,220,500	1,220,500
Transportation Improvement	3,397,299	3,542,592	3,528,600	3,564,400	3,638,400	3,638,400	3,638,400
Off-Site Transportation	55,609	-	-	-	-	-	-
Enterprise Funds							
Water	4,466,655	4,489,026	4,441,400	4,579,600	4,519,100	4,519,100	4,519,100
Water Facility	882,025	915,215	1,176,000	1,232,500	965,000	965,000	965,000
Sewer	6,638,653	6,812,132	7,157,900	7,074,900	7,276,400	7,276,400	7,276,400
Stormwater	2,842,273	3,144,850	3,260,700	3,374,600	3,390,900	3,390,900	3,390,900
Community Center	677,549	473,318	452,700	510,100	547,400	547,400	547,400
Street Lighting District	866,488	885,693	893,800	899,700	907,200	907,200	907,200
Sewer Reserve	257,879	273,944	291,700	279,900	295,900	295,900	295,900
Internal Services Fund							
Administrative Services	4,084,387	4,378,891	4,847,200	4,644,400	5,009,300	5,009,300	5,009,300
Debt Service Funds							
Total	\$ 51,947,527	\$ 53,076,727	\$ 55,096,800	\$ 59,869,400	\$ 64,130,800	\$ 64,130,800	\$ 64,130,800

Notes:

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

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

Consolidated Fund Summary

	General Fund			Major Special Revenue Funds									Non Major Special Revenue Funds		
				Street Fund			Transportation Improvement Fund			American Rescue Act Fund					
	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23
RESOURCES:															
Beginning Balance:	\$ 2,505,196	\$ 2,601,300	\$ 3,270,300	\$ 1,195,689	\$ 803,400	\$ 1,485,900	\$ 3,397,299	\$ 3,444,600	\$ 3,564,400	\$ -	\$ -	\$ 4,460,400	\$ 1,975,193	\$ 2,029,900	\$ 2,250,400
Revenues:															
Taxes & Assessments	6,107,527	6,163,600	6,335,000	492	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	2,960,307	2,930,100	3,013,000	16,723	14,100	14,100	129,564	29,000	29,000	-	-	-	1,541,567	1,559,800	1,717,500
Intergovernmental	2,553,316	1,657,700	1,674,000	2,870,642	2,850,000	2,900,000	-	-	-	-	2,200,000	4,410,400	18,274	4,700	4,700
Fines & Forfeits	481,622	402,700	318,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	1,734	5,000	2,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	142,324	114,000	82,800	4,788	20,500	5,500	15,729	25,000	15,000	-	-	-	153,678	138,300	134,600
Total Revenues:	12,246,830	11,273,100	11,424,800	2,892,645	2,884,600	2,919,600	145,293	54,000	44,000	-	2,200,000	4,410,400	1,713,519	1,702,800	1,856,800
Other Resources:															
Transfers In	841,200	797,500	840,000	-	-	-	-	30,000	30,000	-	-	-	441,500	425,800	360,800
Total Other Resources	841,200	797,500	840,000	-	-	-	-	30,000	30,000	-	-	-	441,500	425,800	360,800
TOTAL RESOURCES:	15,593,226	14,671,900	15,535,100	4,088,334	3,688,000	4,405,500	3,542,592	3,528,600	3,638,400	-	2,200,000	8,870,800	4,130,212	4,158,500	4,468,000
REQUIREMENTS:															
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	7,358,036	8,443,300	8,556,000	135,989	140,800	153,300	-	-	-	-	-	700,000	407,661	418,200	447,400
Materials & Services	4,136,099	3,920,700	3,898,000	849,096	880,300	895,600	-	-	-	-	180,000	650,000	429,600	583,100	611,900
Capital Outlay	341,012	274,000	284,000	1,396,784	1,465,100	2,118,600	-	3,459,500	3,638,400	-	2,020,000	3,081,000	436,712	1,033,300	1,336,800
Debt Service	-	-	-	152,075	152,000	151,700	-	-	-	-	-	-	-	-	-
Total Expenditures:	11,835,147	12,638,000	12,738,000	2,533,944	2,638,200	3,319,200	-	3,459,500	3,638,400	-	2,200,000	4,431,000	1,273,973	2,034,600	2,396,100
Other Requirements:															
Transfers Out	376,500	390,800	390,800	521,000	521,000	521,000	148,200	-	-	-	-	-	778,651	869,800	840,000
Contingency	-	50,000	150,000	-	46,000	56,100	-	-	-	-	-	4,439,800	-	404,400	524,800
Total Other Requirements	376,500	440,800	540,800	521,000	567,000	577,100	148,200	-	-	-	-	4,439,800	778,651	1,274,200	1,364,800
Fund Balance:															
Restricted	-	-	-	1,033,390	482,800	509,200	3,394,392	69,100	-	-	-	-	2,077,588	849,700	707,100
Committed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	3,381,579	1,593,100	2,256,300	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	3,381,579	1,593,100	2,256,300	1,033,390	482,800	509,200	3,394,392	69,100	-	-	-	-	2,077,588	849,700	707,100
TOTAL REQUIREMENTS	\$ 15,593,226	\$ 14,671,900	\$ 15,535,100	\$ 4,088,334	\$ 3,688,000	\$ 4,405,500	\$ 3,542,592	\$ 3,528,600	\$ 3,638,400	-	2,200,000	8,870,800	\$ 4,130,212	\$ 4,158,500	\$ 4,468,000

Continued



Consolidated Fund Summary

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23
RESOURCES:												
Beginning Balance:	\$ 1,036,556	\$ 1,020,000	\$ 956,100	\$ 337,026	\$ 504,500	\$ 287,500	\$ 438,396	\$ 540,100	\$ 470,400	\$ 996,579	\$ 1,135,700	\$ 1,255,900
Revenues:	-	-	-	-	-	-	-	-	-	-	-	-
Taxes & Assessments	-	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	62,667	55,500	75,000	25,799	-	-	-	-	-	-	-	-
Intergovernmental	8,687	-	-	-	-	-	-	-	-	8,250	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	3,347,576	3,342,600	3,476,000	-	19,000	25,000	6,372,365	6,616,800	6,805,000	1,615,586	1,602,000	1,612,000
Miscellaneous	12,889	16,000	12,000	2,390	2,500	2,500	1,371	1,000	1,000	3,435	2,000	2,000
Total Revenues:	3,431,819	3,414,100	3,563,000	28,189	21,500	27,500	6,373,736	6,617,800	6,806,000	1,627,271	1,604,000	1,614,000
Other Resources:												
Transfers In	20,651	7,300	-	550,000	650,000	650,000	-	-	-	521,000	521,000	521,000
Total Other Resources	20,651	7,300	-	550,000	650,000	650,000	-	-	-	521,000	521,000	521,000
TOTAL RESOURCES	4,489,026	4,441,400	4,519,100	915,215	1,176,000	965,000	6,812,132	7,157,900	7,276,400	3,144,850	3,260,700	3,390,900
REQUIREMENTS:												
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	1,126,046	1,292,100	1,371,500	-	-	-	1,708	2,400	2,400	708,625	922,300	971,600
Materials & Services	1,416,694	1,660,800	1,728,100	-	-	-	6,353,366	6,605,800	6,832,300	759,950	896,200	925,300
Capital Outlay	25,838	177,300	146,000	380,220	1,100,000	490,000	-	-	-	434,207	830,000	757,100
Debt Service	229,613	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures:	2,798,191	3,130,200	3,245,600	380,220	1,100,000	490,000	6,355,074	6,608,200	6,834,700	1,902,782	2,648,500	2,654,000
Other Requirements:												
Transfers Out	550,000	650,000	650,000	-	-	-	-	-	-	-	-	-
Contingency	-	125,000	125,000	-	-	-	-	40,000	40,000	-	149,100	149,100
Total Other Requirements	550,000	775,000	775,000	-	-	-	-	40,000	40,000	-	149,100	149,100
Fund Balance:												
Restricted	1,140,835	536,200	498,500	534,995	76,000	475,000	-	-	-	-	-	-
Committed	-	-	-	-	-	-	457,058	509,700	401,700	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	1,242,068	463,100	587,800
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	1,140,835	536,200	498,500	534,995	76,000	475,000	457,058	509,700	401,700	1,242,068	463,100	587,800
TOTAL REQUIREMENTS	\$ 4,489,026	\$ 4,441,400	\$ 4,519,100	\$ 915,215	\$ 1,176,000	\$ 965,000	\$ 6,812,132	\$ 7,157,900	\$ 7,276,400	\$ 3,144,850	\$ 3,260,700	\$ 3,390,900

Continued



Consolidated Fund Summary

	Non Major Enterprise Funds			Internal Service Fund			Debt Service Fund		
				Administrative Services			Keizer Station Local Improvement Districts		
	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23
RESOURCES:									
Beginning Balance:	\$ 1,060,971	\$ 931,200	\$ 964,500	\$ 247,632	\$ 306,700	\$ 294,700	\$ 2,735,390	\$ 2,698,400	\$ 2,692,000
Revenues:	-	-	-	-	-	-	-	-	-
Taxes & Assessments	559,809	530,000	610,000	-	-	-	973,345	1,030,300	1,090,400
Licenses & Fees	14,845	-	-	-	-	-	-	-	-
Intergovernmental	1,807	-	-	8,497	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-
Charges for Services	(16,578)	165,000	165,000	4,101,477	4,540,500	4,714,600	-	-	-
Miscellaneous	12,101	12,000	11,000	21,285	-	-	640,559	599,700	519,400
Total Revenues:	571,984	707,000	786,000	4,131,259	4,540,500	4,714,600	1,613,904	1,630,000	1,609,800
Other Resources:									
Transfers In	-	-	-	-	-	-	-	-	-
Total Other Resources	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	1,632,955	1,638,200	1,750,500	4,378,891	4,847,200	5,009,300	4,349,294	4,328,400	4,301,800
REQUIREMENTS:									
Expenditures:	-	-	-	-	-	-	-	-	-
Personnel Services	48,671	126,900	209,000	2,829,218	3,045,100	3,044,300	-	-	-
Materials & Services	553,601	608,000	617,000	1,076,897	1,214,000	1,299,200	-	-	-
Capital Outlay	1,869	341,700	345,900	115,364	248,100	258,200	-	-	-
Debt Service	-	-	-	-	-	-	1,666,060	1,641,000	1,616,100
Total Expenditures:	604,141	1,076,600	1,171,900	4,021,479	4,507,200	4,601,700	1,666,060	1,641,000	1,616,100
Other Requirements:									
Transfers Out	-	-	-	-	-	-	-	-	-
Contingency	-	125,000	140,000	-	340,000	407,600	-	-	-
Total Other Requirements	-	125,000	140,000	-	340,000	407,600	-	-	-
Fund Balance:									
Restricted	769,621	359,600	359,400	-	-	-	2,683,234	2,687,400	2,685,700
Committed	-	-	-	357,412	-	-	-	-	-
Assigned	259,193	77,000	79,200	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-
Total Fund Balance	1,028,814	436,600	438,600	357,412	-	-	2,683,234	2,687,400	2,685,700
TOTAL REQUIREMENTS	\$ 1,632,955	\$ 1,638,200	\$ 1,750,500	\$ 4,378,891	\$ 4,847,200	\$ 5,009,300	\$ 4,349,294	\$ 4,328,400	\$ 4,301,800

Continued



Consolidated Fund Summary

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	BUDGETED 2021-22	BUDGET 2022-23
RESOURCES:															
Beginning Balance:	\$ 9,073,377	\$ 8,879,200	\$ 15,031,400	\$ 4,117,160	\$ 4,438,200	\$ 4,229,100	\$ 2,735,390	\$ 2,698,400	\$ 2,692,000	\$ -	\$ -	\$ -	\$ 15,925,927	\$ 16,015,800	\$ 21,952,500
Revenues:															
Taxes & Assessments	6,108,019	6,163,600	6,335,000	559,809	530,000	610,000	973,345	1,030,300	1,090,400	-	-	-	7,641,173	7,723,900	8,035,400
Licenses & Fees	4,648,161	4,533,000	4,773,600	103,311	55,500	75,000	-	-	-	-	-	-	4,751,472	4,588,500	4,848,600
Intergovernmental	5,442,232	6,712,400	8,989,100	27,241	-	-	-	-	-	-	-	-	5,469,473	6,712,400	8,989,100
Fines & Forfeits	481,622	402,700	318,000	-	-	-	-	-	-	-	-	-	481,622	402,700	318,000
Charges for Services	1,734	5,000	2,000	15,420,426	16,285,900	16,797,600	-	-	-	(4,101,477)	(4,540,500)	(4,714,600)	11,320,683	11,750,400	12,085,000
Miscellaneous	316,519	297,800	237,900	53,471	33,500	28,500	640,559	599,700	519,400	-	-	-	1,010,549	931,000	785,800
Total Revenues:	16,998,287	18,114,500	20,655,600	16,164,258	16,904,900	17,511,100	1,613,904	1,630,000	1,609,800	(4,101,477)	(4,540,500)	(4,714,600)	30,674,972	32,108,900	35,061,900
Other Resources:															
Transfers In	1,282,700	1,253,300	1,230,800	1,091,651	1,178,300	1,171,000	-	-	-	-	-	-	2,374,351	2,431,600	2,401,800
Total Other Resources	1,282,700	1,253,300	1,230,800	1,091,651	1,178,300	1,171,000	-	-	-	-	-	-	2,374,351	2,431,600	2,401,800
TOTAL RESOURCES	27,354,364	28,247,000	36,917,800	21,373,069	22,521,400	22,911,200	4,349,294	4,328,400	4,301,800	(4,101,477)	(4,540,500)	(4,714,600)	48,975,250	50,556,300	59,416,200
REQUIREMENTS:															
Expenditures:															
Personnel Services	7,901,686	9,002,300	9,856,700	4,714,268	5,388,800	5,598,800	-	-	-	-	-	-	12,615,954	14,391,100	15,455,500
Materials & Services	5,414,795	5,564,100	6,055,500	10,160,508	10,984,800	11,401,900	-	-	-	(4,101,477)	(4,540,500)	(4,714,600)	11,473,826	12,008,400	12,742,800
Capital Outlay	2,174,508	8,251,900	10,458,800	957,498	2,697,100	1,997,200	-	-	-	-	-	-	3,132,006	10,949,000	12,456,000
Debt Service	152,075	152,000	151,700	229,613	-	-	1,666,060	1,641,000	1,616,100	-	-	-	2,047,748	1,793,000	1,767,800
Total Expenditures:	15,643,064	22,970,300	26,522,700	16,061,887	19,070,700	18,997,900	1,666,060	1,641,000	1,616,100	(4,101,477)	(4,540,500)	(4,714,600)	29,269,534	39,141,500	42,422,100
Other Requirements:															
Transfers Out	1,824,351	1,781,600	1,751,800	550,000	650,000	650,000	-	-	-	-	-	-	2,374,351	2,431,600	2,401,800
Contingency	-	500,400	5,170,700	-	779,100	861,700	-	-	-	-	-	-	-	1,279,500	6,032,400
Total Other Requirements	1,824,351	2,282,000	6,922,500	550,000	1,429,100	1,511,700	-	-	-	-	-	-	2,374,351	3,711,100	8,434,200
Fund Balance:															
Restricted	6,505,370	1,401,600	1,216,300	2,445,451	971,800	1,332,900	2,683,234	2,687,400	2,685,700	-	-	-	11,634,055	5,060,800	5,234,900
Committed	-	-	-	814,470	509,700	401,700	-	-	-	-	-	-	814,470	509,700	401,700
Assigned	-	-	-	1,501,261	540,100	667,000	-	-	-	-	-	-	1,501,261	540,100	667,000
Unassigned	3,381,579	1,593,100	2,256,300	-	-	-	-	-	-	-	-	-	3,381,579	1,593,100	2,256,300
Total Fund Balance	9,886,949	2,994,700	3,472,600	4,761,182	2,021,600	2,401,600	2,683,234	2,687,400	2,685,700	-	-	-	17,331,365	7,703,700	8,559,900
TOTAL REQUIREMENTS	27,354,364	28,247,000	36,917,800	\$ 21,373,069	\$ 22,521,400	\$ 22,911,200	\$ 4,349,294	\$ 4,328,400	\$ 4,301,800	\$ (4,101,477)	\$ (4,540,500)	\$ (4,714,600)	\$ 48,975,250	\$ 50,556,300	\$ 59,416,200

Capital Expenditures

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

Routine Capital Outlay

1	General Fund	Police equipment	\$ 284,000
2	Park Services Fund	Field equipment	21,800
3	Street Fund	Equipment, vehicles and minor improvements	178,600
4		Street resurfacing	1,500,000
5		Street improvements to be identified during FY22-23	150,000
6	Park Improvement Fund	Park improvements to be identified during FY22-23	775,000
7	Public Education Government	Television equipment	50,000
8	Water Fund	Vehicles and equipment	111,000
9		Water Meters	35,000
10	Stormwater Fund	Equipment, vehicles and minor improvements	7,100
11		Storm sewer pipe extension or repair	750,000
12	Community Center Fund	Furnishings and carpet	50,000
13	Administrative Services	Computer equipment	135,000
14		Shop improvements	10,200
15	Water Facility Fund	Transmission & distribution mains	300,000
16		Water facility improvements to be identified during FY22-23	190,000
17	Total Routine Capital Outlay		4,547,700
18	Non-Routine Capital Outlay		
19	Administrative Services	Civic Center Improvements	113,000
20	Park Services Fund	Park improvements to be identified during FY22-23	490,000
21	Street Fund	Street Improvements	260,000
22	Street Fund	Infill and ADA Sidewalk Completions	30,000
23	Transportation Improvement Fund	Engineering design for the improvements to the I-5/Chemawa Southbound on-ramp	3,638,400
24	Sewer Reserve Fund	Sewer trunk line improvement to be identified during FY22-23	295,900
25	ARPA Fund	ARPA related projects to be identified during FY22-23	3,081,000
26	Total Non-Routine Capital Outlay		7,908,300
27	Total Capital Outlay Expenditures		\$ 12,456,000

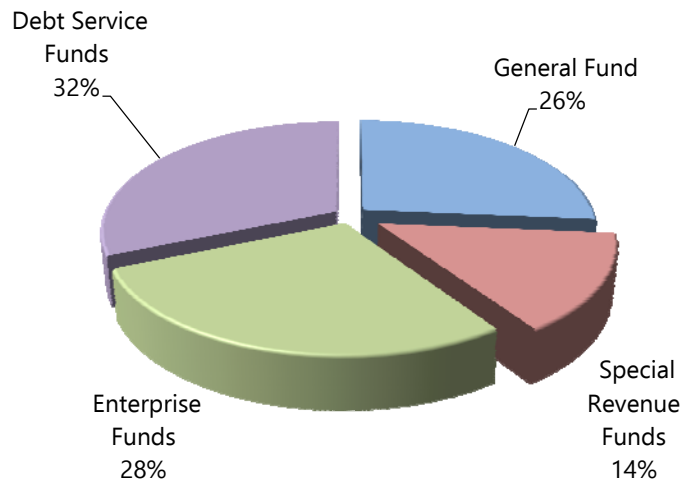
Maintenance costs for the routine Capital Outlay expenditures listed above are included in the on-going maintenance budgets for the funds identified. There are no additional impacts on the operating budget for these items.

Impact of Non-Routine Capital Outlay on Operating Costs

- 20 The improvements will have an ongoing maintenance requirement for the Park Services Fund.
- 23 The Oregon Department of Transportation will be responsible for maintaining the I-5 Chemawa Southbound on-ramp once it is
- 24 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.
- 25 The ARPA Related projects may have ongoing maintenance requirements for the City in total.

Fund Balance

Ending Fund Balance by Fund Type
Fiscal Year 2022-23



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 2022-23 is \$8,559,900. 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.

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, 2022	Expenditures		June 30, 2023	Change in Fund	
		Revenues & Transfers In	Out		Balance	% Change
Governmental Funds:						
General	\$ 3,270,300	\$ 11,424,800	\$ 13,278,800	\$ 2,256,300	\$ (1,014,000)	-31%
Special Revenue Funds:						
Street	1,485,900	2,919,600	3,896,300	509,200	(976,700)	-66%
ARPA	4,460,400	4,410,400	8,870,800	-	(4,460,400)	-100%
Park Services	401,200	1,138,500	1,359,600	180,100	(221,100)	-55%
Police Services	244,700	920,100	840,000	-	(244,700)	-100%
Public Education Government	269,900	69,900	270,200	69,600	(200,300)	-74%
Housing Rehabilitation	124,400	30,000	154,400	-	(124,400)	-100%
Keizer Youth Peer Court	11,800	100	-	11,900	100	1%
Energy Efficiency	21,900	15,000	36,900	-	(21,900)	-100%
Park Improvement	1,176,500	44,000	775,000	445,500	(731,000)	-62%
Transportation Improvement	3,564,400	44,000	3,638,400	-	(3,564,400)	-100%
Total Special Revenue Funds	11,761,100	9,591,600	19,841,600	1,216,300	(10,544,800)	-90%
Total Governmental Funds	\$ 15,031,400	\$ 21,016,400	\$ 33,120,400	\$ 3,472,600	\$(11,558,800)	-77%

General Fund - The 2022-23 ending fund balance is \$1,014,000 less than the beginning fund balance. Available fund balance is being used for contingency, to replenish the General Fund's share of reserves in the Administrative Services Fund and for operating expenses.

Street Fund - The 2022-23 ending fund balance is \$976,700 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

ARPA Fund - The 2022-23 ending fund balance is \$4,460,400 less than the beginning fund balance. Available fund balance is being used for ARPA related expenditures.

Park Services Fund - The 2022-23 ending fund balance is \$221,100 less than the beginning fund balance. Available fund balance is being used for future park maintenance and repairs.

Police Services Fund - The 2022-23 ending fund balance is \$244,700 less than the beginning fund balance. Available fund balance is being used to offset future cost increases associated with adding five additional police officers.

Public Education Government Fund - The 2022-23 ending fund balance is \$200,300 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2022-23 ending fund balance is \$124,400 less than the beginning fund balance. Available fund balance is being used for housing rehabilitation loans to qualifying low-income homeowners.

Keizer Youth Peer Court - The 2022-23 ending fund balance is \$100 more than the beginning fund balance. Available fund balance is being used for support of Keizer Youth Peer Court.

Energy Efficiency Fund - The 2022-23 ending fund balance is \$21,900 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 2022-23 ending fund balance is \$731,000 less than the beginning fund balance. Available fund balance is being used for one-time capital expenditure.

Transportation Improvement Fund - The 2022-23 ending fund balance is \$3,564,400 less than the beginning fund balance. Available fund balance is being used for engineering design for the I-5 southbound on-ramp and for unanticipated expenses should the State of Oregon authorize construction of the on-ramp during the fiscal year.

Change in Fund Balance

Beginning Fund Balance to Ending Fund Balance

Fund	July 1, 2022	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2023	Change in Fund Balance	% Change
Proprietary Funds:						
Enterprise Funds						
Water	956,100	3,563,000	4,020,600	498,500	(457,600)	-48%
Water Facility	287,500	677,500	490,000	475,000	187,500	65%
Sewer	470,400	6,806,000	6,874,700	401,700	(68,700)	-15%
Stormwater	1,255,900	2,135,000	2,803,100	587,800	(668,100)	-53%
Community Center	196,400	351,000	468,200	79,200	(117,200)	-60%
Street Lighting District	488,200	419,000	547,800	359,400	(128,800)	-26%
Sewer Reserve	279,900	16,000	295,900	-	(279,900)	-100%
Total Enterprise Funds	3,934,400	13,967,500	15,500,300	2,401,600	(1,532,800)	-39%
Internal Services Fund						
Administrative Services	294,700	4,714,600	5,009,300	-	(294,700)	-100%
Total Proprietary Funds	4,229,100	18,682,100	20,509,600	2,401,600	(1,827,500)	-43%
Debt Service Funds						
Keizer Station LID	2,692,000	1,609,800	1,616,100	2,685,700	(6,300)	0%
Total Debt Service Funds	2,692,000	1,609,800	1,616,100	2,685,700	(6,300)	0%
Total All Funds	\$ 21,952,500	\$ 41,308,300	\$ 55,246,100	\$ 8,559,900	\$(13,392,600)	-61%

Water Fund - The 2022-23 ending fund balance is \$457,600 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 2022-23 ending fund balance is \$187,500 more than the beginning fund balance. This fund is used to build and replace the City's water infrastructure.

Sewer Fund - The 2022-23 ending fund balance is \$68,700 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Stormwater Fund - The 2022-23 ending fund balance is \$668,100 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2022-23 ending fund balance is \$117,200 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Street Lighting District Fund - The 2022-23 ending fund balance is \$128,800 less than the beginning fund balance. Available fund balance is being used for increased electricity costs.

Sewer Reserve Fund - The 2022-23 ending fund balance is \$279,900 less than the beginning fund balance. Available fund balance is being used for sewer line extensions.

Administrative Services Fund - The 2022-23 ending fund balance is \$294,700 less than the beginning fund balance. Available fund balance is being used for contingency.

Keizer Station Local Improvement District Fund - The 2022-23 ending fund balance is \$6,300 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 FY18-19	Budget FY19-20	Budget FY20-21	Budget FY21-22	Budget FY22-23	Monthly Salary Range (1.0 FTE)
CITY MANAGER						
City Manager	1.0	1.0	1.0	1.0	1.0	\$ 11,173 - \$ 14,577
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	\$ 10,137 - \$ 13,224
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$ 4,432 - \$ 5,782
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	\$ 7,211 - \$ 9,407
Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 4,432 - \$ 5,782
Community Center Coordinator	1.0	1.0	1.0	1.0	1.0	\$ 3,831 - \$ 4,997
Community Center Assistant	0.0	0.0	1.0	1.0	1.0	\$ 3,311 - \$ 4,319
Total City Recorder	3.0	3.0	4.0	4.0	4.0	
HUMAN RESOURCES						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$ 9,194 - \$ 11,996
Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$ 5,382 - \$ 7,023
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	\$ 9,194 - \$ 11,996
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$ 5,933 - \$ 7,743
Systems Technician	1.0	1.0	1.0	1.0	1.0	\$ 5,382 - \$ 7,023
Accountant	2.0	2.0	2.0	2.0	2.0	\$ 4,021 - \$ 5,249
Accounting Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,021 - \$ 5,249
Accounting Specialist	2.0	2.0	2.0	2.0	2.0	\$ 3,477 - \$ 4,538
Court Clerk II	1.0	1.0	1.0	1.0	1.0	\$ 3,647 - \$ 4,758
Administrative Specialist	1.0	1.0	1.0	0.0	1.0	\$ 3,477 - \$ 4,538
Total Finance	10.0	10.0	10.0	9.0	10.0	

Staffing History and Pay Ranges

	Budget FY18-19	Budget FY19-20	Budget FY20-21	Budget FY21-22	Budget FY22-23	Monthly Salary Range (1.0 FTE)
COMMUNITY DEVELOPMENT						
Community Development Director	1.0	1.0	1.0	0.0	0.0	\$ 9,194 - \$ 11,996
Planning Director	0.0	0.0	0.0	1.0	1.0	\$ 7,569 - \$ 9,875
Senior Planner	1.0	1.0	1.0	0.0	0.0	\$ 5,933 - \$ 7,743
Assistant Planner	1.0	1.0	1.0	1.0	1.0	\$ 4,651 - \$ 6,067
Code Compliance Officer	1.0	1.0	1.0	1.0	1.0	\$ 4,432 - \$ 5,782
Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 4,021 - \$ 5,249
<i>Total Community Development</i>	5.0	5.0	5.0	4.0	4.0	
PUBLIC WORKS						
Public Works Director	1.0	1.0	1.0	1.0	1.0	\$ 9,194 - \$ 11,996
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$ 4,221 - \$ 5,507
Municipal Utility Laborer	1.0	1.0	1.0	1.0	1.0	\$ 3,451 - \$ 4,501
Municipal Utility Worker I - Parks	3.0	3.0	3.0	3.0	3.0	\$ 3,805 - \$ 4,964
Parks & Facilities Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,649 - \$ 7,372
Municipal Utility Worker I - General	7.0	7.0	7.0	7.0	7.0	\$ 3,995 - \$ 5,214
Municipal Utility Worker II - General	2.0	2.0	2.0	2.0	2.0	\$ 4,408 - \$ 5,751
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$ 4,195 - \$ 5,474
Municipal Utility Worker II - Stormwater	1.0	1.0	1.0	1.0	1.0	\$ 4,408 - \$ 5,751
Municipal Utility Worker III - Water	2.0	2.0	2.0	2.0	2.0	\$ 4,859 - \$ 6,341
Water Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,933 - \$ 7,743
Street & Stormwater Operations Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,933 - \$ 7,743
Project Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,933 - \$ 7,743
Environmental & Technical Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,933 - \$ 7,743
Environmental Program Technician	2.0	2.0	2.0	2.0	2.0	\$ 4,885 - \$ 6,373
Senior Environmental Program Technician	1.0	1.0	1.0	1.0	1.0	\$ 5,382 - \$ 7,023
GIS Technician	0.0	1.0	1.0	1.0	1.0	\$ 4,885 - \$ 6,373
Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 4,021 - \$ 5,249
<i>Total Public Works</i>	28.0	29.0	29.0	29.0	29.0	

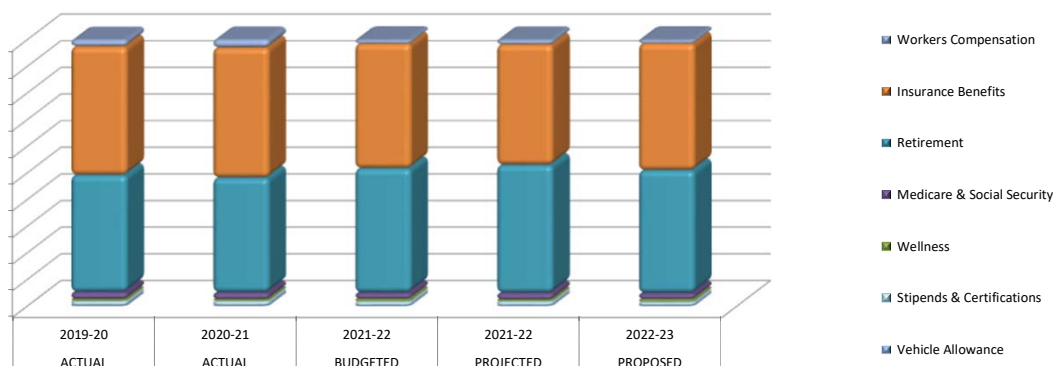
Staffing History and Pay Ranges

	Budget FY18-19	Budget FY19-20	Budget FY20-21	Budget FY21-22	Budget FY22-23	Monthly Salary Range (1.0 FTE)
POLICE						
Chief	1.0	1.0	1.0	1.0	1.0	\$ 10,137 - \$ 13,224
Deputy Chief	1.0	1.0	0.0	0.0	0.0	\$ 8,762 - \$ 11,435
Lieutenants	3.0	3.0	4.0	4.0	3.0	\$ 7,942 - \$ 10,362
Sergeants	6.0	6.0	6.0	6.0	7.0	\$ 6,864 - \$ 8,958
Police Officers	31.0	31.0	31.0	31.0	31.0	\$ 5,278 - \$ 6,904
<i>Total Sworn Positions</i>	42.0	42.0	42.0	42.0	42.0	
Executive Assistant - Police	1.0	1.0	1.0	1.0	1.0	\$ 4,432 - \$ 5,782
Crime Analyst	1.0	1.0	1.0	1.0	1.0	\$ 4,917 - \$ 6,419
Community Services Officer	0.5	0.5	0.0	0.0	0.0	\$ 4,247 - \$ 5,541
Property & Evidence Specialist II	0.0	0.0	1.0	1.0	1.0	\$ 4,247 - \$ 5,541
Property & Evidence Specialist I	1.0	1.0	1.0	1.0	1.0	\$ 4,049 - \$ 5,283
Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$ 5,382 - \$ 7,023
Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$ 3,853 - \$ 5,030
<i>Total Non-sworn Positions</i>	7.5	7.5	8.0	8.0	8.0	
<i>Total Police Department</i>	49.5	49.5	50.0	50.0	50.0	
<i>Grand Total All Departments</i>	100.5	101.5	103.0	101.0	102.0	

Staffing Allocations

	General Fund	Park Fund	Street Fund	PEG Fund	Community Center Fund	Sewer Fund	Water Fund	SLD Fund	Stormwater Fund	Total
CITY MANAGER'S OFFICE										
City Manager	76.9%	0.0%	4.3%	0.1%	3.7%	1.2%	8.1%	0.2%	5.5%	100.0%
CITY ATTORNEY										
Attorney Staff	87.6%	0.0%	5.4%	0.1%	4.3%	0.2%	1.5%	0.1%	0.8%	100.0%
HUMAN RESOURCES										
Human Resource Staff	66.2%	0.0%	3.3%	0.1%	3.0%	2.3%	14.7%	0.2%	10.2%	100.0%
FINANCE										
Finance and Accounting Staff	50.3%	0.0%	9.0%	0.5%	0.6%	16.2%	16.2%	1.3%	5.9%	100.0%
Administrative Specialist	14.3%	0.0%	3.9%	0.0%	70.0%	4.8%	4.8%	0.4%	1.8%	100.0%
Utility Billing Staff	0.0%	0.0%	0.0%	0.0%	0.0%	47.0%	43.0%	0.0%	10.0%	100.0%
Court Clerk	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Network Support Staff	68.2%	0.0%	3.0%	0.1%	2.5%	3.6%	13.6%	0.2%	8.8%	100.0%
PUBLIC WORKS										
Director	7.0%	0.0%	40.0%	0.0%	0.0%	5.0%	25.0%	5.0%	18.0%	100.0%
Public Works Permit Specialist	0.0%	0.0%	43.0%	0.0%	0.0%	12.0%	30.0%	10.0%	5.0%	100.0%
Stormwater Program Staff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
GIS Technician	0.0%	10.0%	5.0%	0.0%	0.0%	0.0%	37.0%	0.0%	48.0%	100.0%
Municipal Utility Laborer	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	70.0%	0.0%	25.0%	100.0%
Municipal Utility Worker I - Parks	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Municipal Utility Worker I - Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Municipal Utility Worker I - Water, Stormwater	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%
Municipal Utility Worker I - Street, Water	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	100.0%
Municipal Utility Worker II - Street, Stormwater	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	100.0%
Municipal Utility Worker I & II - Water	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Municipal Utility Worker III - Water	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Project Manager	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	65.0%	0.0%	10.0%	100.0%
Water Division Manager	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Street & Stormwater Operations Division Manager	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	100.0%
Parks & Facilities Division Manager	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Facility Maintenance Staff	67.8%	0.0%	3.5%	0.1%	2.2%	2.3%	14.7%	0.2%	9.2%	100.0%
CITY RECORDER										
City Recorder Staff	74.5%	0.0%	4.3%	0.1%	6.1%	1.2%	8.2%	0.1%	5.5%	100.0%
Community Center Coordinator	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
PLANNING										
Community Development Director	87.0%	0.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%
Planning Director	87.0%	0.0%	10.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%
Senior Planner	97.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	1.0%	100.0%
Assistant Planner	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Code Enforcement	85.0%	0.0%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Permit Specialist	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
POLICE										
All staff	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%

Summary of Employee Benefits



LINE ITEM	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE FROM BUDGETED 2021-22	% CHANGE FROM PROJECTED 2021-22
1 Salaries and Wages	\$ 7,654,084	\$ 7,646,432	\$ 8,414,700	\$ 8,121,200	\$ 8,540,300			1%	5%
2 Overtime	209,900	198,072	257,600	247,800	264,300			3%	7%
3 ARPA - Salaries and Wages	-	-	-	-	700,000			100%	100%
4 Vehicle Allowance	4,200	3,500	4,200	4,200	4,200			0%	0%
5 Stipends & Certifications	82,340	80,995	86,600	84,000	83,800			-3%	0%
6 Wellness	24,042	24,920	50,500	27,000	52,200			3%	93%
7 Medicare & Social Security	127,964	122,784	134,200	132,500	138,000			3%	4%
8 Retirement	2,068,327	2,054,858	2,667,400	2,523,100	2,740,600			3%	9%
9 Insurance Benefits	2,274,728	2,332,369	2,680,300	2,375,900	2,835,200			6%	19%
10 Workers Compensation	131,503	152,024	95,600	106,000	96,900			1%	-9%
	\$ 12,577,088	\$ 12,615,954	\$ 14,391,100	\$ 13,621,700	\$ 15,455,500			7%	13%

Notes:

- The budget provides for a 3.0% salary and wage increase for non-represented employees, 2.5% for employees represented by the Keizer Police Association and 4.0% for employees represented by the Local 737. Salaries and wages provides for 102 full-time employees as compared to 101 full-time employees budgeted in Fiscal Year 2021-22.
- \$700,000 has been provided in the current budget to provide for payroll costs associated with reopening the Community Center and to facilitate the retirement/new hire process.
- Vehicle Allowance is for the City Manager as established in an employment contract.
- The City has a wellness program for Police Department staff as a result of union negotiations. The program pays \$250 to each employee who passes a standardized fitness test. The test is offered twice a year. In addition the City offers a Wellness program to City Hall and Public Works employees in which they can receive an incentive up to \$500 per year. The City budgets the maximum potential incentive amount to ensure adequate funds are available so that every employee can participate.
- 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.
- Benefits are paid as a percentage of wages and salaries, therefore costs increase as a result of wage, salary, and merit increases.
- 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 FY22-23, the City's health and dental insurance 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 FY22-23 for these premiums, however, premiums are based on salaries and wages and will be adjusted accordingly.
- Workers Compensation costs are based on a percentage of eligible wage and salary by employee class. Class rates are developed using claims experience in those classes. Class rates are expected to remain consistent with the prior year.

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, Planning, 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 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22 est.
City Council meetings	33	29	28	36	36
Total Expenditures	\$29 million	\$32 million	\$30 million	\$29 million	\$39 million
City-wide FTE	100.5	100.5	101.5	101	102

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 \$294,700

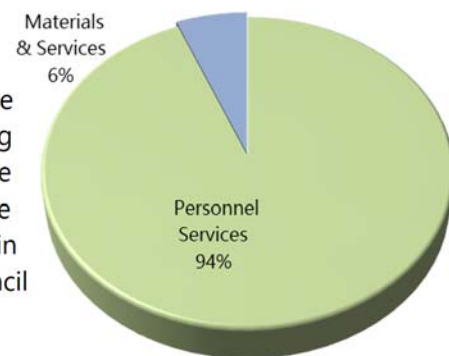
1.0 FTE

Personnel Services \$276,700

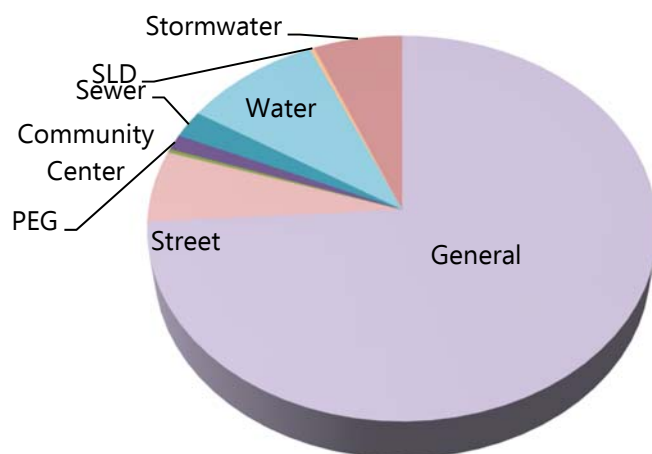
Materials & Services \$18,000

ALLOCATION OF CITY MANAGER'S COSTS

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



General	\$	226,600
Street		12,700
PEG		300
Community Center		10,900
Sewer		3,500
Water		23,900
SLD		600
Stormwater		16,200
	\$	<u>294,700</u>



City Manager's Office

PROFESSIONAL CODE OF ETHICS

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

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

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

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

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

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

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

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

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

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

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

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

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

City Attorney's Office

OVERVIEW

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

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

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

- Planning Commission
- Parks and Recreation Advisory Board
- Keizer Public Arts Commission

COUNCIL GOALS ASSIGNED

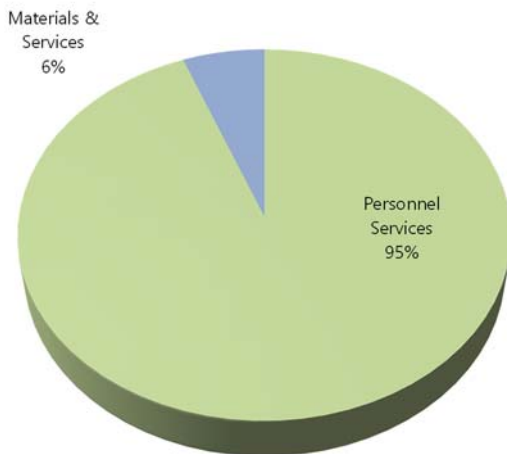
- Take appropriate steps to adopt a new Parks and Recreation Master Plan. (City Attorney to assist staff on notices and appropriate documentation.) - **COMPLETED**
- Conduct Request for Proposal solicitation process for codification. (City Attorney to prepare documentation and assist staff on selection process.)
- Explore and determine policy direction regarding inclusivity. (City Attorney to draft documents and assist staff and Council on legal issues.) - **COMPLETED**
- Council Rules of Procedure (City Attorney to assist Committee on revisions and prepare for Council adoption) - **COMPLETED**
- Recruitment of new City Manager. (City Attorney to assist staff as necessary.) - **COMPLETED**

TOTAL EXPENDITURES \$367,500

2.0 FTE

Personnel Services \$341,500

Materials & Services \$26,000



WORKLOAD INDICATORS

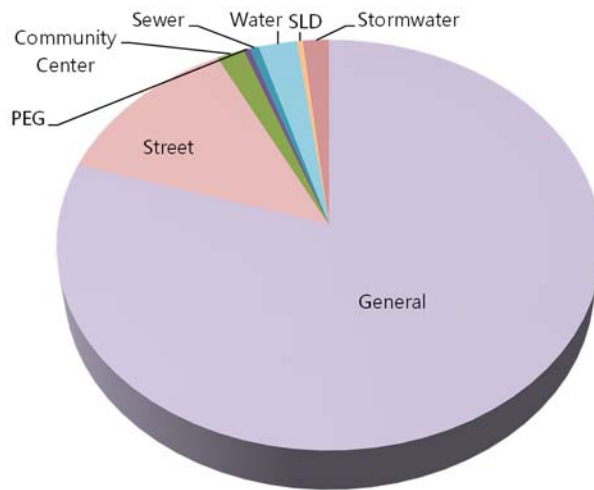
Workload Indicators	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22 est.
City Council meetings	33	29	28	36	36
City Ordinances/ Orders reviewed and adopted	19	16	16	22	22
City Resolutions reviewed and adopted	73	112	75	92	86
Planning Commission Meetings	8	8	9	9	5

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	\$	322,000
Street		19,800
PEG		400
Community Center		15,800
Sewer		700
Water		5,500
SLD		400
Stormwater		2,900
	\$	<u>367,500</u>



HIGHLIGHTS

- Assisted in hiring of new City Manager
- Assisted in matters relating to COVID
- Assisted in matters relating to the Council Rules of Procedures

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, Risk Manager, and City Elections Official. This office is dedicated to maintaining the City's records, preserving the City's history, and facilitating open access to the City's public records.

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

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

- Audit Committee
- Budget Committees
- Community Diversity Engagement Committee
- Keizer Public Arts Commission
- Keizer Parks and Recreation Advisory Committee
- Long-Range Planning Task Force
- 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.
- Participate in all mediums and opportunities developed for increased community outreach.
- Assist in the codification of City Ordinances.
- Assist in the training of our City volunteers.
- Support City Council Committees and Task Force in their efforts to accomplish established City Council goals.

City Recorder's Department

HIGHLIGHTS

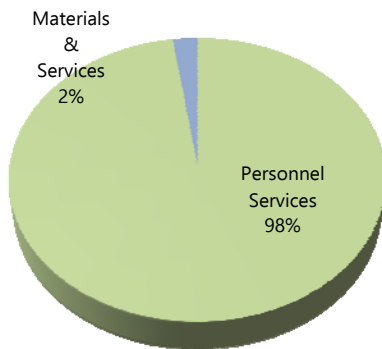
- Provided elected officials, staff, and citizens of Keizer with information, both in an electronic and paper format, on current and past proceedings within their City.
- Provided city volunteers with the support and educational information they needed to carry forth the goals and objectives of the City.
- Transitioned back to open public meetings post pandemic
- Reopened the Community Center for business related meetings and events.

GOALS AND INITIATIVES

- Codify City Ordinances
- Rebuild the operation and usage of the Community Center post pandemic
- Oversee maintenance and updates to the Community Center.
- Improve and streamline the public records request to comply with new state legislation.
- Conduct City elections in November 2022

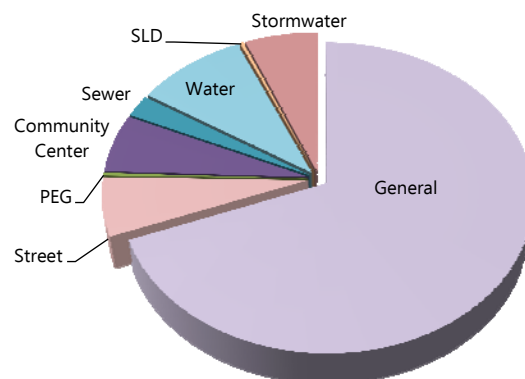
TOTAL EXPENDITURES \$300,800 (City Recorder's Department)

2.0 FTE (the City Recorder's Department also manages 2.0 FTE funded in the Community Center Fund)



Personnel Services \$294,300 (City Recorder's Department) \$209,000 (Community Center)
Materials & Services \$6,500 (City Recorder's Department) \$189,200 (Community Center)
Capital Outlay \$50,000 (Community Center)
Contingency \$20,000 (Community Center)

General	\$	224,200
Street		12,900
PEG		300
Community Center		18,300
Sewer		3,600
Water		24,700
SLD		300
Stormwater		16,500
	\$	<u>300,800</u>



City Recorder's Department

ALLOCATION OF CITY RECORDER COSTS

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

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

WORKLOAD INDICATORS

Workload Indicators	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22 Est
Number of City Council Work and Regular Session Meetings	37	34	29	36	37
City Ordinances/ Orders reviewed and adopted	19	16	16	26	12
City Resolutions reviewed and adopted	73	112	75	70	97
Planning Commission Meetings	8	8	9	10	8
City Records Destruction (following Oregon State Retention policy guidelines)	118 cubic feet of paper	42 cubic feet of paper	85.6 cubic feet of paper	96.8 cubic feet of paper	88 cubic feet of paper

Human Resources

OVERVIEW

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

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

- Personnel Policy Committee

HIGHLIGHTS

- Continued partnership with City leadership and all employees to respond to COVID-19 beginning March 16, 2020 and continuing through this fiscal year including employee consultation, contact tracing, research, purchase & provision of Personal Protective Equipment (PPE), continually changing return to work parameters and related policy updates, all staff communications, building & vehicle safety, in-person status checks as needed, development of emergency policies and OSHA required policies.
- Worked with retirement vendors, labor attorneys and City leadership to develop and implement the City's Work After Retirement Policy in response to SB 1049 and provided notice to 16 eligible employees. Handled the additional workload of processing retirement and rehire paperwork for those who chose to take advantage of the policy.
- Implemented a Retirement Health Savings (RHS) account update allowing additional classes and changes in contribution levels as well as ability to merge prior Keizer Police Association (KPA) accounts.
- Worked with the Oregon Employment Department and current and retired employees to address unemployment fraud attempted on current and former City employee accounts.
- Selected and implemented a new Flexible Spending Account (FSA) provider and addition of externally administered Consolidated Omnibus Budget Reconciliation Act (COBRA) health benefit.
- Completed Open Enrollment, Performance Evaluations and Annual Training for Bloodborne Pathogens, Portable fire Extinguishers, Cyber Security Basics and Harassment, even in the midst of COVID-19 and other unplanned organization changes.
- Partnered with City leadership to source and hire a new Interim City Manager, develop an Executive Recruiter Request for Proposal (RFP) and hire the new City Manager
- In support of Diversity, Equity and Inclusion (DEI) development, established City memberships in Oregon Latinos in Local Government (OLLG) and Emerging Local Government Leaders (ELGL) as resources for City staff and presented educational materials for Hispanic Heritage and Pride month events.
- Partnered with City leadership and the Safety Committee to implement Building Security changes. Clarified trespassing process for repeat offenders and established After Hours Building Close Procedures

Human Resources

including physical walk-throughs at 5:00 p.m. each week night and other adjustments such as programming of lobby lights, installation of cameras and replacement of upholstered furniture and carpet.

- Completed salary survey for unrepresented employees including securing third-party review via a Salary Market Study Intergovernmental Agreement (IGA) with Local Government Personnel Services (LGPS)/Lane Council of Governments (LCOG).
- Began Pay Equity Study as recommended necessary step by third-party consultant prior to consideration of implementation of salary survey recommendations.
- Completed classification reviews for two departments to support the reclassification of Administrative Assistant – Police to Executive Assistant, Municipal Utility Worker II – Stormwater Maintenance to Municipal Utility Worker III – Streets & Stormwater Specialist and Municipal Utility Worker I – Parks to Municipal Utility Worker II – Parks Operations Lead Worker.
- Partnered with Safety Committee and City leadership to be evaluated by Oregon OSHA and receive approval for 2nd and 3rd year Safety and Health Achievement Recognition Program (SHARP) certification.

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 transition to automated HR information system (HRIS) and online recruitment tools to better leverage limited resources and staff, improve data analysis capacity and communication capacity with applicants.

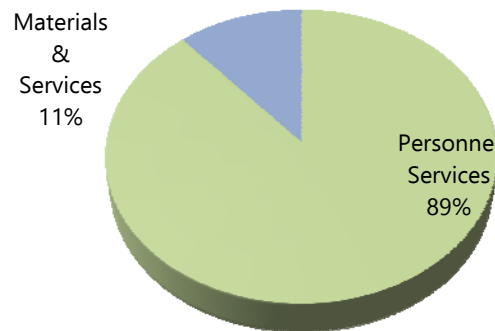
TOTAL EXPENDITURES \$403,500 – 2.0FTE

Personnel Services \$356,800

Materials & Services \$46,700

OTHER BUDGETARY RESPONSIBILITIES

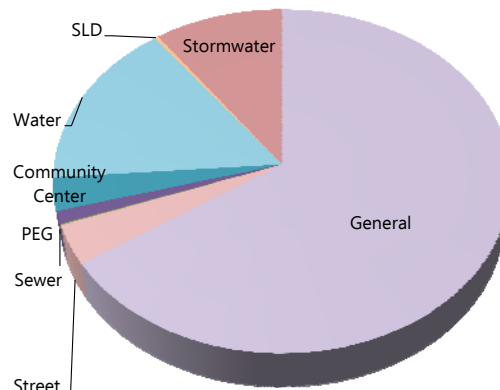
Wages & Salaries	\$9,504,600
Insurance Premiums	\$2,835,200
Retirement	\$2,740,600
Workers' Compensation	\$96,900
Labor Attorney	\$36,000
Wellness Programs	\$52,200



ALLOCATION OF HUMAN RESOURCE COSTS

Costs are allocated based on City-wide FTE allocations.

General	\$	267,100
Street		13,300
PEG		400
Community Center		12,100
Sewer		9,300
Water		59,300
SLD		800
Stormwater		41,200
	\$	<u>403,500</u>



Human Resources

Workload Indicators*	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22 est.
Budgeted Positions Served	100.5	100.5	101.5	101.0	102.0
Recruitments Posted	14	14	6	13	11
Employment Applications Processed	216	200	100	123	140
Personnel Action Forms Completed	211	200	166	169	190
FMLA/OFLA Claims Managed	18	20	17	64	15
Workers' Compensation Claims Managed	7	4	4	6	8

Performance Measures	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22 est.
% of Regular Status Position Employees Who Pass Probation*	100%	82%	99%	100%	100%
Percentage of Current Job Descriptions	100%	100%	99%	99%	100%
Percentage of Employees with Current Performance Evaluations	100%	100%	100%	100%	100%
Percentage of Employees Participating in Wellness Programs	65%	73%	99%	96%	97%

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

Finance Department

OVERVIEW

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

PRIMARY FUNCTIONS

- coordinates the annual budget preparation and administration
- analyzes the City's financial condition
- invests and manages funds
- issues and manages debt
- ensures compliance with federal, state and local legal requirements
- recommends financial policies to the City Manager and Council
- maintains the integrity of the City's accounting records
- prepares the Annual Comprehensive 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

NON-DEPARTMENTAL

The Finance Director and Accounting Technicians provide for the overall administration of the Finance Department and financial management of the City.

HIGHLIGHTS

- 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.

WORKLOAD INDICATORS

Workload Indicators	FY 17-18	FY18-19	FY19-20	FY20-21	Est FY21-22
Property Taxes Levied	\$5.2 million	\$5.4 million	\$5.6 million	\$5.7 million	\$5.9 million
City Funds/ Cost Centers	20/34	19/33	19/33	19/33	20/33
Total Budget	\$44 million	\$45 million	\$48 million	\$48 million	\$58 million
Debt Outstanding	\$16 million	\$16 million	\$14 million	\$12 million	\$11 million
Total Revenues	\$27 million	\$28 million	\$29 million	\$30 million	\$36 million
Total Expenditures	\$28 million	\$30 million	\$30 million	\$30 million	\$32 million

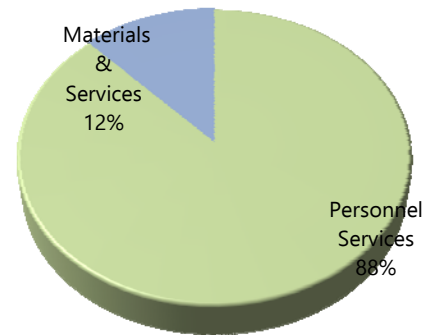
Finance Department

TOTAL EXPENDITURES

\$528,700 Administrative Services Fund
4.0 FTE

Personnel Services \$464,700

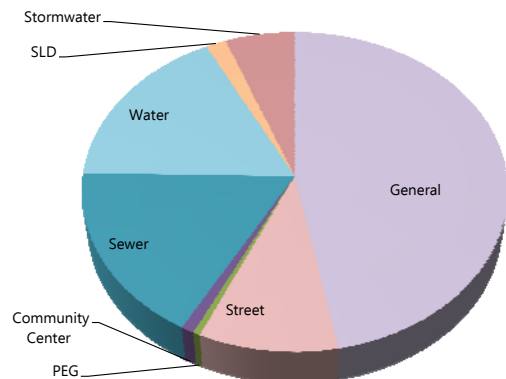
Materials & Services \$64,000



ALLOCATION OF COSTS

Costs are allocated based on a blend of revenues and expenditures city-wide.

General	\$	266,000
Street		48,100
PEG		2,600
Community Center		3,200
Sewer		85,600
Water		85,600
SLD		6,600
Stormwater		30,700
	\$	<u>528,700</u>



INFORMATION SYSTEMS

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

HIGHLIGHTS

- Upgraded the City's data servers
- Upgraded the City's email server

GOALS AND INITIATIVES

- Upgrade the City's telephone system

WORKLOAD INDICATORS

Workload Indicators	FY 17-18	FY 18-19	FY 19-20.	FY 20-21	FY 21-22 est.
Computer Workstations supported	160	160	165	163	168
Telephones supported	118	118	123	121	123
City facilities networked	2	2	2	2	2

Finance Department

TOTAL EXPENDITURES

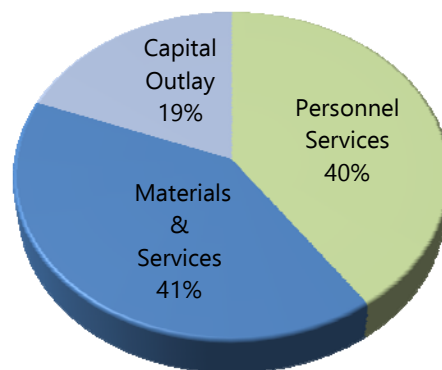
\$711,800 Administrative Services Fund

2.0 FTE

Personnel Services \$287,800

Materials & Services \$289,000

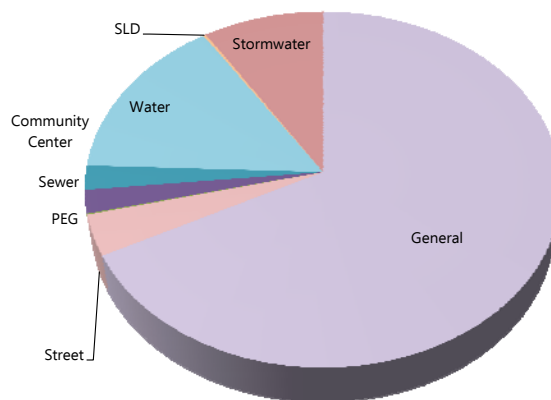
Capital Outlay \$135,000



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	\$	485,500
Street		21,400
PEG		700
Community Center		17,800
Sewer		25,600
Water		96,800
SLD		1,400
Stormwater		62,600
	\$	<u>711,800</u>



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

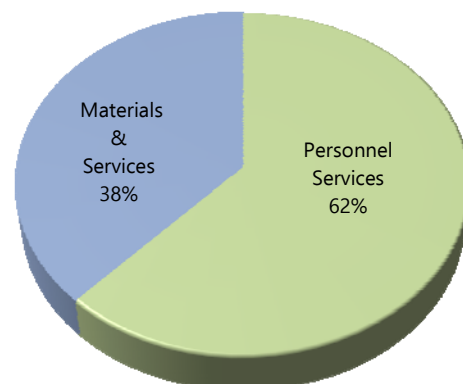
TOTAL EXPENDITURES

\$480,800 Administrative Services Fund

3.0 FTE

Personnel Services \$298,300

Materials & Services \$182,500

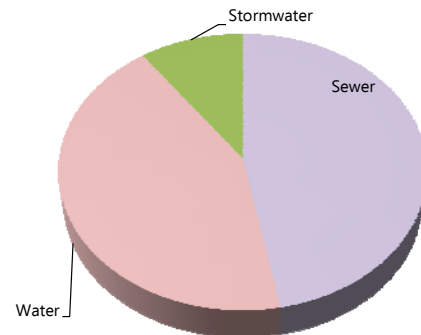


Finance Department

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	\$	226,000
Water		206,700
Stormwater		48,100
	\$	<u>480,800</u>



WORKLOAD INDICATORS

Workload Indicators	FY 17-18	FY 18-19	FY 19-20.	FY 20-21	FY 21-22 est.
Utility Bills processed	68,116	68,209	58,873	68,206	69,000
Utility accounts maintained	11,159	11,200	11,245	11,212	11,200
Shut-offs processed	1,028	1,003	777	511	356
Service Requests	2,826	2,767	3,263	2,825	3,120

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

- Completed the request for proposal process for third party collection services,
- Extended the municipal court and court interpreter agreements
- Remain current in upcoming legislative changes

WORKLOAD INDICATORS

Workload Indicators	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22 est
Citations Processed	1,702	2,198	1,700	1,667	1,250
Accounts sent to Collections	348	598	294	415	600
Amounts sent to Collections	\$355,661	\$584,332	\$375,723	\$515,285	\$550,000

Finance Department

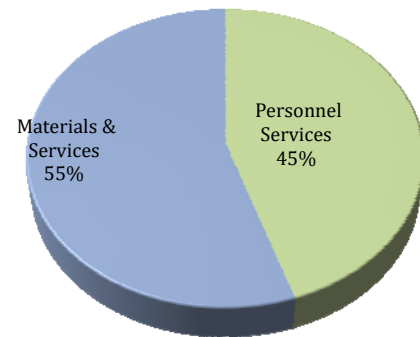
The City experienced a significant decrease in municipal court fines in fiscal year 2019-20 and 2020-21 as the result of the COVID-19 pandemic in which a significant number of residents remained at home rather than maintaining their regular travel patterns.

TOTAL EXPENDITURES \$230,300

FTE 1.0

Personnel Services \$103,300

Materials & Services \$127,000



Planning

OVERVIEW

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

ADVISORY COMMITTEES

- Planning Commission

PRIMARY FUNCTIONS

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

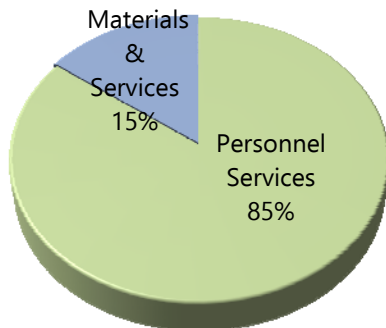
TOTAL EXPENDITURES \$591,300

4.0 FTE

Personnel Services \$503,400

Materials & Services

\$87,900



WORKLOAD INDICATORS

Workload Indicators	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY21-22 Est YTD
Land Use Applications	21	15	20	16	10
Building Permits Reviewed	188	119	147	144	120
Single Family Permits Issued	24	33	33	18	20
Multi-family Permits Issued	23	0	25	8	3
Valuation of Permits Issued (in thousands)	\$18,057	\$30,880	\$30,000	\$28,162	\$30,000
Code Enf. Cases	Not available	Not available	Not available	660 cases	660 cases

Planning

HIGHLIGHTS

The Planning department, like all areas of the City, has continued to utilize various virtual and on-line platforms to keep business operations going as usual in the midst of the ongoing COVID-19 pandemic. The City updated its 2019 "Buildable Lands Inventory and Housing Needs Analysis" through a grant awarded to the city, in order to reflect the policy changes implemented by the Keizer Revitalization Plan. While this study has yet to be adopted, the "Buildable Lands Inventory and Housing Needs Analysis" identifies the projected amount of needed land for housing in the 20-year planning period, which is significantly lower than previously identified due to changes in population projections.

The Planning Commission has done significant work to identify and implement necessary changes to the Keizer Development Code and Comprehensive Plan mandated by HB2001 to address "middle housing" development within the City. These changes will allow the development of additional housing types such as duplexes, triplexes, quadplexes, and cottage clusters in residential areas. In addition, the City pursued a TSP assessment to guide future TSP update work that has been identified as a council priority. The Department continues to be actively involved in coordinating the development of the Keizer Station Area and support to City development plans and activities.

Code enforcement activities include Council adopted ordinances, Development Code requirements, Parking issues including addressing abandoned vehicles, junk, solid waste, and noxious vegetation. Code enforcement continues to provide significant support to the Police department for such things as homeless encampments, graffiti, and other issues. The code compliance officer served as the point of contact for the City for the "Point in Time" Count Workgroup for our region. Addressing ongoing issues of vacant homes, derelict buildings, squatters, and housing code (life safety violations) issues in the rental housing market is also a significant issue being addressed through Code Enforcement.

The Planning 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

Address the specific questions formulated by the Council to address Keizer Urban Growth Boundary issues. It is expected that significant effort and time will be spent working with the Community, the Planning Commission, and City Council to strategize how the City will address land supply needs and desires.

Adopt the updated Buildable Lands Inventory and Housing Needs Analysis, and begin work on updating the Transportation System Plan.

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

Police Department

OVERVIEW

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

DEPARTMENT-WIDE EMPLOYEES

42 sworn FTE, 8 non-sworn FTE

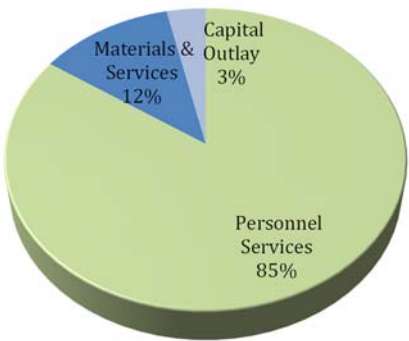
TOTAL EXPENDITURES:

\$9,354,800 General Fund – Police Operations

Personnel Services \$7,949,300

Materials & Services \$1,121,500

Capital Outlay - \$284,000



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, namely safety in their community and confidence in their police department.

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)

Outputs are frequently measured as numbers and are often more indicative of workload than of the quality of work. Depending upon the variables, it is often difficult or imprudent to compare outputs between years or between agencies; nevertheless, they may tell a story, so some of them are included in the following table.

	2017	2018	2019	2020	2021
NIBRS Persons, Property, and Society Crimes Investigated	2,939	2,917	2,746	2,552	2,413
Traffic crashes	-	712	559	408	344
Traffic injury crashes	83	71	72	37	38
Traffic citations	1,750	1,904	2,286	1,447	1,791
Traffic written warnings	920	1,075	1,579	1,426	1,138

The crime numbers shown above are those that are reflected in our report to the FBI through NIBRS. There are many other crimes—warrant arrests, for example; about 500 per year—that do not appear in NIBRS. 2019 marked the first year the FBI began requiring and publishing data using the National Incident-Based Reporting System (NIBRS). Previously, it collected and published data and information only through the Uniform Crime Reporting (UCR) program. Comparisons between the two are difficult; nevertheless, using NIBRS criteria, we hand calculated figures for 2017 and 2018. More information about NIBRS can be found here: <https://tinyurl.com/2svzksry>

Any given year averages about 19,000 documented police activities, though that average can vary significantly, with what has been an average daily workload of between 52 and 74 law enforcement-related events, but all of the 2500 to 3000 NIBRS crimes (and many other activities that aren't reflected in NIBRS) require significant, even if not time-consuming documentation. One of those 19,000 documented police activities can be as simple as a three-minute, non-criminal traffic stop involving one police officer followed by a few minutes of data entry or as complex as a months-long death investigation involving many officers and hundreds of pages of documentation.

Outcomes. Again, outcomes reflect those things we aspire towards. Though not as discrete as outputs, outcomes can still be measured using qualitative research, which is generally done through observation and by asking questions. The City's last survey of its residents was in 2017, but extemporaneous conversations and unsolicited

Police Department

feedback since then indicate the sentiments reflected in the 2017 survey continue. The police department's survey questions and the responses appear below. The percentages reflect those who answered neutral, agree, or strongly agree.

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

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

Since the last survey, a lot has happened, including calls for significant police reformation. The Keizer Police Department was already and continues to be diligently reforming policing in Keizer. We use a least-harm, most-just approach, because we're serious about our mission "to help the community maintain order while promoting safety and freedom and building public confidence."

We "help the community maintain order." The residents and visitors want order in Keizer's neighborhoods, schools, stores, places of business, and streets. When you call us, you expect us to help maintain order and we try to do that in the least intrusive manner possible.

To maintain order "while promoting safety and freedom." Our job, obviously, is law enforcement, but we try to wisely limit our application of the law. We look first to prevention. If the most prudent means to prevent recurring unlawful conduct is a citation or an arrest, we will do that, but it's not where we go first.

To maintain order while "building public confidence." We want to earn and retain the trust and support of Keizer's residents. Part of cultivating and retaining that confidence is solving underlying crime and disorder problems and doing so in a manner to treats people with dignity and respect. We strive to use *procedural justice* to inform our decisions, especially when we must take enforcement action, whether that's a citation or an arrest.

- Treat people with dignity and respect
- Give them an opportunity to be heard
- Convey trustworthy motives
- Make reasonable, informed, and transparent decisions

Keizer is a very safe place. It even feels safe, and we want to keep it that way. Our bottom line is to use the most respectful, least-intrusive means to prevent crime from happening in the first place.

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 a City Engineering firm.

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

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

PARKS DIVISION

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

HIGHLIGHTS

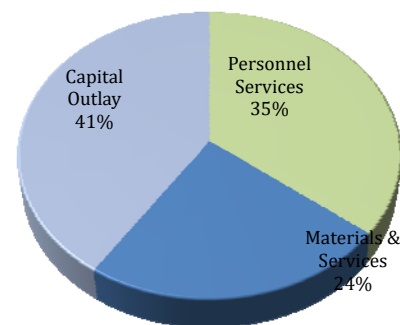
- Completed the Parks Master Plan update
- Installed 2 picnic shelters at the Big Toy
- Added pathway lighting at Bair Park
- Irrigation and seeding of open play area of lower field at Keizer Rapids Park

TOTAL EXPENDITURES – \$1,259,600

Personnel Services \$447,400

Materials & Services \$300,400

Capital Outlay \$511,800



Public Works Department

PARK IMPROVEMENT FUND

Capital Outlay - \$775,000

HIGHLIGHTS

- Irrigation and seeding of lower field at Keizer Rapids Park and 2 picnic shelters at the Big Toy.

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 pavement repairs on Windsor Island Rd.
- Updated ADA ramps for resurfacing streets summer of 2022
- Continued LED streetlight upgrades on City owned streetlights
- Installed additional reflective pavement markers on arterial streets
- Updated ADA ramps at Marino and Rowan
- Continued street sign updates around the city

TOTAL REVENUES – \$4,405,500

primary source State Fuel tax

TOTAL EXPENDITURES – \$3,319,200 Street Fund

Personnel Services \$153,300

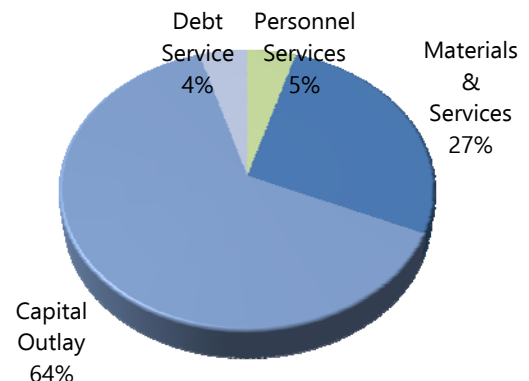
Materials & Services \$895,600

Capital Outlay \$2,118,600

Debt Service \$151,700

INFRASTRUCTURE OPERATED AND MAINTAINED

- 111.59 Miles of Streets
- 22 Traffic Signals
- 7 Bridges
- 1,800 Street Signs
- 1,400 Traffic Signs



WATER DIVISION

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

HIGHLIGHTS

- Continued watermain replacement program replacing approximately 6,305 feet of steel water main
- Continued developing a comprehensive integrated public education program with Stormwater Division
- Repaired 7 Water Main leaks
- Completed Risk and Resilience Certification required by the Environmental Protection Agency
- Installed 17 new meters and 11 new water services

Public Works Department

- Completed installing circulation fans in most pump stations with fluoride
- Replaced filter media at Lacey Ct Pump Station
- Installed new water main on a portion of Bailey Rd NE

TOTAL REVENUES (Water & Water Facility Funds)

\$3,515,500 - primarily user charges

TOTAL EXPENDITURES – \$3,245,600 Water Fund

Personnel Services \$1,371,500

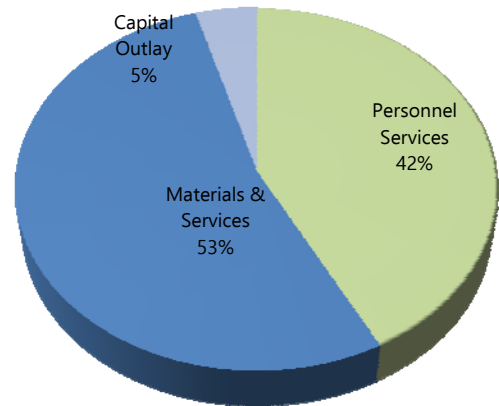
Materials & Services \$1,728,100

Capital Outlay \$146,000

\$490,000 Water Facility Fund (Capital Outlay)

INFRASTRUCTURE OPERATED AND MAINTAINED

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



STORMWATER DIVISION

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

HIGHLIGHTS

- Continued to implement the City's three federally mandated permits/plans
- Completed citywide storm line cleaning and TV inspections
- Inspected 2,260 catch basins and performed cleaning and repairs as needed
- Performed storm line repairs identified by the TV inspection program
- Updated and implemented new Erosion Control Standard Details
- Updated and implemented the Illicit Discharge Detection and Elimination Program
- Updated and implemented the Municipal Pollution Prevention Program
- Hosted Trashy Tuesdays, 11th Annual Erosion Control Summit, and Public Education activities and events
- Conducted all required sampling in accordance with the state approved stormwater monitoring plan

TOTAL REVENUES – \$1,614,000

TOTAL EXPENDITURES – \$2,654,000

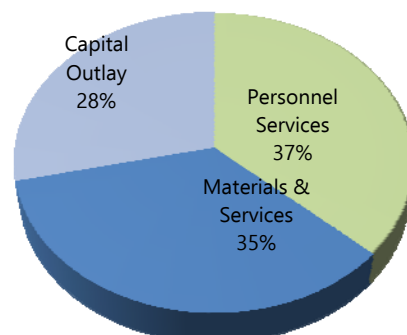
Personnel Services - \$971,600

Materials & Services – \$925,300

Capital Outlay - \$757,100

INFRASTRUCTURE OPERATED AND MAINTAINED

- 75.6 Miles of Pipe (solid and perforated pipe)
- 132 Underground Injection Control Systems



Public Works Department

- 1208 Manholes
- 2327 Catch Basins
- 118 Outfalls (Keizer owned and maintained)
- 82,564 Square feet of Vegetated Stormwater Facilities

FACILITY MAINTENANCE

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

HIGHLIGHTS

- Completed LED lighting upgrade in City Hall Lobby

GOALS AND INITIATIVES

- Repair or replace pergolas in the employee break area at City Hall and the Police Department

INFRASTRUCTURE OPERATED AND MAINTAINED

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

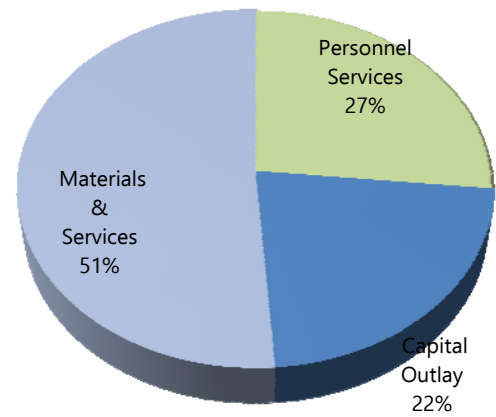
TOTAL EXPENDITURES – \$483,800 Facility Maintenance

Administrative Services Fund FTE 1.0

Personnel Services \$127,000

Materials & Services \$243,800

Capital Outlay \$113,000



ALLOCATION OF FACILITY MAINTENANCE COSTS

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

General	\$	325,100
Street		16,200
PEG		500
Community Center		14,700
Sewer		11,300
Water		72,200
SLD		1,000
Stormwater		50,100
	\$	<u>491,100</u>

Public Works Department

PUBLIC WORKS NON-DEPARTMENTAL

Beginning 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 – \$664,400 Public Works

Administrative Services Fund 4.0 FTE

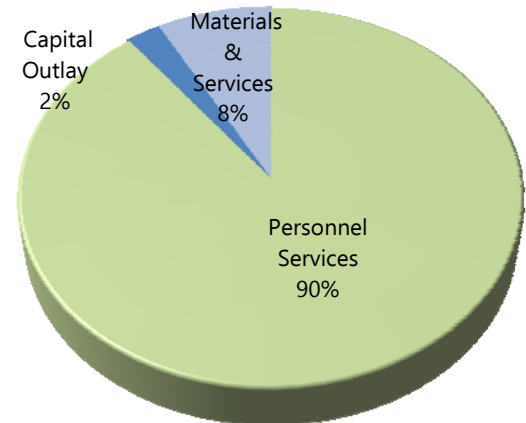
Personnel Services \$597,200

Materials & Services \$57,000

Capital Outlay - \$10,200

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	\$	25,800
Street		228,600
Sewer		23,300
Water		208,600
Street Light Districts		21,300
Stormwater		156,800
	\$	664,400



Funds & Departments

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

Administrative Services Fund Summary

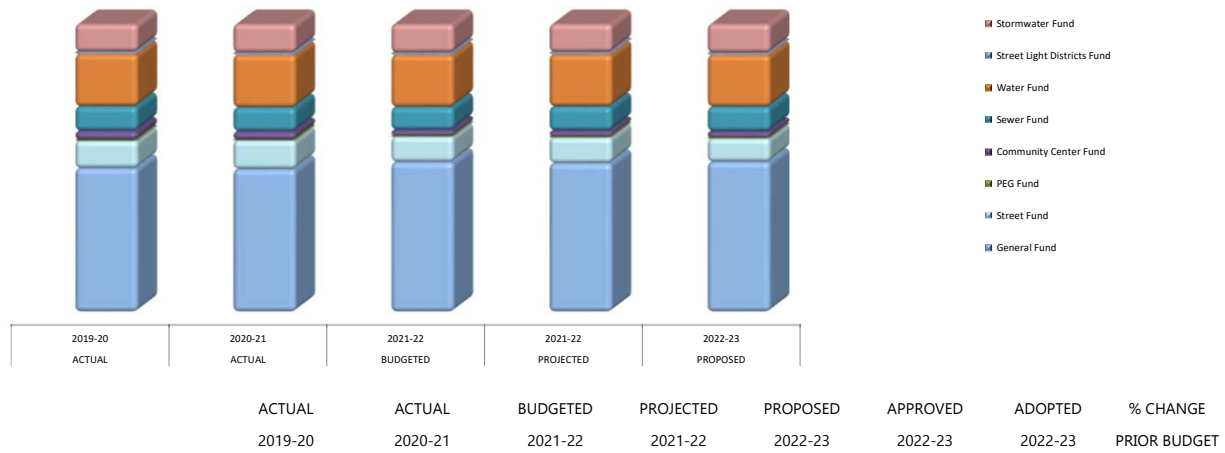
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

Administrative Services are provided by the following activities: General Administration (City Council and Non-departmental), City Manager's Office, City Attorney's Office, City Recorder's 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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 223,633	\$ 247,632	\$ 306,700	\$ 357,500	\$ 294,700			-3.9%
3 Revenues:								
4 Charges for Services:								
5 Charges for Services	3,842,712	4,101,477	4,540,500	4,286,900	4,714,600			3.8%
Intergovernmental:								
Grants	-	8,497	-	-	-			
6 Miscellaneous:								
7 Miscellaneous Revenue	18,042	21,285	-	-	-			
8 Total Revenues	3,860,754	4,131,259	4,540,500	4,286,900	4,714,600			3.8%
9 TOTAL RESOURCES	4,084,387	4,378,891	4,847,200	4,644,400	5,009,300			3.3%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 City Manager	247,162	323,401	268,100	243,200	276,700			3.2%
14 City Attorney's Office	307,554	315,479	387,900	381,600	341,500			-12.0%
15 City Recorder's Office	258,250	269,147	302,200	297,500	294,300			-2.6%
16 Human Resources	322,969	331,801	383,500	378,800	356,800			-7.0%
17 Finance - Non-Departmental	442,676	424,694	443,500	443,000	464,700			4.8%
18 Finance - Information Systems	244,748	255,362	277,600	287,500	287,800			3.7%
19 Finance - Utility Billing	243,672	247,701	263,000	257,500	298,300			13.4%
20 Civic Center Facilities	102,433	107,734	120,100	116,000	127,000			5.7%
21 Public Works	539,094	553,899	599,200	514,500	597,200			-0.3%
22 Total Personnel Services	2,708,558	2,829,218	3,045,100	2,919,600	3,044,300			0.0%
23 Materials & Services:								
24 General Administration	300,909	284,329	318,000	316,800	365,700			15.0%
25 City Manager	5,806	35,523	51,700	69,500	18,000			-65.2%
26 City Attorney's Office	5,256	4,803	20,000	19,500	26,000			30.0%
27 City Recorder's Office	4,032	3,078	6,200	5,000	6,500			4.8%
28 Human Resources	22,503	15,096	45,300	45,300	46,700			3.1%
29 Finance - Non-Departmental	35,051	78,753	60,900	54,200	64,000			5.1%
30 Finance - Information Systems	175,243	227,122	280,200	249,500	289,000			3.1%
31 Finance - Utility Billing	133,934	161,648	147,500	168,500	182,500			23.7%
32 Civic Center Facilities	200,921	206,476	230,300	230,000	243,800			5.9%
33 Public Works	51,016	60,069	53,900	106,700	57,000			5.8%
34 Total Materials & Services	934,671	1,076,897	1,214,000	1,265,000	1,299,200			7.0%
35 Capital Outlay:								
36 Finance - Information Systems	144,494	98,934	132,000	129,000	135,000			2.3%
37 Public Works Administration	-	16,430	16,100	16,100	10,200			-36.6%
38 Civic Center Facilities	49,032	-	100,000	20,000	113,000			13.0%
39 Total Capital Outlay	193,526	115,364	248,100	165,100	258,200			4.1%
40 Total Expenditures	3,836,755	4,021,479	4,507,200	4,349,700	4,601,700			2.1%
41 Other Requirements:								
42 Contingencies	-	-	340,000	-	407,600			19.9%
43 Fund Balance:								
44 Committed	247,632	357,412	-	294,700	-			
45 TOTAL REQUIREMENTS	\$ 4,084,387	\$ 4,378,891	\$ 4,847,200	\$ 4,644,400	\$ 5,009,300			3.3%

Administrative Services Fund Summary



	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23	PRIOR BUDGET
CHARGES FOR SERVICES BY FUND								
General Fund	\$ 1,915,965	\$ 2,031,140	\$ 2,360,300	\$ 2,211,600	\$ 2,454,300			4.0%
Street Fund	370,072	414,336	405,700	388,300	388,600			-4.2%
PEG Fund	6,109	4,332	5,500	5,300	5,700			3.6%
Community Center Fund	122,177	119,537	96,500	92,700	106,900			10.8%
Sewer Fund	327,337	340,651	361,400	357,700	399,700			10.6%
Water Fund	697,802	749,938	822,500	776,800	852,600			3.7%
Street Light Districts Fund	31,418	31,659	35,000	33,500	33,600			-4.0%
Stormwater Fund	371,832	409,884	453,600	421,000	473,200			4.3%
Total Allocation by Fund	\$ 3,842,712	\$ 4,101,477	\$ 4,540,500	\$ 4,286,900	\$ 4,714,600			3.8%

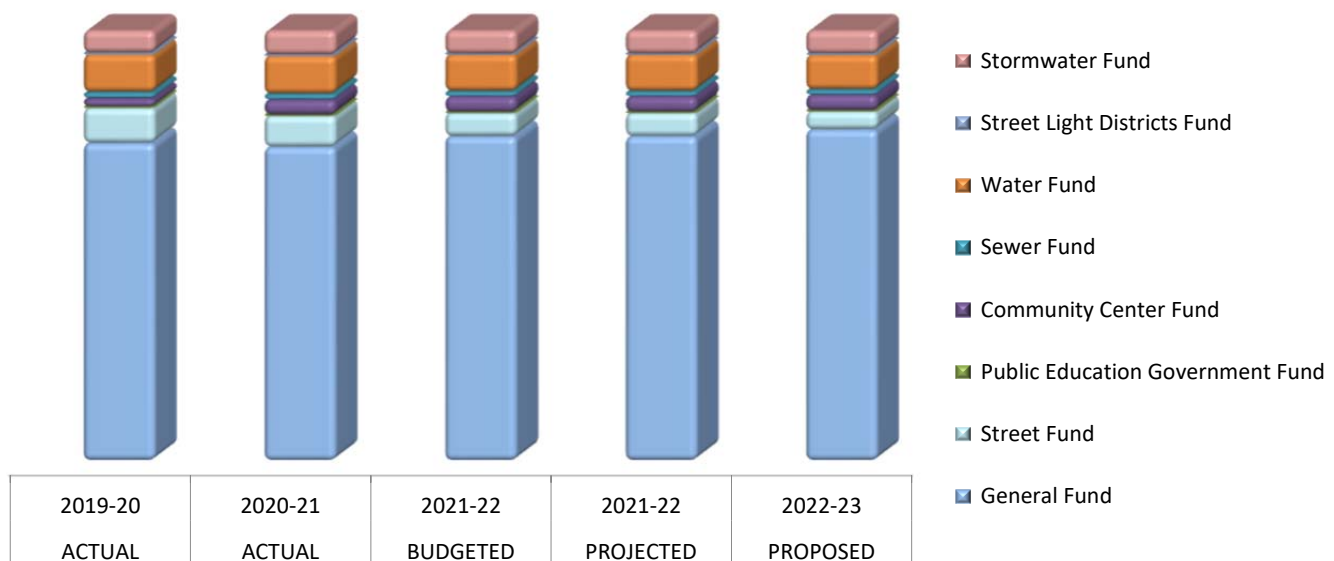
City Manager's Office

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

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

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	252,968	358,924	319,800	312,700	294,700			-7.8%
6 TOTAL RESOURCES	252,968	358,924	319,800	312,700	294,700			-5.8%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Manager	163,677	242,361	169,900	169,900	175,000			3.0%
11 Vehicle Allowance	4,200	3,500	4,200	4,200	4,200			0.0%
12 Cell Phone Stipend	-	-	900	900	900			0.0%
13 Wellness	328	410	500	-	500			0.0%
14 Medicare	2,583	3,671	2,700	2,700	2,800			3.7%
15 Retirement	54,554	50,434	63,500	45,200	65,400			3.0%
16 Insurance Benefits	21,543	22,624	26,100	20,000	27,400			5.0%
17 Workers Compensation	277	401	300	300	500			66.7%
18 Total Personnel Services	247,162	323,401	268,100	243,200	276,700			3.2%
19 Materials & Services:								
20 Meetings, Travel & Training	5,506	2,386	6,300	3,000	6,500			3.2%
21 Labor Attorney & Contractual Services	-	33,137	45,000	65,000	10,000			-77.8%
22 Liability Insurance	300	-	400	1,500	1,500			275.0%
23 Total Materials & Services	5,806	35,523	51,700	69,500	18,000			-65.2%
24 Total Expenditures:	252,968	358,924	319,800	312,700	294,700			-7.8%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-			
27 TOTAL REQUIREMENTS	\$ 252,968	\$ 358,924	\$ 319,800	\$ 312,700	\$ 294,700			-7.8%

City Manager's Office



SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	FTE/ Project Time
General Fund	\$ 186,628	\$ 261,586	\$ 240,900	\$ 235,600	\$ 226,600			76.9%
Street Fund	20,781	26,159	17,600	17,200	12,700			4.3%
Public Education Government Fund	500	413	300	300	300			0.1%
Community Center Fund	5,095	12,942	11,800	11,500	10,900			3.7%
Sewer Fund	3,497	4,681	3,800	3,700	3,500			1.2%
Water Fund	22,280	31,941	27,500	26,900	23,900			8.1%
Street Light Districts Fund	799	688	300	300	600			0.2%
Stormwater Fund	13,388	20,514	17,600	17,200	16,200			5.5%
TOTAL CHARGES BY FUND	\$ 252,968	\$ 358,924	\$ 319,800	\$ 312,700	\$ 294,700			100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- 10 The Fiscal Year 2020-21 amount includes \$83,200 in severance to the former City Manager.
For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 21 Labor attorney and contractual services provides for the estimated costs associated with the recruitment of the new City Manager.

City Attorney's Office

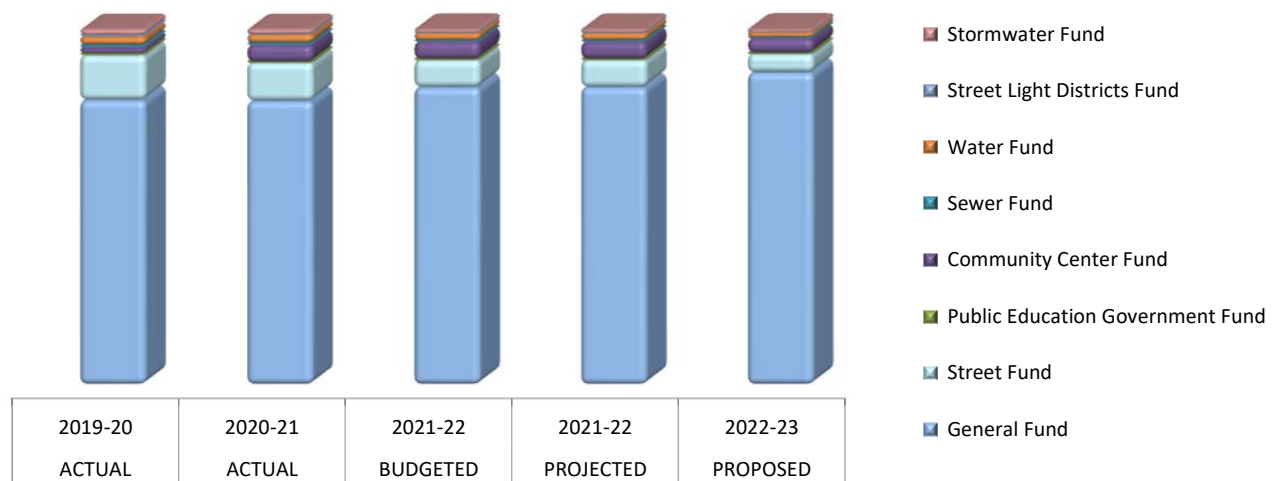
The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for most matters requiring special expertise.

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 48,000	\$ -	\$ -			-100.0%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	312,810	320,282	359,900	401,100	367,500			2.1%
6 TOTAL RESOURCES	312,810	320,282	407,900	401,100	367,500			-9.9%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Attorney	148,460	151,588	202,300	202,000	158,700			-21.6%
11 Administrative Support	64,913	66,273	67,400	67,400	69,400			3.0%
12 Cell Phone Stipend	900	900	900	900	900			0.0%
13 Wellness	338	532	1,000	600	1,000			0.0%
14 Medicare	3,323	3,394	4,300	4,300	3,600			-16.3%
15 Retirement	46,218	47,115	59,500	58,000	52,700			-11.4%
16 Insurance Benefits	43,087	45,248	52,100	48,000	54,700			5.0%
17 Workers Compensation	315	429	400	400	500			25.0%
18 Total Personnel Services	307,554	315,479	387,900	381,600	341,500			-12.0%
19 Materials & Services:								
20 Meetings, Travel & Training	2,499	2,506	4,600	4,000	6,200			34.8%
21 Legal Services Contracts	1,972	2,272	14,500	14,500	19,500			34.5%
22 Law Library Maintenance	785	25	900	1,000	300			-66.7%
23 Total Materials & Services	5,256	4,803	20,000	19,500	26,000			30.0%
24 Total Expenditures:	312,810	320,282	407,900	401,100	367,500			-9.9%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-			
27 TOTAL REQUIREMENTS	\$ 312,810	\$ 320,282	\$ 407,900	\$ 401,100	\$ 367,500			-9.9%

City Attorney's Office



SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	Project Time
General Fund	\$ 249,937	\$ 255,019	\$ 300,400	\$ 334,900	\$ 322,000			87.6%
Street Fund	39,710	34,895	28,100	31,300	19,800			5.4%
Public Education Government Fund	1,265	283	400	400	400			0.1%
Community Center Fund	5,645	15,656	18,000	20,100	15,800			4.3%
Sewer Fund	1,849	1,320	1,100	1,200	700			0.2%
Water Fund	7,786	8,299	7,900	8,800	5,500			1.5%
Street Light Districts Fund	1,265	283	400	400	400			0.1%
Stormwater Fund	5,353	4,527	3,600	4,000	2,900			0.8%
TOTAL CHARGES BY FUND	\$ 312,810	\$ 320,282	\$ 359,900	\$ 401,100	\$ 367,500			100.0%

Budget Notes:

Expenditures:

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

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

21 Legal Services Contracts include outside legal assistance on City matters (excluding Bond Counsel and Labor Attorney costs).

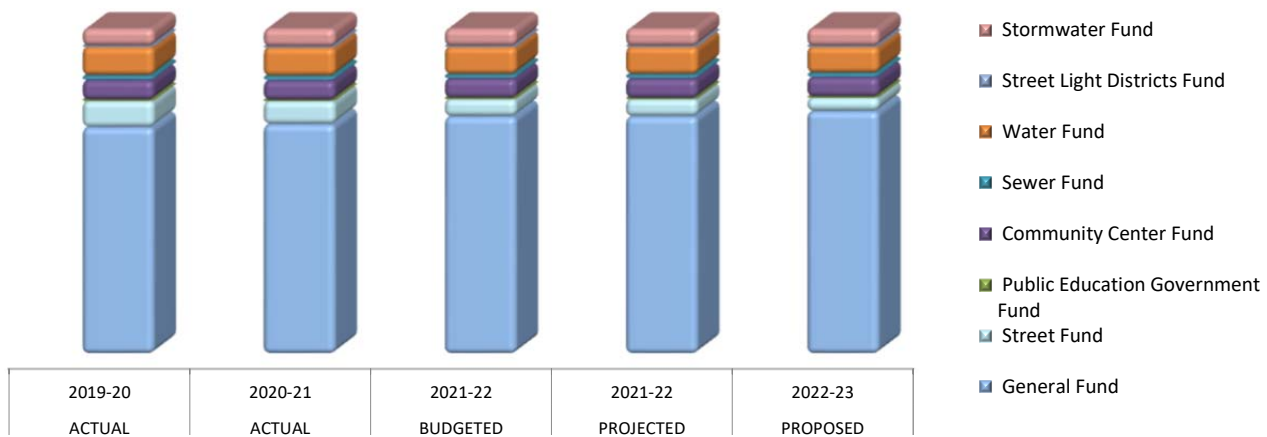
City Recorder's Department

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

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

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 13,500	\$ -	\$ -			\$ (1)
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	262,282	272,225	294,900	302,500	300,800			2.0%
6 TOTAL RESOURCES	262,282	272,225	308,400	302,500	300,800			-2.5%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Recorder	102,494	107,862	109,600	109,600	112,900			3.0%
11 Administrative Support	64,913	66,273	79,600	79,600	69,400			-12.8%
12 Cell Phone Stipend	900	900	900	900	900			0.0%
13 Wellness	333	559	1,000	600	1,000			0.0%
14 Medicare	2,594	2,699	3,000	2,800	2,900			-3.3%
15 Retirement	43,610	45,179	55,700	55,700	52,100			-6.5%
16 Insurance Benefits	43,087	45,248	52,100	48,000	54,700			5.0%
17 Workers Compensation	319	427	300	300	400			33.3%
18 Total Personnel Services	258,250	269,147	302,200	297,500	294,300			-2.6%
19 Materials & Services:								
20 Materials & Supplies	-	-	-	-	-			
21 Meetings, Travel & Training	4,032	3,078	6,200	5,000	6,500			4.8%
22 Total Materials & Services	4,032	3,078	6,200	5,000	6,500			4.8%
23 Total Expenditures:	262,282	272,225	308,400	302,500	300,800			-2.5%
24 Fund Balance:								
25 Committed for Operations	-	-	-	-	-			
26 TOTAL REQUIREMENTS	\$ 262,282	\$ 272,225	\$ 308,400	\$ 302,500	\$ 300,800			-2.5%

City Recorder's Department



SUMMARY OF CITY RECORDER'S DEPARTMENT CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	Time Spent
General Fund	\$ 182,525	\$ 191,901	\$ 215,000	\$ 220,600	\$ 224,200			74.5%
Street Fund	21,537	19,862	16,200	16,500	12,900			4.3%
Public Education Government Fund	492	292	300	300	300			0.1%
Community Center Fund	16,030	16,649	18,000	18,500	18,300			6.1%
Sewer Fund	3,639	3,505	3,500	3,600	3,600			1.2%
Water Fund	23,111	24,243	25,400	26,100	24,700			8.2%
Street Light Districts Fund	787	292	300	300	300			0.1%
Stormwater Fund	14,161	15,481	16,200	16,600	16,500			5.5%
TOTAL CHARGES BY FUND	\$ 262,282	\$ 272,225	\$ 294,900	\$ 302,500	\$ 300,800			100.0%

Budget Notes:

Expenditures:

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

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

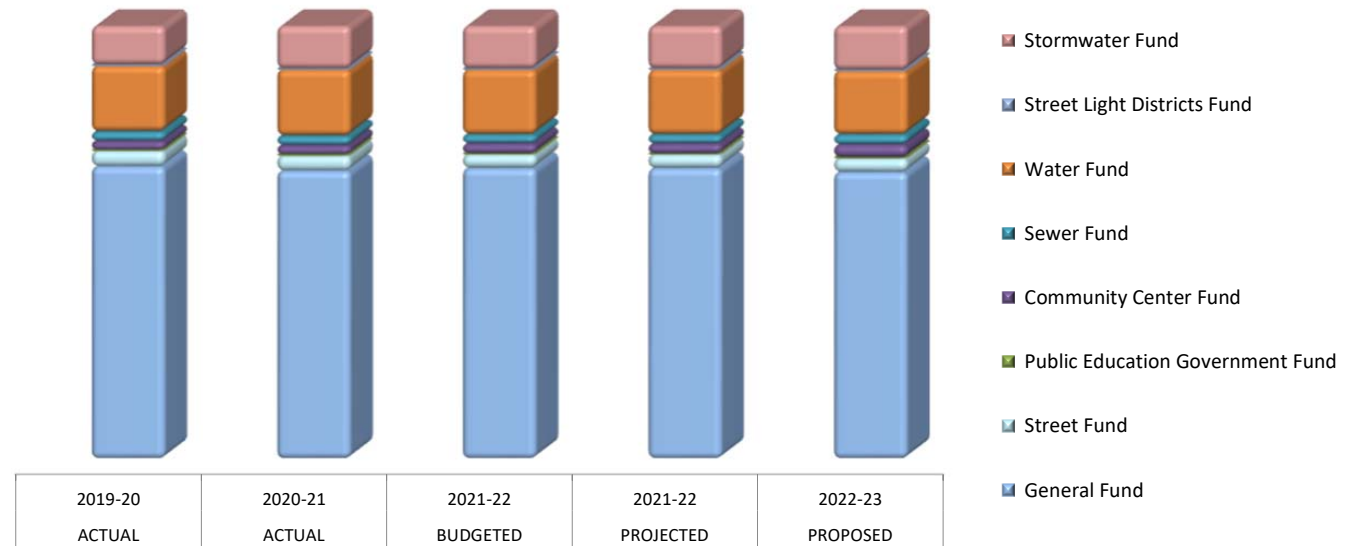
Human Resources Department

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

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

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23	PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 30,500	\$ -	\$ -			-100%
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	345,472	346,897	398,300	424,100	403,500			1.3%
6 TOTAL RESOURCES	345,472	346,897	428,800	424,100	403,500			-5.9%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	78,747	80,492	81,900	81,900	84,300			2.9%
11 Human Resources Director	134,647	137,516	166,700	166,700	144,000			-13.6%
12 Cell Phone Stipend	900	900	900	1,400	1,800			100.0%
13 Wellness Program	532	1,068	1,000	1,000	1,000			0.0%
14 Medicare/Social Security	3,303	3,381	3,900	3,900	3,600			-7.7%
15 Retirement	61,438	62,763	76,600	75,500	67,000			-12.5%
16 Insurance Benefits	43,087	45,248	52,100	48,000	54,700			5.0%
17 Workers Compensation	315	433	400	400	400			0.0%
18 Total Personnel Services	322,969	331,801	383,500	378,800	356,800			-7.0%
19 Materials & Services:								
20 Safety & Wellness	8,205	2,779	8,200	8,200	9,400			14.6%
21 Meetings, Travel & Training	2,938	2,684	6,000	6,000	6,000			0.0%
22 Labor Attorney -- City-wide	5,786	5,386	20,000	20,000	20,000			0.0%
23 Contractual Services	4,521	3,178	10,000	10,000	10,000			0.0%
24 Medical Testing	1,053	1,069	1,100	1,100	1,300			18.2%
25 Total Materials & Services	22,503	15,096	45,300	45,300	46,700			3.1%
26 Total Expenditures:	345,472	346,897	428,800	424,100	403,500			-5.9%
27 Fund Balance:								
28 Committed for Operations	-	-	-	-	-			
29 Total Fund Balance	-	-	-	-	-			
30 TOTAL REQUIREMENTS	\$ 345,472	\$ 346,897	\$ 428,800	\$ 424,100	\$ 403,500			-5.9%

Human Resources Department



SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	FTE
General Fund	\$ 233,312	\$ 230,719	\$ 267,300	\$ 284,600	\$ 267,100			66.2%
Street Fund	12,748	12,513	13,100	13,900	13,300			3.3%
Public Education Government Fund	296	385	400	400	400			0.1%
Community Center Fund	7,214	7,604	9,200	9,800	12,100			3.0%
Sewer Fund	7,609	7,604	8,400	8,900	9,300			2.3%
Water Fund	52,473	53,036	59,700	63,600	59,300			14.7%
Street Light Districts Fund	692	674	800	900	800			0.2%
Stormwater Fund	31,128	34,362	39,400	42,000	41,200			10.2%
TOTAL CHARGES BY FUND	\$ 345,472	\$ 346,897	\$ 398,300	\$ 424,100	\$ 403,500			100.0%

Budget Notes:

Expenditures:

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

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

- 21 Includes \$1,800 for association memberships wit LCOG/LGPS.

- 23 Includes FSA and services related to Internal Equity Study.

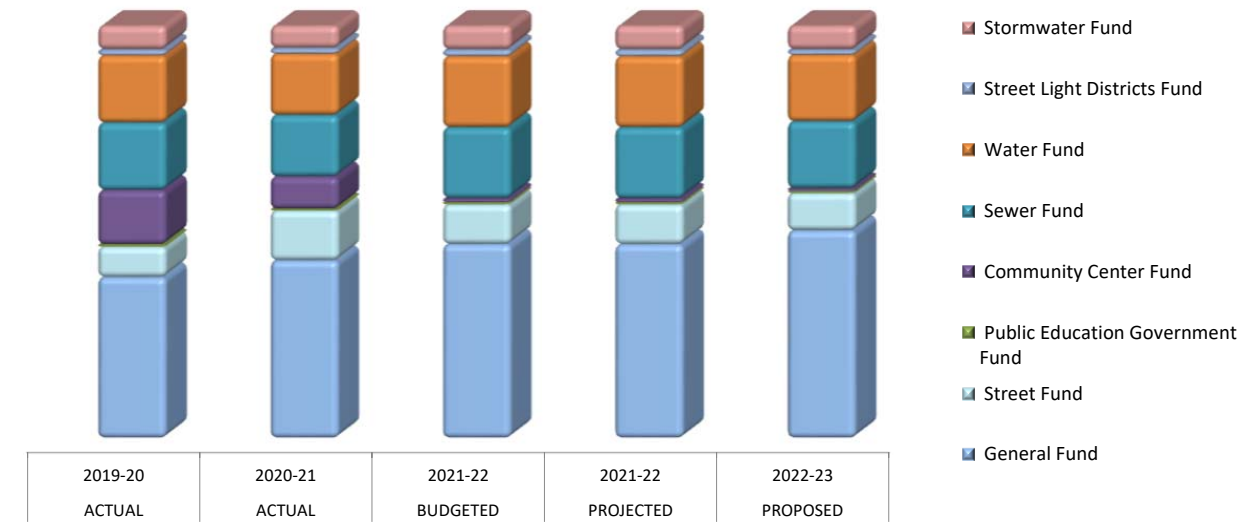
Finance - Non-Departmental

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. The Allocation methodology is authorized by Council Resolution.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	477,727	503,447	504,400	497,200	528,700			4.8%
6 TOTAL RESOURCES	477,727	503,447	504,400	497,200	528,700			4.8%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	167,324	149,859	138,700	150,000	142,400			2.7%
11 Finance Director	123,224	131,268	135,700	135,700	144,000			6.1%
12 Overtime	-	46	1,000	1,000	2,000			100.0%
13 Cell Phone Stipend	-	-	900	-	900			0.0%
14 Wellness	1,072	1,679	1,600	1,600	1,700			6.3%
15 Medicare	4,440	4,328	4,200	4,200	4,500			7.1%
16 Retirement	59,796	58,705	74,900	74,900	78,200			4.4%
17 Insurance Benefits	86,174	77,977	85,900	75,000	90,200			5.0%
18 Workers Compensation	646	832	600	600	800			33.3%
19 Total Personnel Services	442,676	424,694	443,500	443,000	464,700			4.8%
20 Materials & Services:								
21 Meetings, Travel & Training	1,386	1,699	3,500	3,000	4,000			14.3%
22 Audit Fees & Contractual Services	33,665	77,054	57,400	51,200	60,000			4.5%
23 Total Materials & Services	35,051	78,753	60,900	54,200	64,000			5.1%
24 Total Expenditures:	477,727	503,447	504,400	497,200	528,700			4.8%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-			
27 Total Fund Balance	-	-	-	-	-			
28 TOTAL REQUIREMENTS	\$ 477,727	\$ 503,447	\$ 504,400	\$ 497,200	\$ 528,700			4.8%

Finance - Non-Departmental



SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	Average Revenue/ Expense
General Fund	\$ 186,336	\$ 216,779	\$ 237,000	\$ 233,500	\$ 266,000			50.3%
Street Fund	35,332	60,965	48,900	48,200	48,100			9.1%
Public Education Government Fund	2,349	1,684	2,500	2,500	2,600			0.5%
Community Center Fund	63,052	39,503	4,500	4,400	3,200			0.6%
Sewer Fund	77,898	74,990	86,800	85,600	85,600			16.2%
Water Fund	77,898	74,990	86,800	85,600	85,600			16.2%
Street Light Districts Fund	7,142	7,012	8,600	8,500	6,900			1.3%
Stormwater Fund	27,720	27,524	29,300	28,900	30,700			5.8%
TOTAL CHARGES BY FUND	\$ 477,727	\$ 503,447	\$ 504,400	\$ 497,200	\$ 528,700			100.00%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% wage and salary increase for all non-represented. In addition step increases for those eligible as provided for in the City Personnel Policies.
- 11 In response to the COVID-19 pandemic the Administrative Specialist position which primarily supported the Community Center was eliminated during Fiscal Year 2020-21. The Administrative Specialist responsibilities were shifted to the Community Center Coordinator and Utility Billing positions. During Fiscal year 2021-22 the Administrative Specialist position is being add back.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 22 Audit fees and contractual services includes the annual financial audit, and an actuarial analysis of the City's post employment benefit offerings as required by Government Accounting Standards Board Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits other than Pensions.

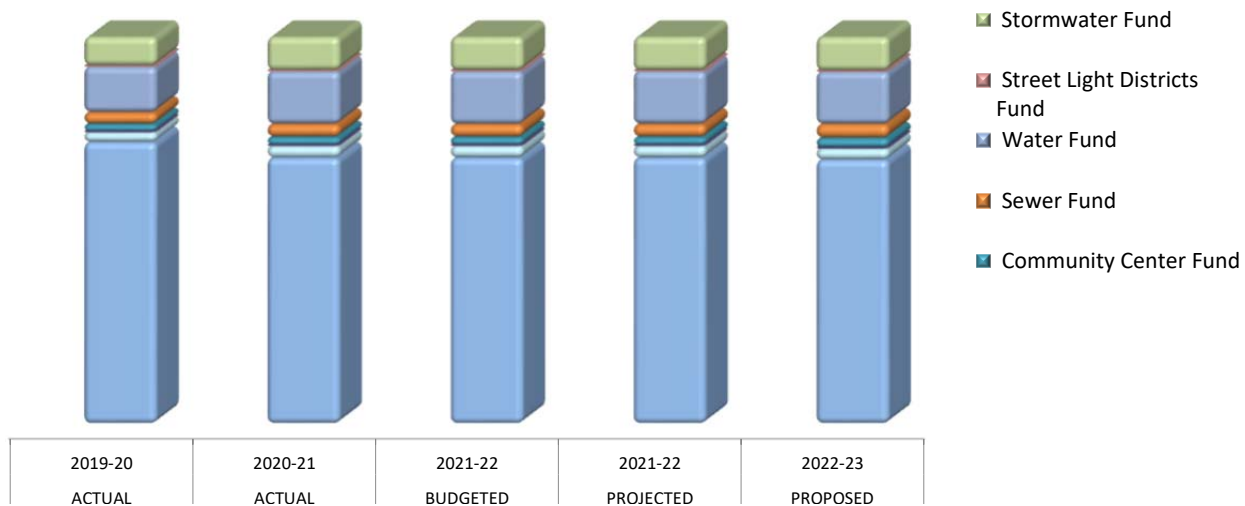
Finance - Information Systems

The Information Technology Division supports the City's software, hardware, telecommunication, network, 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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -		\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	564,485	581,418	689,800	666,000	711,800			3.2%
6 TOTAL RESOURCES	564,485	581,418	689,800	666,000	711,800			3.2%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Network Support	163,320	169,830	172,200	186,200	177,300			3.0%
Overtime	-	290	-	1,500	1,000			
11 Cell Phone Stipend	1,800	1,800	1,800	1,800	1,800			0.0%
12 Wellness	318	502	1,000	500	1,000			0.0%
13 Medicare	2,511	2,614	2,700	3,600	2,800			3.7%
14 Retirement	33,318	34,565	47,400	45,500	48,800			3.0%
15 Insurance Benefits	43,087	45,248	52,100	48,000	54,700			5.0%
16 Workers Compensation	394	513	400	400	400			0.0%
17 Total Personnel Services	244,748	255,362	277,600	287,500	287,800			3.7%
18 Materials & Services:								
19 Travel & Training	731	207	1,000	2,000	2,000			100.0%
20 Telephone	17,851	19,882	21,000	20,000	21,000			0.0%
21 Computer Software & Maintenance	133,662	185,578	232,200	205,000	240,000			3.4%
22 Office Equipment Maintenance	22,999	21,455	26,000	22,500	26,000			0.0%
23 Total Materials & Services	175,243	227,122	280,200	249,500	289,000			3.1%
24 Capital Outlay:								
25 Computer Hardware	144,494	98,934	132,000	129,000	135,000			2.3%
26 Total Expenditures:	564,485	581,418	689,800	666,000	711,800			3.2%
27 Fund Balance:								
28 Committed for Operations	-	-	-	-	-			
29 Total Fund Balance	-	-	-	-	-			
30 TOTAL REQUIREMENTS	\$ 564,485	\$ 581,418	\$ 689,800	\$ 666,000	\$ 711,800			3.2%

Finance - Information Systems



SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	Allocation
General Fund	\$ 410,705	\$ 399,428	\$ 473,800	\$ 457,500	\$ 485,500			68.2%
Street Fund	15,229	18,574	22,100	21,300	21,400			3.0%
PEG Fund	561	625	700	700	700			0.1%
Community Center Fund	10,744	12,234	14,500	14,000	17,800			2.5%
Sewer Fund	16,910	19,199	22,800	22,000	25,600			3.6%
Water Fund	66,894	79,654	94,500	91,200	96,800			13.6%
Street Light Districts Fund	1,120	1,161	1,400	1,400	1,400			0.2%
Stormwater Fund	42,322	50,543	60,000	57,900	62,600			8.8%
TOTAL CHARGES BY FUND	\$ 564,485	\$ 581,418	\$ 689,800	\$ 666,000	\$ 711,800			100.0%

Budget Notes:

Expenditures:

- 9 The Budget provides a 3.0% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.
- 21 The increase in Computer Software is primarily associated with annual increases in software maintenance agreements for existing software packages. In addition the City has added additional network security and monitoring software.
- 25 The City will be replacing multiple servers and updating the phone system while continuing to replace desktop computers.

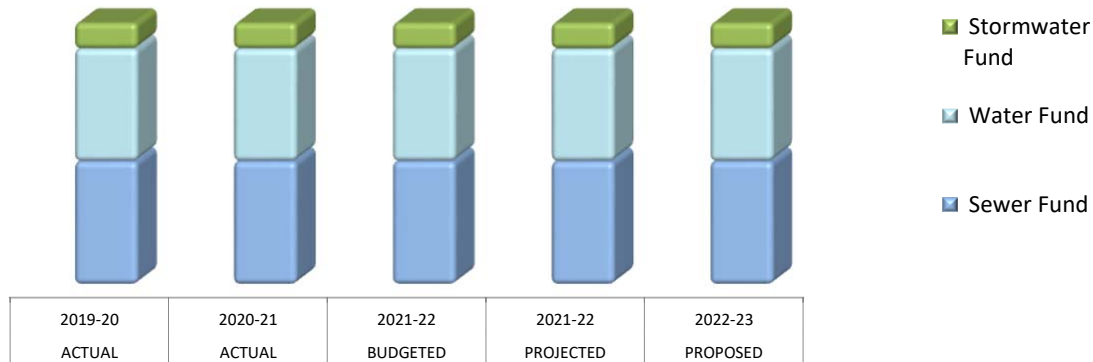
Finance - Utility Billing

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

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

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 5,958	\$ -	\$ 6,000	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	383,564	409,349	410,500	420,000	480,800			17.1%
6 TOTAL RESOURCES	383,564	415,307	410,500	426,000	480,800			17.1%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	143,475	144,529	145,900	145,900	170,100			16.6%
11 Overtime	1,603	1,476	2,500	2,500	3,000			20.0%
12 Wellness	825	1,503	1,400	1,200	1,500			7.1%
13 Medicare	2,197	2,233	2,300	2,300	2,700			17.4%
14 Retirement	28,318	29,295	39,900	39,900	46,500			16.5%
15 Insurance Benefits	64,630	67,872	70,300	65,000	73,800			5.0%
16 Workers Compensation	2,624	793	700	700	700			0.0%
17 Total Personnel Services	243,672	247,701	263,000	257,500	298,300			13.4%
18 Materials & Services:								
19 Postage & Printing	49,366	44,839	60,000	58,000	60,000			0.0%
20 Contractual Services	84,568	116,791	85,000	110,000	120,000			41.2%
21 Meetings, Travel & Training	-	18	2,500	500	2,500			0.0%
22 Total Materials & Services	133,934	161,648	147,500	168,500	182,500			23.7%
23 Total Expenditures	377,606	409,349	410,500	426,000	480,800			17.1%
24 Fund Balance:								
25 Committed for Operations	5,958	5,958	-	-	-			
26 Total Fund Balance	5,958	5,958	-	-	-			
27 TOTAL REQUIREMENTS	\$ 383,564	\$ 415,307	\$ 410,500	\$ 426,000	\$ 480,800			17.1%

Finance - Utility Billing



SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	Utility Account Allocation
	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23	
Sewer Fund	\$ 180,272	\$ 192,388	\$ 192,900	\$ 197,300	\$ 226,000			47%
Water Fund	164,925	176,006	176,500	180,600	206,700			43%
Stormwater Fund	38,367	40,955	41,100	42,100	48,100			10%
TOTAL CHARGES BY FUND	\$ 383,564	\$ 409,349	\$ 410,500	\$ 420,000	\$ 480,800			100%

Budget Notes:

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

Expenditures:

- 9 The Budget provides a 3.0% salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
 - 10 In response to the COVID-19 pandemic the Utility Billing group has absorbed part of the former Administrative Specialist position resulting in a portion of the groups costs to be reallocated to the Finance - Non-Departmental budget. During 2022-23 those costs have been moved back to the Utility Billing function.
- 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. The COVID-19 pandemic has resulted in a significant increase in credit card type payments.

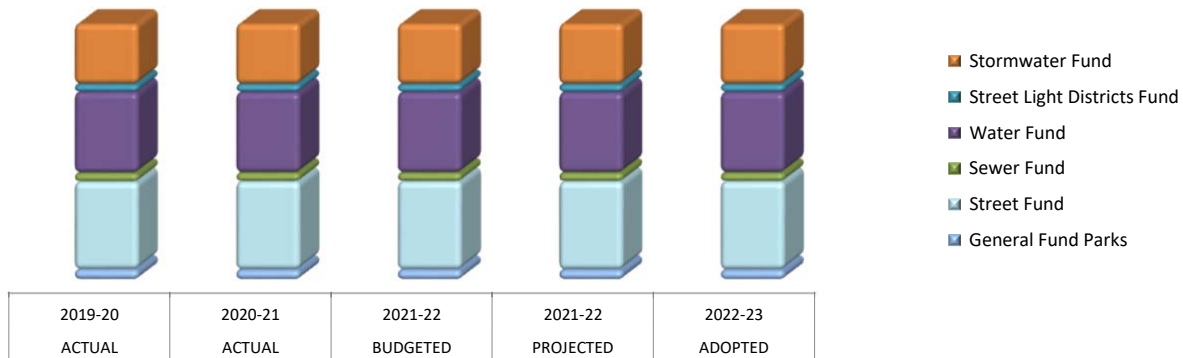
Public Works - Non-Departmental

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	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23	PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	590,110	630,398	669,200	637,300	664,400			-0.7%
6 TOTAL RESOURCES	590,110	630,398	669,200	637,300	664,400			-0.7%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Public Works Director	134,647	137,514	139,800	139,800	144,000			3.0%
11 Municipal Utility Workers	173,716	177,522	180,600	180,600	186,000			3.0%
12 Administrative Support	58,513	59,249	61,200	18,000	46,700			-23.7%
13 Cell Phone and Clothing Stipend	2,600	2,600	2,600	1,800	1,800			-30.8%
14 Wellness	633	1,019	2,000	500	2,000			0.0%
15 Medicare	5,641	5,765	5,900	5,500	6,000			1.7%
16 Retirement	73,104	75,080	96,400	82,800	94,800			-1.7%
17 Insurance Benefits	86,174	90,496	104,100	81,500	109,300			5.0%
18 Workers Compensation	4,066	4,654	6,600	4,000	6,600			0.0%
19 Total Personnel Services	539,094	553,899	599,200	514,500	597,200			-0.3%
20 Materials & Services:								
21 Shop Operations and Supplies	14,839	12,264	12,500	25,500	12,500			0.0%
22 Meetings, Travel & Training	900	-	500	-	500			0.0%
23 Labor Attorney	1,595	11,673	1,000	45,000	1,000			0.0%
24 Janitorial Services	6,945	7,302	7,500	6,500	7,500			0.0%
25 Shop Utilities	10,331	10,994	11,000	11,000	11,000			0.0%
26 Telephone, Telemetry & Fire Alarm	1,725	1,810	1,800	1,900	2,000			11.1%
27 Insurance - Auto	14,681	16,026	19,400	16,800	22,300			14.9%
28 Medical Testing	-	-	200	-	200			0.0%
29 Total Materials & Services	51,016	60,069	53,900	106,700	57,000			5.8%
30 Capital Outlay:								
31 Shop Improvements	-	16,430	16,100	16,100	10,200			-36.6%
32 Total Expenditures	590,110	630,398	669,200	637,300	664,400			-0.7%
33 Fund Balance:								
34 Committed for Operations	-	-	-	-	-			
35 Total Fund Balance	-	-	-	-	-			
36 TOTAL REQUIREMENTS	\$ 590,110	\$ 630,398	\$ 669,200	\$ 637,300	\$ 664,400			-0.7%

Public Works - Non-Departmental



SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	Allocation
General Fund Parks	\$ 23,620	\$ 24,692	\$ 26,200	\$ 24,900	\$ 25,800			3.9%
Street Fund	201,834	216,876	230,200	219,200	228,600			34.4%
Sewer Fund	20,619	22,015	23,400	22,300	23,300			3.5%
Water Fund	186,442	197,935	210,100	200,100	208,600			31.4%
Street Light Districts Fund	18,296	20,131	21,400	20,400	21,300			3.2%
Stormwater Fund	139,299	148,749	157,900	150,400	156,800			23.6%
TOTAL CHARGES BY FUND	\$ 590,110	\$ 630,398	\$ 669,200	\$ 637,300	\$ 664,400			100.0%

Budget Notes:

Expenditures:

Personnel Services:

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

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

Capital Outlay

- 31 Update all lights at the PW Shop facility to LED lighting.

Public Works - Civic Center Facilities

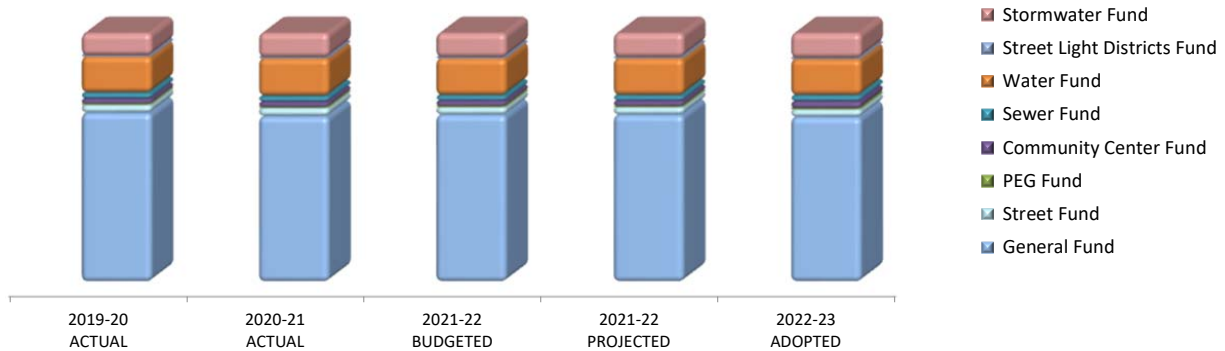
The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units 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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:								
3 Restricted for Civic Center Improvements	\$ 214,703	\$ 214,703	\$ 214,700	\$ 294,700	\$ 294,700			37.3%
4 Unrestricted	-	-	-	-	-			
5 Total Beginning Balances	214,703	214,703	214,700	294,700	294,700			37.3%
6 Revenues:								
7 Charges for Services:								
8 Administrative Service Charges	352,386	394,209	487,700	366,000	491,100			0.7%
9 TOTAL RESOURCES	567,089	608,912	702,400	660,700	785,800			11.9%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Municipal Utility Worker	7,349	7,733	8,100	8,100	8,600			6.2%
14 Facility Maintenance Technician	54,915	57,799	60,500	60,500	64,200			6.1%
15 Overtime	337	42	600	200	600			0.0%
16 Clothing Allowance	530	530	500	500	500			0.0%
17 Wellness	317	555	600	500	600			0.0%
18 Medicare	976	1,025	1,100	1,100	1,200			9.1%
19 Retirement	13,662	14,323	19,000	19,000	20,200			6.3%
20 Insurance Benefits	23,688	24,905	28,700	25,100	30,100			4.9%
21 Workers Compensation	659	822	1,000	1,000	1,000			0.0%
22 Total Personnel Services	102,433	107,734	120,100	116,000	127,000			5.7%
23 Materials & Services:								
24 Contractual Services	5,877	13,287	14,000	14,000	15,000			7.1%
25 Janitorial Services	72,034	78,139	72,500	78,000	80,000			10.3%
26 Utilities	98,177	95,237	105,000	108,000	110,000			4.8%
27 Equipment Maintenance & Replacement	14,738	9,570	24,000	21,000	24,000			0.0%
28 Maintenance Supplies	3,618	3,304	7,000	3,000	7,000			0.0%
29 Janitorial Supplies	6,477	6,939	7,800	6,000	7,800			0.0%
30 Medical Testing	-	-	-	-	-			
31 Total Materials & Services	200,921	206,476	230,300	230,000	243,800			5.9%
32 Capital Outlay:								
33 Civic Center Improvements	49,032	-	100,000	20,000	113,000			13.0%
34 Total Expenditures	352,386	314,210	450,400	366,000	483,800			7.4%
35 Other Requirements:								
36 Contingency:								
37 Operating Contingency	-	-	2,000	-	2,000			0.0%
38 Civic Center Improvements	-	-	250,000	-	300,000			20.0%
39 Total Contingency	-	-	252,000	-	302,000			19.8%

Public Works - Civic Center Facilities

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
40 Fund Balance:								
41 Committed for Civic Center Improvements	214,703	294,702	-	294,700	-			
42 Committed for Operations	-	-	-	-	-			
43 Total Fund Balance	214,703	294,702	-	294,700	-			
44 TOTAL REQUIREMENTS	\$ 567,089	\$ 608,912	\$ 702,400	\$ 660,700	\$ 785,800			12%



PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	FTE
General Fund	\$ 238,971	\$ 261,984	\$ 327,200	\$ 245,500	\$ 325,100			66.2%
Street Fund	12,353	14,234	16,100	12,100	16,200			3.3%
PEG Fund	319	353	500	400	500			0.1%
Community Center Fund	7,774	8,705	11,200	8,400	14,700			3.0%
Sewer Fund	8,094	8,705	10,200	7,700	11,300			2.3%
Water Fund	51,756	60,349	73,200	54,900	72,200			14.7%
Street Light Districts Fund	745	823	1,000	800	1,000			0.2%
Stormwater Fund	32,374	39,056	48,300	36,200	50,100			10.2%
TOTAL CHARGES BY FUND	\$ 352,386	\$ 394,209	\$ 487,700	\$ 366,000	\$ 491,100			100.0%

Budget Notes:

Expenditures:

Personnel Services:

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

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

Capital Outlay:

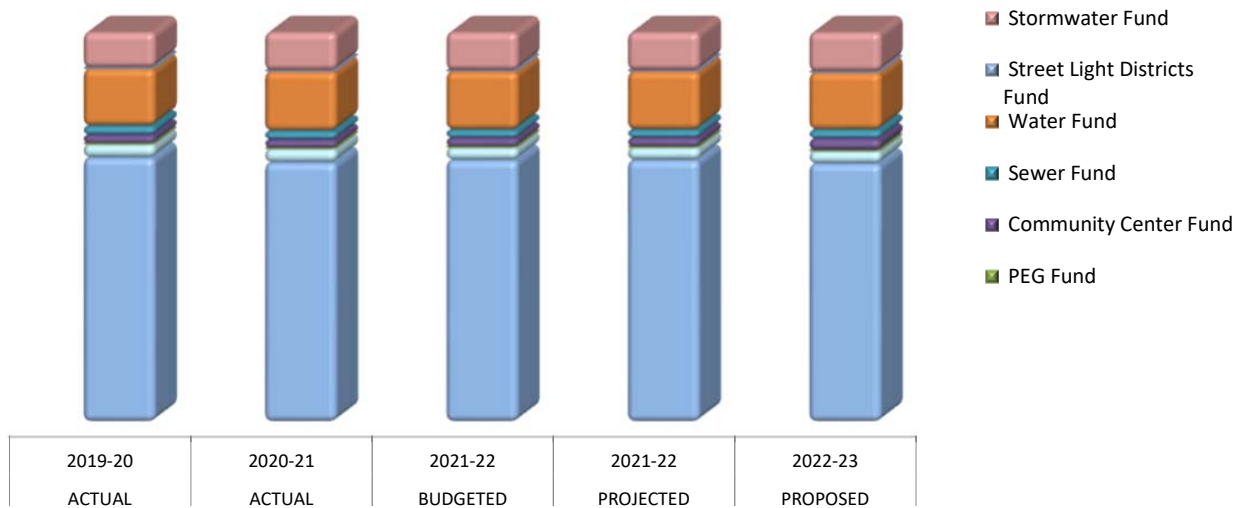
- 33 Repair/replace pergolas in employee break area at City Hall and the Police Department. Purchase lift for lighting maintenance in Civic Center lobby & Community Center rooms.

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 8,930	\$ 26,971	\$ -	\$ 56,800	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	300,908	284,328	406,000	260,000	471,300			16.1%
Intergovernmental:								
Grants	-	8,497	-	-	-			
6 Miscellaneous:								
7 Interest	18,042	21,285	-	-	-			
8 TOTAL RESOURCES	327,880	341,081	406,000	316,800	471,300			16.1%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Office Materials & Supplies	24,950	21,932	29,000	28,000	30,000			3.4%
13 Postage & Printing	14,243	20,588	26,000	25,000	28,000			7.7%
14 Association Memberships	57,673	57,093	60,300	63,000	66,000			9.5%
15 City Council Expenses	10,019	3,870	12,000	10,000	13,000			8.3%
16 Committee Meeting Expense	1,164	660	500	600	1,000			100.0%
17 Public Notices	938	546	1,000	1,000	1,000			0.0%
18 Contractual Services	684	694	1,000	1,000	1,000			0.0%
19 Liability Insurance	190,723	178,944	187,700	187,700	225,200			20.0%
20 Miscellaneous Expense	515	2	500	500	500			0.0%
21 Total Materials & Services	300,909	284,329	318,000	316,800	365,700			15.0%
22 Total Expenditures	300,909	284,329	318,000	316,800	365,700			15.0%
23 Other Requirements:								
24 Contingency:								
25 Liability Retro Plan	-	-	88,000	-	105,600			20.0%
26 Fund Balance:								
27 Committed for Operations	26,971	56,752	-	-	-			
28 TOTAL REQUIREMENTS	\$327,880	\$341,081	\$406,000	\$ 316,800	\$471,300			16.1%

General Administration



SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	FTE
General Fund	\$ 203,931	\$ 189,032	\$ 272,500	\$ 174,500	\$ 312,000			66.2%
Street Fund	10,548	10,258	13,400	8,600	15,600			3.3%
PEG Fund	327	297	400	300	500			0.1%
Community Center Fund	6,623	6,244	9,300	6,000	14,100			3.0%
Sewer Fund	6,950	6,244	8,500	5,400	10,800			2.3%
Water Fund	44,237	43,485	60,900	39,000	69,300			14.7%
Street Light Districts Fund	572	595	800	500	900			0.2%
Stormwater Fund	27,720	28,173	40,200	25,700	48,100			10.2%
TOTAL CHARGES BY FUND	\$ 300,908	\$ 284,328	\$ 406,000	\$ 260,000	\$ 471,300			100.0%

General Administration

Budget Notes:

Expenditures:

- 14 Association Memberships includes: League of Oregon Cities \$33,000, Mid-Willamette Valley Council of Governments \$25,000, SEDCOR \$4,800, Oregon Procurement Network \$2,000, Oregon Government Ethics Division \$900 and local newspaper
- 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. FY22-23 projections expect premium rates to increase 20% over FY21-22. 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". In addition this contingency includes a provision for claims from prior years that are not yet resolved.

Public Works Street Fund

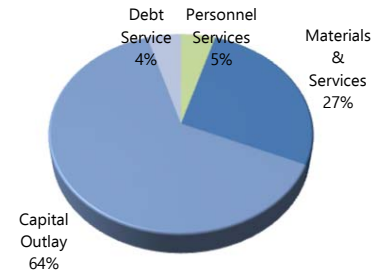
The Street Fund is managed by the Public Works Department to provide quality streets, lighting, traffic signals, sidewalks, and bike paths. The primary source of revenue is State Fuel Taxes, which are apportioned by the State based on population. Fuel tax revenues are restricted by constitutional limits 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 FY21-22

- Updated ADA ramps for resurfacing streets in summer of 2022.
- Completed pavement repairs on Windsor Island Rd.
- Installed additional reflective pavement markers on arterial streets.
- Updated ADA ramps at Marino and Rowan.

Goals for FY22-23

- Continue annual resurfacing of various City streets which includes ADA ramp updates.
- Provide continued neighborhood ADA ramp upgrades.
- Install a Rapid Flashing Beacon on Chemawa Rd. NE near the Civic Center.
- Continue street sign replacement program and City owned streetlight LED upgrade program.



	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:								
3 Unrestricted Beginning Balance	\$ 2,757,446	\$ 1,194,947	\$ 803,400	\$ 1,033,400	\$ 1,485,900			85.0%
4 Bike Safety Donations	655	742	-	-				
5 Total Beginning Balances	2,758,101	1,195,689	803,400	1,033,400	1,485,900			85.0%
6 Revenues:								
7 Taxes & Assessments:								
8 Assessments	606	492	-	-	-			
9 Licenses & Fees:								
10 Planning Construction Fees	6,378	12,619	9,100	9,100	9,100			0.0%
11 Driveway Permit Fees	5,092	4,104	5,000	4,000	5,000			0.0%
12 Total Licenses & Fees	11,470	16,723	14,100	13,100	14,100			0.0%
13 Intergovernmental:								
14 State Fuel Tax	2,635,917	2,868,600	2,850,000	2,900,000	2,900,000			1.8%
15 Grants	-	2,042	-	223,000	-			
16 Total Intergovernmental	2,635,917	2,870,642	2,850,000	3,123,000	2,900,000			1.8%
17 Miscellaneous:								
18 Bike Safety Donations	680	548	500	500	500			0.0%
19 Assessment Interest	132	6	-	-	-			
20 Interest	24,458	4,084	20,000	5,000	5,000			-75.0%
21 Miscellaneous Revenue	2,749	150	-	14,600	-			
22 Total Miscellaneous	28,019	4,788	20,500	20,100	5,500			-73.2%
23 TOTAL RESOURCES	5,434,113	4,088,334	3,688,000	4,189,600	4,405,500			19.5%

Public Works Street Fund

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
24 REQUIREMENTS:								
25 Expenditures:								
26 Personnel Services:								
27 Municipal Utility Workers	48,802	50,987	52,900	52,900	60,800			14.9%
28 GIS	2,082	2,969	3,200	3,200	3,300			3.1%
29 Community Development Director	14,904	-	-	-	-			
30 Code Compliance Officer	8,649	9,098	9,600	9,600	10,200			6.3%
31 Overtime	4,825	10,128	5,200	5,200	5,200			0.0%
32 Parade Overtime	-	-	2,000	-	2,000			0.0%
33 Duty Pay	9,170	10,475	10,400	10,400	10,400			0.0%
34 Clothing Allowance/Cell Phone Stipenc	598	535	700	700	700			0.0%
35 Wellness	34	162	700	300	700			0.0%
36 Medicare	1,368	1,297	1,500	1,500	1,400			-6.7%
37 Retirement	20,736	17,984	21,500	21,500	23,900			11.2%
38 Insurance Benefits	29,284	30,834	31,300	28,000	32,900			5.1%
39 Workers Compensation	1,283	1,520	1,800	1,800	1,800			0.0%
40 Total Personnel Services	141,735	135,989	140,800	135,100	153,300			8.9%
41 Materials & Services:								
42 Helmets	592	473	500	1,000	1,500			200.0%
43 Meetings, Travel & Training	459	555	3,000	1,000	3,000			0.0%
44 Public Notices	334	-	500	500	500			0.0%
45 Administrative Services Charges	370,072	414,336	405,700	388,300	388,600			-4.2%
46 Contractual Services	112,288	97,605	125,000	125,000	150,000			20.0%
47 Parade Traffic Control	-	-	2,000	200	2,000			0.0%
48 Engineering Services	19,128	19,221	50,000	22,000	50,000			0.0%
49 Traffic Engineering SDC Review	-	-	5,000	-	5,000			0.0%
50 Utilities	190	215	300	300	300			0.0%
51 Telephone	604	758	800	600	800			0.0%
52 Gasoline/Diesel	2,118	2,363	2,500	2,800	3,000			20.0%
53 Equipment Maintenance	1,513	1,724	5,000	1,500	5,000			0.0%
54 Sidewalk Maintenance	-	2,415	5,000	5,000	5,000			0.0%
55 Operating Materials and Supplies	11,446	15,330	17,000	17,000	18,000			5.9%
56 Street Maintenance & Repair	144,990	198,916	165,000	165,000	165,000			0.0%
57 Street Light Utilities	53,440	59,834	58,000	59,000	60,000			3.4%
58 Traffic Light Utilities	25,748	26,013	26,000	27,000	27,500			5.8%
59 Medical Testing	142	-	200	-	200			0.0%
60 MPO Support/ SKATS	8,257	8,780	8,800	10,200	10,200			15.9%
61 Miscellaneous Expense	1,466	558	-	-	-			
62 Total Materials & Services	752,787	849,096	880,300	826,400	895,600			1.7%
63 Capital Outlay:								
64 Heavy Equipment/Vehicles	16,423	-	-	-	-			
65 Street Improvements	625,269	274,520	190,000	190,000	260,000			36.8%
66 Infill and ADA Sidewalk Completions	16,940	-	25,000	25,000	30,000			20.0%
67 Street Resurfacing	2,009,131	1,118,853	850,000	700,000	1,500,000			76.5%
68 Signage & Signal Upgrades	-	-	246,500	150,000	175,000			-29.0%
69 Field Equipment	-	3,411	3,600	4,200	3,600			0.0%
70 Unanticipated Expense	-	-	150,000	-	150,000			0.0%
71 Total Capital Outlay	2,667,763	1,396,784	1,465,100	1,069,200	2,118,600			44.6%
72 Debt Service:								
73 Principal	103,000	103,000	106,000	106,000	109,000			2.8%
74 Interest	52,139	49,075	46,000	46,000	42,700			-7.2%
75 Total Debt Service	155,139	152,075	152,000	152,000	151,700			-0.2%
76 Total Expenditures	3,717,424	2,533,944	2,638,200	2,182,700	3,319,200			25.8%
77 Other Requirements:								
78 Contingency:								
79 Operating Contingency	-	-	46,000	-	56,100			22.0%
80 Transfers Out:								
81 Stormwater Fund	521,000	521,000	521,000	521,000	521,000			0.0%

Public Works Street Fund

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
82 Fund Balance:								
83 Restricted for Debt Service Requireme	-	150,000	150,000	150,000	150,000			0.0%
84 Restricted for Operations	1,195,689	883,390	332,800	1,335,900	359,200			7.9%
85 Total Fund Balance	1,195,689	1,033,390	482,800	1,485,900	509,200			5.5%
86 TOTAL REQUIREMENTS	\$ 5,434,113	\$ 4,088,334	\$ 3,688,000	\$ 4,189,600	\$ 4,405,500			19.5%

Summary of Administrative Service Fund Charges

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 10,548	\$ 10,258	\$ 13,400	\$ 8,600	\$ 15,600			16.4%
City Manager	20,781	26,159	17,600	17,200	12,700			-27.8%
Information Systems	15,229	18,574	22,100	21,300	21,400			-3.2%
Attorney's Office	39,710	34,895	28,100	31,300	19,800			-29.5%
City Recorder	21,537	19,862	16,200	16,500	12,900			-20.4%
Human Resources	12,748	12,513	13,100	13,900	13,300			1.5%
Finance	35,332	60,965	48,900	48,200	48,100			-1.6%
Facility Maintenance	12,353	14,234	16,100	12,100	16,200			0.6%
Public Works	201,834	216,876	230,200	219,200	228,600			-0.7%
Administrative Services Charges	\$ 370,072	\$ 414,336	\$ 405,700	\$ 388,300	\$ 388,600			-4.2%

Budget Notes:

Revenues:

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

Expenditures:

Personnel Services:

26 The Budget provides a 3.0% wage and salary increase for all non-represented staff and 4% for staff represented by LIUNA Local 737. In addition step increases for those eligible as provided for in the City Personnel Policies and associated collective bargaining agreement.

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

Materials & Services:

45 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, \$76,000 for routine costs such as landscape maintenance and right of way mowing.

Capital Outlay:

65 Street Improvements include city's match funding for Verda Lane project.

68 Signage and Signal Upgrades includes city's match for the River Rd. Fiber Optic project and installing a Rapid Flashing Beacon on Chemawa Rd NE near the Civic Center.

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

81 The transfer to the Stormwater Fund is the Street Fund's share of stormwater costs.

Debt Service:

72 The City's debt obligation provides for annual principal and semi-annual interest payments on its outstanding debt each year. The original issue date was April 26, 2018.

Debt covenants require the City to retain at least \$150,000 in reserves.

Debt Service Schedule

Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
12/1/2022	\$ 1,400,000	\$ -	\$ 21,350	\$ 21,350
6/1/2023	1,291,000	109,000	21,350	130,350
12/1/2023	1,291,000	-	19,688	19,688
6/1/2024	1,179,000	112,000	19,688	131,688
12/1/2024	1,179,000	-	17,980	17,980
6/1/2025	1,063,000	116,000	17,980	133,980
12/1/2025	1,063,000	-	16,211	16,211
6/1/2026	944,000	119,000	16,211	135,211
12/1/2026	944,000	-	14,396	14,396
6/1/2027	821,000	123,000	14,396	137,396
12/1/2027 through 12/1/2032	505,000	674,000	87,550	87,550
6/1/2033	147,000	147,000	2,242	149,242
		\$ 1,400,000	\$ 269,042	\$ 1,669,042

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 462,125	\$ 477,940	\$ 475,800	\$ 495,700	\$ 488,200			2.6%
3 Revenues:								
4 Taxes & Assessments:								
5 Lighting District Assessments	390,965	397,983	410,000	395,000	410,000			0.0%
6 Miscellaneous:								
7 Interest Earnings/Miscellaneous	13,398	9,770	8,000	9,000	9,000			12.5%
8 Total Revenues	404,363	407,753	418,000	404,000	419,000			0.2%
9 TOTAL RESOURCES	866,488	885,693	893,800	899,700	907,200			1.5%
10 REQUIREMENTS:								
11 Expenditures:								
12 Materials & Services:								
13 Public Notices	816	517	1,200	800	1,200			0.0%
14 Administrative Services Charges	31,418	31,659	35,000	33,500	33,600			-4.0%
15 Engineering Costs	2,985	339	3,000	-	3,000			0.0%
16 Lighting Costs	353,137	357,470	380,000	365,000	380,000			0.0%
17 Street Lighting Maintenance - KS Area A	111	-	10,000	12,200	10,000			0.0%
18 Miscellaneous	81	31	-	-	-			
19 Total Materials & Services	388,548	390,016	429,200	411,500	427,800			-0.3%
20 Total Expenditures	388,548	390,016	429,200	411,500	427,800			-0.3%
21 Other Requirements:								
22 Contingency	-	-	105,000	-	120,000			14.3%
23 Fund Balance:								
24 Restricted:								
25 Pole Replacement at KS Area A	40,000	40,000	-	-	-			
26 Pole Replacement Option B Districts	25,000	25,000	-	-	-			
27 Restricted for Operations	412,940	430,677	359,600	488,200	359,400			-0.1%
28 Total Restricted Fund Balance	477,940	495,677	359,600	488,200	359,400			-0.1%
29 TOTAL REQUIREMENTS	\$ 866,488	\$ 885,693	\$ 893,800	\$ 899,700	\$ 907,200			1.5%

Summary of Administrative Service Fund Charges

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 572	\$ 595	\$ 800	\$ 500	\$ 900			12.5%
City Manager	799	688	300	300	600			100.0%
Information Systems	1,120	1,161	1,400	1,400	1,400			0.0%
Attorney's Office	1,265	283	400	400	400			0.0%
City Recorder	787	292	300	300	300			0.0%
Human Resources	692	674	800	900	800			0.0%
Finance	7,142	7,012	8,600	8,500	6,900			-19.8%
Facility Maintenance	745	823	1,000	800	1,000			0.0%
Public Works	18,296	20,131	21,400	20,400	21,300			-0.5%
Administrative Services Charges	\$ 31,418	\$ 31,659	\$ 35,000	\$ 33,500	\$ 33,600			-4.0%

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.

Expenditures:

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

16 The City is expecting one to two additional street lighting districts to form in FY2022-23.

25-26 In order to have funds available in the event pole replacement is necessary the appropriations have been moved to contingency for Fiscal Year 2022-23

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 FY22-23:

Design of the improvements to the I-5/Chemawa Southbound on-ramp is pending. ODOT is currently taking the lead planning and designing these improvements, the actual timing is unknown however funding needs to be available during FY22-23.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$3,280,802	\$3,397,299	\$3,444,600	\$3,394,400	\$3,564,400			3.5%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	75,075	129,564	29,000	125,000	29,000			0.0%
6 Miscellaneous:								
7 Interest	41,422	15,729	25,000	15,000	15,000			-40.0%
8 Total Revenues	116,497	145,293	54,000	140,000	44,000			-18.5%
Transfers In:								
General Fund	-	-	30,000	30,000	30,000			0.0%
9 TOTAL RESOURCES	3,397,299	3,542,592	3,528,600	3,564,400	3,638,400			3.1%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Unanticipated Expenses	-	-	3,459,500	-	3,638,400			5.2%
14 Total Capital Outlay	-	-	3,459,500	-	3,638,400			5.2%
15 Total Expenditures								
16 Other Requirements:								
17 Transfers Out:								
18 Interfund Loan to the General Fund	-	148,200	-	-	-			
19 Total Transfers Out	-	148,200	-	-	-			
20 Fund Balance:								
21 Restricted for Improvements	3,397,299	3,394,392	69,100	3,564,400	-			-100.0%
22 TOTAL REQUIREMENTS	\$3,397,299	\$3,542,592	\$3,528,600	\$3,564,400	\$3,638,400			3.1%

Revenues:

5 The System Development Fee projections for Fiscal Year 2022-23 assumes 20 new single family homes developed during the year.

Expenditures:

16 No improvements are anticipated in Fiscal Year 2022-23.

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 55,609	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Licenses & Fees:								
5 Off-Site Transportation Fees	-	-	-	-	-	-	-	-
6 Miscellaneous:								
7 Interest	-	-	-	-	-	-	-	-
8 Total Revenues	-	-	-	-	-	-	-	-
9 TOTAL RESOURCES	55,609	-	-	-	-	-	-	-
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Off-Site Transportation Improvements	55,609	-	-	-	-	-	-	-
14 Fund Balance:								
15 Restricted for Improvements	-	-	-	-	-	-	-	-
16 TOTAL REQUIREMENTS	\$ 55,609	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Budget Notes:

Revenues:

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

Expenditures:

13 Construct a dedicated right turn lane at Lockhaven & 14th. Balance of project costs are in the Street Fund.

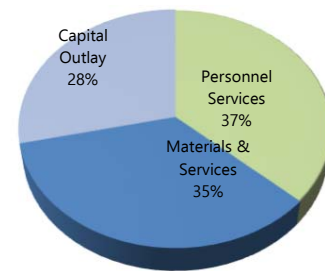
Public Works Stormwater Fund

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 #100032, 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 FY21-22

- Continued repair work identified by the TV inspection contractor
- Continued implementation of the TV inspection contract
- Updated programs to comply with the NPDES Phase II General permit.
- Continued implementation of the City's 3 regulatory stormwater programs.
- Hosted 11th Annual Erosion Control Summit (Virtually)



Division Goals for FY22-23

- Continue storm line realignments with Capital Improvement funds
- Continue inspection and repair work identified by the TV inspection contractor
- Continue to implement the Stormwater Management Program, TMDL Implementation Plan and the U
- Update the Erosion Control and Post-Construction Water Quality programs to meet new requirements.
- Continue to implement the UIC Stormwater Monitoring Plan to ensure groundwater protection.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 770,393	\$ 996,579	\$1,135,700	\$ 1,242,100	\$ 1,255,900			10.6%
3 Revenues:								
4 Charges for Services:								
5 Planning & Construction Fees	8,703	12,693	10,000	7,500	10,000			0.0%
6 Service Fees	1,532,272	1,602,893	1,592,000	1,602,000	1,602,000			0.6%
7 Total Charges for Services	1,540,975	1,615,586	1,602,000	1,609,500	1,612,000			0.6%
Intergovernmental:								
Grants	-	8,250	-	-	-			
8 Miscellaneous:								
9 Interest	8,394	3,435	2,000	2,000	2,000			0.0%
10 Miscellaneous Revenue	1,511	-	-	-	-			
11 Total Miscellaneous	9,905	3,435	2,000	2,000	2,000			0.0%
12 Total Revenues	1,550,880	1,627,271	1,604,000	1,611,500	1,614,000			0.6%
13 Other Resources:								
14 Transfers In:								
15 Charges to Street Fund	521,000	521,000	521,000	521,000	521,000			0.0%
16 Total Other Resources	521,000	521,000	521,000	521,000	521,000			0.0%
17 TOTAL RESOURCES	2,842,273	3,144,850	3,260,700	3,374,600	3,390,900			4.0%

Public Works Stormwater Fund

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
18 REQUIREMENTS:								
19 Expenditures:								
20 Personnel Services:								
21 Municipal Utility Workers	197,128	202,857	206,900	206,900	238,600			15.3%
22 Planning Staff	2,362	939	1,000	1,000	1,100			10.0%
23 Environmental Program Staff	216,342	175,290	290,400	230,000	286,700			-1.3%
24 GIS	19,374	28,504	29,900	29,900	31,700			6.0%
25 Overtime	576	188	3,000	800	3,000			0.0%
26 Duty Pay	9,258	10,475	10,400	10,400	10,400			0.0%
27 Cell Phone - Clothing Allowances	1,657	1,449	2,600	2,600	2,600			0.0%
28 Wellness	646	1,139	4,000	1,500	4,200			5.0%
29 Medicare	6,876	6,473	8,700	8,700	9,000			3.4%
30 Retirement	96,934	89,915	150,100	130,000	158,500			5.6%
31 Insurance Benefits	175,705	184,549	208,800	180,000	219,200			5.0%
32 Workers Compensation	5,030	6,847	6,500	6,000	6,600			1.5%
33 Total Personnel Services	731,888	708,625	922,300	807,800	971,600			5.3%
34 Materials & Services:								
35 Concrete	1,037	302	5,000	3,000	5,000			0.0%
36 Rock & Backfill	1,018	1,474	1,200	1,200	1,200			0.0%
37 Paving	3,109	3,153	6,000	3,500	6,000			0.0%
38 Meetings, Travel & Training	3,996	3,193	8,000	4,300	8,000			0.0%
39 Public Notices	346	273	400	100	400			0.0%
40 Administrative Services Charges	371,832	409,884	453,600	421,000	473,200			4.3%
41 Contractual Services	139,057	126,079	171,500	177,800	176,000			2.6%
42 Engineering Services	13,166	34,752	35,000	25,000	35,000			0.0%
43 Storm Drain Utilities	4,964	5,452	5,800	2,000	5,800			0.0%
44 Telephone	2,472	2,667	2,800	2,400	2,800			0.0%
45 Gasoline	5,850	5,923	7,000	7,200	7,500			7.1%
46 Diesel Fuel	3,323	1,902	6,000	4,000	5,000			-16.7%
47 Vehicle Maintenance	2,224	2,255	5,000	2,500	5,000			0.0%
48 Equipment Maintenance	18,560	13,122	23,000	20,000	23,000			0.0%
49 Permit Renewal & Registration Fees	7,267	7,863	8,000	8,300	8,500			6.3%
50 Plant Maintenance	7,860	6,859	12,500	8,500	12,500			0.0%
51 Pump Maintenance	7,044	7,890	10,000	7,000	10,000			0.0%
52 Operating Materials & Supplies	10,192	12,126	15,000	15,000	15,000			0.0%
53 Street Sweeping	102,392	102,798	105,000	103,000	105,000			0.0%
54 Medical Testing	327	11	400	100	400			0.0%
55 Lab Tests	5,001	5,004	7,000	7,000	8,000			14.3%
56 Consumer Confidence Report/ Public Education	2,971	5,432	8,000	8,000	12,000			50.0%
57 Miscellaneous	4,032	1,536	-	-	-			
58 Total Materials & Services	718,040	759,950	896,200	830,900	925,300			3.2%

Public Works Stormwater Fund

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
59 Capital Outlay:								
60 Field Equipment	2,513	3,646	5,000	5,000	7,100			42.0%
61 Heavy Equipment/Service Vehicle	44,098	-	375,000	375,000	-			-100.0%
62 Storm Sewer Pipe Extension or Repair	349,155	430,561	450,000	100,000	750,000			66.7%
63 Total Capital Outlay	395,766	434,207	830,000	480,000	757,100			-8.8%
64 Total Expenditures	1,845,694	1,902,782	2,648,500	2,118,700	2,654,000			0.2%
65 Other Requirements:								
66 Contingency	-	-	149,100	-	149,100			0.0%
67 Total Other Requirements	-	-	149,100	-	149,100			0.0%
68 Fund Balance:								
69 Assigned	996,579	1,242,068	463,100	1,255,900	587,800			26.9%
70 TOTAL REQUIREMENTS	\$2,842,273	\$ 3,144,850	\$3,260,700	\$ 3,374,600	\$ 3,390,900			4.0%

Summary of Administrative Service Fund Charges

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 27,720	\$ 28,173	\$ 40,200	\$ 25,700	\$ 48,100			19.7%
City Manager	13,388	20,514	17,600	17,200	16,200			-8.0%
Information Systems	42,322	50,543	60,000	57,900	62,600			4.3%
Attorney's Office	5,353	4,527	3,600	4,000	2,900			-19.4%
City Recorder	14,161	15,481	16,200	16,600	16,500			1.9%
Human Resources	31,128	34,362	39,400	42,000	41,200			4.6%
Finance	27,720	27,524	29,300	28,900	30,700			4.8%
Utility Billing	38,367	40,955	41,100	42,100	48,100			17.0%
Facility Maintenance	32,374	39,056	48,300	36,200	50,100			3.7%
Public Works	139,299	148,749	157,900	150,400	156,800			-0.7%
Administrative Services Charges	\$ 371,832	\$ 409,884	\$ 453,600	\$ 421,000	\$ 473,200			4.3%

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.

Expenditures:

Personnel Services:

- 20 The Budget provides a 3.0% wage and salary increase for all non-represented staff and 4% for staff represented by LIUNA Local 737. In addition step increases for those eligible as provided for in the City Personnel Policies and associated collective bargaining agreement.

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

Materials & Services:

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

Capital Outlay

- 62 Design work and permit costs for wetland enhancement on Claggett Creek east of Claggett Creek Park. Repair or realignment projects identified through the video inspection program.

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
RESOURCES:								
1 Beginning Balance:	\$ 400,888	\$ 438,396	\$ 540,100	\$ 457,100	\$ 470,400			-12.9%
2 Revenues:								
3 Charges for Services:								
4 Plan/Construction Fees	1,847	2,499	-	-	-			
5 Salem Sewer Billing	5,855,001	5,991,357	6,241,800	6,241,800	6,430,000			3.0%
6 Sewer Administration Fee	377,576	378,509	375,000	375,000	375,000			0.0%
7 Total Charges for Services	6,234,424	6,372,365	6,616,800	6,616,800	6,805,000			2.8%
8 Miscellaneous:								
9 Miscellaneous	203	-	-	-	-			
10 Interest Earnings	3,138	1,371	1,000	1,000	1,000			0.0%
11 Total Miscellaneous	3,341	1,371	1,000	1,000	1,000			0.0%
12 Total Revenues	6,237,765	6,373,736	6,617,800	6,617,800	6,806,000			2.8%
13 TOTAL RESOURCES	6,638,653	6,812,132	7,157,900	7,074,900	7,276,400			1.7%
REQUIREMENTS:								
14 Expenditures:								
15 Personnel Services:								
16 Planning Staff	2,362	939	1,000	1,000	1,000			0.0%
17 Cell Phone Stipend	17	9	100	100	100			0.0%
18 Wellness	1	5	100	100	100			0.0%
19 Medicare	37	15	100	100	100			0.0%
20 Retirement	680	205	700	700	700			0.0%
21 Insurance Benefits	466	448	300	300	300			0.0%
22 Workers Compensation	77	87	100	100	100			0.0%
23 Total Personnel Services	3,640	1,708	2,400	2,400	2,400			0.0%
24 Materials & Services:								
25 Public Notices	-	-	100	100	100			0.0%
26 Administrative Services Charges	327,337	340,651	361,400	357,700	399,700			10.6%
27 Engineering Services	-	-	500	500	500			0.0%
28 Salem Sewer Payments	5,868,384	6,012,374	6,241,800	6,241,800	6,430,000			3.0%
29 Emergency Management Expense	-	-	1,000	1,000	1,000			0.0%
30 Miscellaneous Expense	896	341	1,000	1,000	1,000			0.0%
31 Total Materials & Services	6,196,617	6,353,366	6,605,800	6,602,100	6,832,300			3.4%
32 Total Expenditures	6,200,257	6,355,074	6,608,200	6,604,500	6,834,700			3.4%
33 Other Requirements:								
34 Contingency	-	-	40,000	-	40,000			0.0%
35 Total Other Requirements	-	-	40,000	-	40,000			0.0%
36 Fund Balance:								
37 Committed for Future Operations	438,396	457,058	509,700	470,400	401,700			-21.2%
38 TOTAL REQUIREMENTS	\$ 6,638,653	\$ 6,812,132	\$ 7,157,900	\$ 7,074,900	\$ 7,276,400			1.7%

Public Works Sewer Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 6,950	\$ 6,244	\$ 8,500	\$ 5,400	\$ 10,800			27.1%
City Manager	3,497	4,681	3,800	3,700	3,500			-7.9%
Information Systems	16,910	19,199	22,800	22,000	25,600			12.3%
Attorney's Office	1,849	1,320	1,100	1,200	700			-36.4%
City Recorder	3,639	3,505	3,500	3,600	3,600			2.9%
Human Resources	7,609	7,604	8,400	8,900	9,300			10.7%
Finance	77,898	74,990	86,800	85,600	85,600			-1.4%
Utility Billing	180,272	192,388	192,900	197,300	226,000			17.2%
Facility Maintenance	8,094	8,705	10,200	7,700	11,300			10.8%
Public Works	20,619	22,015	23,400	22,300	23,300			-0.4%
Administrative Services Charges	\$ 327,337	\$ 340,651	\$ 361,400	\$ 357,700	\$ 399,700			10.6%

Budget Notes:

Revenues:

- 5 The City of Salem has been operating off an even rate slope model for setting its sewer rates. Keizer's rate increase is expected to be no more than 3%.
- 6 The Sewer Administration Fee is \$5.95 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.
- 29 The increase in Salem Sewer Payments reflects the rate increase anticipated in FY22-23.

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$234,061	\$257,879	\$274,700	\$ 273,900	\$279,900			1.9%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fee	20,799	14,845	15,000	5,000	15,000			0.0%
6 Miscellaneous:								
7 Interest	3,019	1,220	2,000	1,000	1,000			-50.0%
8 Total Revenues	23,818	16,065	17,000	6,000	16,000			-5.9%
9 TOTAL RESOURCES	257,879	273,944	291,700	279,900	295,900			1.4%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Sewer Line Extensions	-	-	141,700	-	145,900			3.0%
14 Unanticipated Expense	-	-	150,000	-	150,000			0.0%
15 Total Capital Outlay	-	-	291,700	-	295,900			1.4%
16 Fund Balance:								
17 Restricted for Improvements	257,879	273,944	-	279,900	-			
18 TOTAL REQUIREMENTS	\$257,879	\$273,944	\$291,700	\$ 279,900	\$295,900			1.4%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY22-23 assumes 2 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.

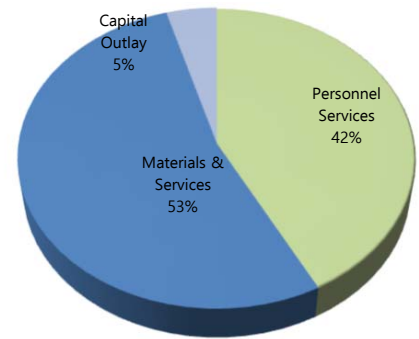
The Water Division operates under the Oregon Administrative Rules for Public Water Systems enforced by the Oregon Health Authority (OHA), Drinking Water Services (DWS) that administer and enforce drinking water quality standards for public water systems in the state of Oregon.

Accomplishments for FY21-22

- 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
- Replaced 107 non-functioning meters including (1) 4 inch meter with new more accurate meters.
- Repaired 8 Water Main leaks
- Completed Risk and Resilience Certification required by the Environmental Protection Agency. (EPA)
- Installed 17 new meters and 11 new water services.
- Completed installing circulation fans in pump stations with fluoride.
- Replaced filter media at Lacey Ct. Pump Station
- Installed new water main on a portion of Bailey Rd. NE

Division Goals for FY22-23

- 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
- Evaluate revenue increases on accounts with new large meters installed in previous years.
- Replace the roof at Willamette Manor Pump Station
- Begin updating communication radios for the telemetry system



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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 1,142,754	\$ 1,036,556	\$ 1,020,000	\$ 1,140,800	\$ 956,100			-6.3%
3 Revenues:								
4 Licenses & Fees:								
5 Planning & Construction Fees	10,561	7,412	5,000	5,500	5,000			0.0%
6 Service Fees	32,738	14,158	15,000	23,000	15,000			0.0%
7 Diesel Fuel Sales	27,134	25,657	28,000	34,700	40,000			42.9%
8 Live Tap Reimbursement	14,650	15,440	7,500	13,700	15,000			100.0%
9 Total Licenses & Fees	85,083	62,667	55,500	76,900	75,000			35.1%
10 Charges for Services:								
11 Water Sales	3,192,250	3,347,576	3,342,600	3,342,600	3,476,000			4.0%
12 Intergovernmental:								
13 Grants	-	8,687	-	-	-			
14 Miscellaneous:								
15 Interest	14,410	4,852	9,000	5,000	5,000			-44.4%
16 Miscellaneous	12,109	8,037	7,000	7,000	7,000			0.0%
17 Total Miscellaneous	26,519	12,889	16,000	12,000	12,000			-25.0%
18 Other Resources:								
19 Transfers In:								
20 Transfer from Park Operations Fund	20,049	20,651	7,300	7,300	-			-100.0%
21 Total Transfers In	20,049	20,651	7,300	7,300	-			-100.0%
22 TOTAL RESOURCES	4,466,655	4,489,026	4,441,400	4,579,600	4,519,100			1.7%

Public Works Water Fund

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
23 REQUIREMENTS:								
24 Expenditures:								
25 Personnel Services:								
26 Municipal Utility Workers	651,484	638,562	683,900	683,900	730,600			6.8%
27 GIS	15,403	21,971	23,100	23,100	24,500			6.1%
28 Planning Staff	2,362	939	1,000	1,000	1,100			10.0%
29 Overtime	15,676	14,605	20,000	12,000	20,000			0.0%
30 Duty Pay	18,253	20,950	20,800	20,800	20,800			0.0%
31 Cell Phone/Clothing Allowance	4,297	4,569	5,200	4,800	5,200			0.0%
32 Wellness	1,297	2,639	5,600	3,000	5,800			3.6%
33 Medicare	10,838	10,826	11,300	11,300	12,700			12.4%
34 Retirement	148,741	149,650	208,900	197,000	222,900			6.7%
35 Insurance Benefits	247,889	260,357	302,300	275,000	317,400			5.0%
36 Workers Compensation	8,127	978	10,000	10,000	10,500			5.0%
37 Total Personnel Services	1,124,367	1,126,046	1,292,100	1,241,900	1,371,500			6.1%
38 Materials & Services:								
39 Concrete	7,709	5,617	10,000	13,000	15,000			50.0%
40 Rock & Backfill	6,762	3,400	5,500	6,500	6,000			9.1%
41 Paving	13,838	12,230	15,000	18,000	20,000			33.3%
42 Sequestering Agent	22,642	11,602	30,000	12,000	15,000			-50.0%
43 Fluoride	7,897	13,581	11,500	11,500	11,500			0.0%
44 Meetings, Travel & Training	12,051	21,259	24,000	24,000	24,000			0.0%
45 Public Notices	-	408	300	100	300			0.0%
46 Administrative Services Charges	697,802	749,938	822,500	776,800	852,600			3.7%
47 Contractual Services	14,906	8,525	14,500	14,500	15,000			3.4%
48 Flagging	3,693	1,590	2,500	5,400	3,500			40.0%
49 Engineering Services	9,659	34,413	20,000	12,000	20,000			0.0%
50 Electricity	241,865	267,286	265,000	270,000	275,000			3.8%
51 Natural Gas	2,100	1,477	3,000	3,000	3,000			0.0%
52 Telephone	5,634	6,189	6,000	6,000	6,000			0.0%
53 Telemetry	7,032	6,664	10,000	10,000	15,500			55.0%
54 Gasoline	8,056	8,489	12,000	11,500	15,500			29.2%
55 Diesel Fuel	34,246	29,971	38,000	46,000	55,000			44.7%
56 Vehicle Maintenance	6,376	18,858	20,000	12,500	20,000			0.0%
57 Equipment Maintenance	19,204	7,606	15,000	15,000	15,000			0.0%
58 Plant Maintenance	74,722	49,178	70,000	76,000	82,500			17.9%
59 Live Taps	18,000	22,280	15,000	13,400	15,000			0.0%
60 Pump House Maintenance	20,809	9,517	20,500	24,000	20,500			0.0%
61 Pump Maintenance	104,285	24,516	75,000	40,000	71,000			-5.3%
62 Operating Materials & Supplies	22,942	22,223	30,000	30,000	30,000			0.0%
63 Medical Testing	732	34	800	-	800			0.0%
64 Water Mains	-	-	25,000	25,000	25,000			0.0%
65 Lab Tests	43,440	29,248	45,700	49,000	42,500			-7.0%
66 Contract Meter Reading	39,841	39,966	44,000	40,100	42,900			-2.5%
67 Consumer Confidence Report	8,091	8,256	10,000	10,000	10,000			0.0%
68 Miscellaneous	6,231	2,373	-	-	-			
69 Total Materials & Services	1,460,565	1,416,694	1,660,800	1,575,300	1,728,100			4.1%
70 Capital Outlay:								
71 Field Equipment	-	3,434	1,300	1,300	5,000			284.6%
72 Water Meters	36,911	22,404	35,000	30,000	35,000			0.0%
73 Heavy Equipment/Vehicle	109,623	-	125,000	125,000	90,000			-28.0%
74 Unanticipated Expense	-	-	16,000	-	16,000			0.0%
75 Total Capital Outlay	146,534	25,838	177,300	156,300	146,000			-17.7%

Public Works Water Fund

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
76 Debt Service:								
77 Principal	215,000	225,000	-	-	-			
78 Interest	13,633	4,613	-	-	-			
79 Total Debt Service	228,633	229,613	-	-	-			
80 Total Expenditures	2,960,099	2,798,191	3,130,200	2,973,500	3,245,600			3.7%
81 Other Requirements:								
82 Contingency	-	-	125,000	-	125,000			0.0%
83 Transfer to Water Facility Replacement Reserve	470,000	550,000	650,000	650,000	650,000			0.0%
84 Total Other Requirements	470,000	550,000	775,000	650,000	775,000			0.0%
85 Fund Balance:								
86 Restricted for Operations	1,036,556	1,140,835	536,200	956,100	498,500			-7.0%
87 TOTAL REQUIREMENTS	\$ 4,466,655	\$ 4,489,026	\$ 4,441,400	\$ 4,579,600	\$ 4,519,100			1.7%

Summary of Administrative Service Fund Charges

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 44,237	\$ 43,485	\$ 60,900	\$ 39,000	\$ 69,300			13.8%
City Manager	22,280	31,941	27,500	26,900	23,900			-13.1%
Information Systems	66,894	79,654	94,500	91,200	96,800			2.4%
Attorney's Office	7,786	8,299	7,900	8,800	5,500			-30.4%
City Recorder	23,111	24,243	25,400	26,100	24,700			-2.8%
Human Resources	52,473	53,036	59,700	63,600	59,300			-0.7%
Finance	77,898	74,990	86,800	85,600	85,600			-1.4%
Utility Billing	164,925	176,006	176,500	180,600	206,700			17.1%
Facility Maintenance	51,756	60,349	73,200	54,900	72,200			-1.4%
Public Works	186,442	197,935	210,100	200,100	208,600			-0.7%
Administrative Service Charges	\$ 697,802	\$ 749,938	\$ 822,500	\$ 776,800	\$ 852,600			3.7%

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.

Expenditures:

Personnel Services:

- 25 The Budget provides a 3.0% wage and salary increase for all non-represented staff and 4% for staff represented by LIUNA Local 737. In addition step increases for those eligible as provided for in the City Personnel Policies and associated collective bargaining agreement.

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

Materials & Services:

- 46 Administrative Service Charges increased primarily due to personnel service increases associated with salary and wage, retirement and insurance expenses.
- 61 Pump maintenance includes \$3,000 for control valve maintenance parts and \$3,000 for fluoride pumps.

Capital Outlay:

- 73 New service vehicle to replace 2003 service vehicle.

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 Fiscal Year 2021-22 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 FY21-2

- Design work for the filter system at Meadows Pump Station.
- Continued steel water main replacement program

Capital Improvements Planned FY22-23

- Continue the steel water main replacement program
- Construct additional building and install the filter system at Meadows Pump Station to improve water quality
- Replace Reitz Well

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 356,018	\$ 337,026	\$ 504,500	\$ 535,000	\$ 287,500			-43.0%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	50,726	25,799	19,000	45,000	25,000			31.6%
6 Miscellaneous:								
7 Interest	5,281	2,390	2,500	2,500	2,500			0.0%
8 Total Miscellaneous	5,281	2,390	2,500	2,500	2,500			0.0%
9 Total Revenues	56,007	28,189	21,500	47,500	27,500			27.9%
10 Other Resources:								
11 Transfers In:								
12 Transfer from Water Fund	470,000	550,000	650,000	650,000	650,000			0.0%
13 Total Other Resources	470,000	550,000	650,000	650,000	650,000			0.0%
14 TOTAL RESOURCES	882,025	915,215	1,176,000	1,232,500	965,000			-17.9%
15 REQUIREMENTS:								
16 Expenditures:								
17 Capital Outlay:								
18 Supply/Treatment	79,795	57,963	700,000	35,000	-			-100.0%
19 Transmission & Distribution Mains	465,204	322,257	300,000	910,000	300,000			0.0%
20 Unanticipated Expenses	-	-	100,000	-	190,000			90.0%
21 Total Capital Outlay	544,999	380,220	1,100,000	945,000	490,000			-55.5%
22 Fund Balance:								
23 Restricted for Debt Service Requirements	-	-	-	-	-			
24 Restricted for Improvements	337,026	534,995	76,000	287,500	475,000			525.0%
25 Total Fund Balance	337,026	534,995	76,000	287,500	475,000			525.0%
26 TOTAL REQUIREMENTS	\$ 882,025	\$ 915,215	\$ 1,176,000	\$ 1,232,500	\$ 965,000			-17.9%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for Fiscal Year 2022-23 assumes 20 new single family homes.

General Fund

Park Services Fund

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

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

Accomplishments for FY 2021-22

Completed the Master Plan update, installed 2 picnic shelters at the Big Toy, open play area irrigation and seeding of lower field at Keizer Rapids Park, added pathway lighting at Bair Park.

Division Goals for FY 2022-23

Update the SDC Methodology. Replace the play structure at Ben Miller Park including ADA access upgrades. Expand the road/trail to the boat in camp site at Keizer Rapids Park. Extend the columns and replace 2 shade sails at the Big Toy.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balances:								
3 Unrestricted Beginning Balance	\$ 271,288	\$ 391,591	\$ 339,200	\$ 352,800	\$ 401,200			18.3%
4 Developers Tree Reimbursements	5,812	-	-	-	-			
5 Total Beginning Balances	277,100	391,591	339,200	352,800	401,200			18.3%
6 Revenues:								
7 Licenses & Fees:								
8 Park Services Fees	680,668	682,272	680,000	682,000	682,000			0.3%
9 Park Reservation Fees	3,494	-	3,500	2,000	3,500			0.0%
10 Amphitheater Rental Fees	488	-	3,500	2,000	3,500			0.0%
11 Total Licenses & Fees	684,650	682,272	687,000	686,000	689,000			0.3%
12 Intergovernmental:								
13 MAP Boat Ramp Grant	4,700	4,700	4,700	4,700	4,700			0.0%
14 Grants	-	2,074	-	-	-			
15 Total Intergovernmental	4,700	6,774	4,700	4,700	4,700			0.0%
16 Miscellaneous:								
17 Park Rental Income	71,240	82,340	81,800	81,800	84,000			2.7%
18 Park Donations	512	-	-	1,300	-			
19 Developers Tree Reimbursements	13,875	36,450	-	1,300	-			
20 Miscellaneous	1,836	7,378	-	1,300	-			
21 Total Miscellaneous	87,463	126,168	81,800	85,700	84,000			2.7%
22 Other Resources:								
23 Transfers In:								
24 Transfer from the General Fund	360,800	360,800	360,800	360,800	360,800			0.0%
25 Transfer from the Park Improvement	130,000	-	-	-	-			
26 Total Other Resources	490,800	360,800	360,800	360,800	360,800			0.0%
27 Total Resources	1,544,713	1,567,605	1,473,500	1,490,000	1,539,700			4.5%

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
28 Expenditures:								
29 Personnel Services:								
30 Municipal Utility Workers	203,019	215,441	224,500	224,500	242,700			8.1%
31 GIS	4,163	5,938	6,300	6,300	6,600			4.8%
32 Overtime	343	592	800	400	800			0.0%
33 Clothing/Phone Stipends	2,370	2,370	2,400	1,600	1,600			-33.3%
34 Wellness	1,058	1,029	2,000	1,000	2,100			5.0%
35 Medicare - Social Security	3,244	3,460	3,600	3,600	4,100			13.9%
36 Retirement	45,426	47,531	66,300	66,300	71,700			8.1%
37 Insurance Benefits	88,692	93,232	108,400	102,000	113,800			5.0%
38 Workers Compensation	2,301	38,068	3,900	18,000	4,000			2.6%
39 Total Personnel Services	350,616	407,661	418,200	423,700	447,400			7.0%
40 Materials & Services:								
41 Parks Materials & Supplies	28,363	36,305	40,000	50,000	45,000			12.5%
42 Meetings, Travel & Training	946	790	1,500	1,500	1,500			0.0%
43 Public Notices	56	248	400	400	400			0.0%
44 Contractual Services	83,847	132,982	70,000	65,000	70,000			0.0%
45 Temporary Labor	33,755	60,033	65,000	65,000	83,000			27.7%
46 Developers Tree Expenses	895	1,299	25,000	18,500	7,000			-72%
47 Utilities	5,315	6,410	6,500	6,500	6,500			0.0%
48 Telephone	1,919	2,016	1,700	2,000	2,000			17.6%
49 Gasoline	6,807	7,908	7,500	10,000	12,000			60.0%
50 Diesel	1,163	568	1,200	800	1,200			0.0%
51 Vehicle Maintenance	488	1,273	3,500	4,000	3,500			0.0%
52 Equipment Maintenance	6,059	5,125	7,000	7,500	7,000			0.0%
53 Boat Ramp Maintenance	4,225	1,680	4,700	4,700	4,700			0%
54 Keizer Rotary Amphitheater	2,703	42	10,000	10,000	10,000			0%
55 Grant Program	11,466	14,492	15,000	15,000	15,000			0.0%
56 Park Rental Program Expenses	8,622	38,054	25,000	10,000	25,000			0.0%
57 Medical Testing	560	-	600	-	600			0.0%
58 Little League Park Maintenance	5,333	4,226	6,000	6,700	6,000			0.0%
59 Total Materials & Services	202,522	313,451	290,600	277,600	300,400			3.4%
60 Capital Outlay:								
61 Field Equipment	3,400	1,396	3,300	-	3,300			0.0%
62 Vehicles	33,068	-	-	-	-			
63 Equipment	14,570	12,819	35,000	30,000	18,500			-47.1%
64 Capital Improvements	528,897	393,803	420,000	285,200	490,000			16.7%
65 Total Capital Outlay	579,935	408,018	458,300	315,200	511,800			11.7%
66 Total Expenditures	1,133,073	1,129,130	1,167,100	1,016,500	1,259,600			7.9%
67 Other Requirements:								
68 Contingency:								
69 Operating Contingency	-	-	100,000	-	100,000			0.0%
70 Transfers Out:								
71 Park Improvement Fund	-	65,000	65,000	65,000	-			-100.0%
72 Water Fund	20,049	20,651	7,300	7,300	-			-100.0%
73 Total Transfers Out	20,049	85,651	72,300	72,300	-			
74 Fund Balance:								
75 Restricted for Operations	391,591	352,824	134,100	401,200	180,100			34.3%
76 Total Fund Balance	391,591	352,824	134,100	401,200	180,100			34.3%
77 Total Requirements	\$ 1,544,713	\$1,567,605	\$ 1,473,500	\$ 1,490,000	\$ 1,539,700			22.0%

Budget Notes:**Resources:**

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

Expenditures:

- 24 Parks General Support Resources equal at least 2.5% of General Fund budgeted revenues as is the policy of the City. The FY22-23 budget is 3.1% of budgeted revenues.

Personnel Services:

- 29 The Budget provides a 3.0% wage and salary increase for all non-represented staff and 4% for staff represented by LIUNA Local 737. In addition step increases for those eligible as provided for in the City Personnel Policies and associated collective bargaining agreement.

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

Materials & Services:

- 58 Little League Park Maintenance includes porta potties, fertilization and weed control, restroom supplies and equipment maintenance (mowers).

Capital Outlay:

- 63 Purchase a new 72" zero turn mower.
64 Update the SDC Methodology. Replace the play structure at Ben Miller Park including ADA access upgrades. Expand the road/trail to the boat in camp site at Keizer Rapids Park. Extend the columns and replace 2 shade sails at the Big Toy.

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.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
RESOURCES:								
Beginning Balance:	\$ 797,901	\$ 853,609	\$ 968,300	\$ 977,000	\$ 1,176,500			21.5%
Revenues:								
Licenses & Fees:								
System Development Fees	104,659	38,714	39,400	160,000	40,000			1.5%
Intergovernmental:								
Grants	-	-	-	-	-			
Miscellaneous:								
Interest	10,177	3,979	10,000	4,000	4,000			-60.0%
Donations	-	12	-	-	-			
Total Miscellaneous	10,177	3,991	10,000	4,000	4,000			-60.0%
Total Revenues	114,836	42,705	49,400	164,000	44,000			-10.9%
Transfers In:								
General Fund	100,000	15,700	-	-	-			
Park Services Fund	-	65,000	65,000	65,000	-			
Total Transfers In	100,000	80,700	65,000	65,000	-			-100.0%
TOTAL RESOURCES	1,012,737	977,014	1,082,700	1,206,000	1,220,500			12.7%
REQUIREMENTS:								
Expenditures:								
Capital Outlay:								
Improvements	29,128	-	25,000	29,500	25,000			0.0%
Unanticipated Expenses	-	-	500,000	-	750,000			50.0%
Total Capital Outlay	29,128	-	525,000	29,500	775,000			47.6%
Transfers Out:								
General Fund	130,000	-	-	-	-			
Fund Balance:								
Restricted for Improvements	853,609	977,014	557,700	1,176,500	445,500			-20.1%
TOTAL REQUIREMENTS	\$ 1,012,737	\$ 977,014	\$ 1,082,700	\$ 1,206,000	\$ 1,220,500			12.7%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY22-23 assumes 20 new single family homes during the year.

Expenditures:

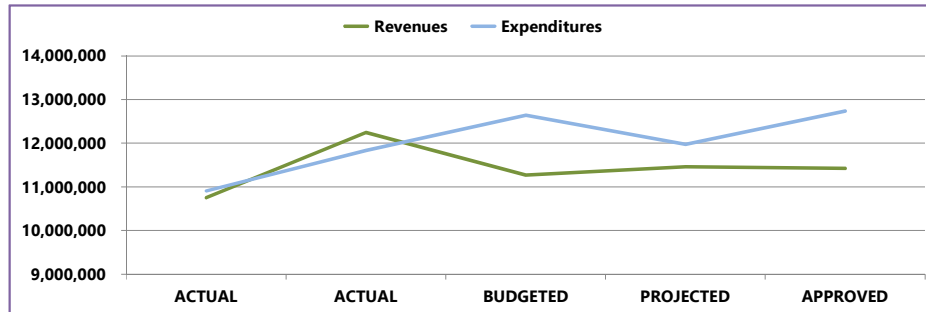
- 21 Partial funding for expansion of the road/trail to the boat camp site at Keizer Rapids Park.

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.

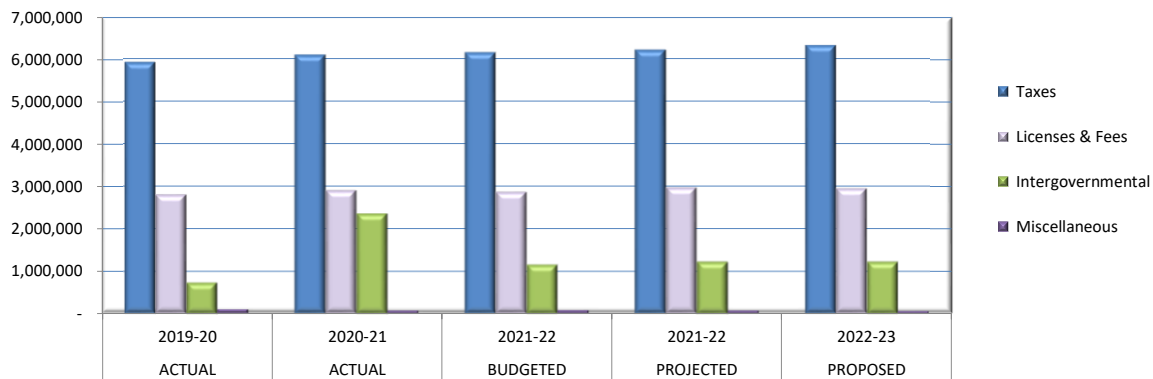
A General Fund looks different from City to City. For example, the Parks Department could be a separate district in some cities. In Keizer, the General Fund's primary expenditures are for Public Safety, Park Operations, Planning and General Government.

General Fund Revenues and Expenditures



	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balances	\$ 2,469,016	\$ 2,505,196	\$ 2,601,300	\$ 3,381,500	\$ 3,270,300			25.7%
3 Revenues:								
4 Taxes & Assessments	5,932,101	6,107,527	6,163,600	6,218,000	6,335,000			2.8%
5 Licenses & Fees	2,891,190	2,960,307	2,930,100	3,037,500	3,013,000			2.8%
6 Intergovernmental	1,341,493	2,553,316	1,657,700	1,721,000	1,674,000			1.0%
7 Fines & Forfeitures	444,041	481,622	402,700	333,000	318,000			-21.0%
8 Charges for Services	2,370	1,734	5,000	1,000	2,000			-60.0%
9 Miscellaneous	140,783	142,324	114,000	147,800	82,800			-27.4%
10 Total Revenues	10,751,978	12,246,830	11,273,100	11,458,300	11,424,800			1.3%
11 Other Resources:								
12 Transfers In	652,000	841,200	797,500	797,500	840,000			5.3%
13 Total Other Resources:	652,000	841,200	797,500	797,500	840,000			5.3%
14 TOTAL RESOURCES	13,872,994	15,593,226	14,671,900	15,637,300	15,535,100			5.9%
15 REQUIREMENTS:								
16 Expenditures:								
17 Administration	2,258,143	3,053,123	2,670,000	2,535,100	2,561,600			-4.1%
18 Planning	682,664	511,760	528,000	487,000	591,300			12.0%
19 Municipal Court	203,453	221,103	227,600	218,100	230,300			1.2%
20 Police	7,609,631	8,049,161	9,212,400	8,736,000	9,354,800			1.5%
21 Revenue Sharing	153,111	-	-	-	-			
22 Total Expenditures	10,907,002	11,835,147	12,638,000	11,976,200	12,738,000			0.8%
23 Other Requirements:								
24 Transfers Out	460,800	376,500	390,800	390,800	390,800			0.0%
25 Contingency	-	-	50,000	-	150,000			200.0%
26 Total Other Requirements	460,800	376,500	440,800	390,800	540,800			22.7%
27 Fund Balance:								
28 Committed	-	-	-	-	-			
29 Unassigned	2,505,192	3,381,579	1,593,100	3,270,300	2,256,300			41.6%
30 Total Fund Balance	2,505,192	3,381,579	1,593,100	3,270,300	2,256,300			41.6%
31 TOTAL REQUIREMENTS	\$ 13,872,994	\$ 15,593,226	\$ 14,671,900	\$ 15,637,300	\$ 15,535,100			5.9%

General Fund Non-Departmental Resources



	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balances	\$ 2,363,346	\$ 2,399,496	\$ 2,510,900	\$ 3,283,300	\$ 3,192,100			27.1%
3 Taxes:								
4 Current Taxes	5,557,161	5,767,533	5,895,600	5,958,000	6,075,000			3.0%
5 Prior Year Taxes	98,251	97,926	100,000	100,000	100,000			0.0%
6 Sales Taxes	276,689	242,068	168,000	160,000	160,000			-4.8%
7 Total Taxes	5,932,101	6,107,527	6,163,600	6,218,000	6,335,000			2.8%
8 Licenses & Fees:								
9 Electric Franchise	1,105,286	1,138,472	1,120,000	1,180,000	1,150,000			2.7%
10 Natural Gas Franchise	319,456	340,929	334,000	340,000	340,000			1.8%
11 Telephone Franchise	32,771	30,398	32,000	30,000	30,000			-6.3%
12 Cable Television Franchise	444,228	459,227	447,500	460,000	450,000			0.6%
13 Sanitation Franchise	306,656	323,924	315,000	340,000	340,000			7.9%
14 Water Sales Assessments	168,840	175,632	180,200	180,200	187,000			3.8%
15 Sewer License Fee	327,528	337,612	345,300	345,300	355,000			2.8%
16 Stormwater Franchise	80,156	84,986	79,100	82,000	82,000			3.7%
17 Other Franchise	4,000	4,000	4,000	4,000	4,000			0.0%
18 Liquor Licenses	2,710	2,885	3,000	3,000	3,000			0.0%
19 Lien Search Fee	23,604	14,331	15,000	15,000	15,000			0.0%
20 Total Licenses & Fees	2,815,235	2,912,396	2,875,100	2,979,500	2,956,000			2.8%
21 Intergovernmental:								
22 Cigarette Tax	42,114	37,080	39,700	33,000	32,400			-18.4%
23 Liquor Tax	684,224	752,804	715,000	750,000	750,000			4.9%
24 State Revenue Sharing	-	431,566	397,000	430,000	430,000			8.3%
25 Grants - State	-	1,102,736	-	-	-			-
26 Grants - County	15,000	46,245	15,000	15,000	15,000			0.0%
27 Total Intergovernmental	741,338	2,370,431	1,166,700	1,228,000	1,227,400			5.2%
28 Miscellaneous:								
29 Stadium Rent	42,406	35,092	35,000	20,000	20,000			-42.9%
30 Interest	37,590	16,749	20,000	15,000	15,000			-25.0%
31 Rental Property Income	200	-	100	100	100			0.0%
32 Cell Tower Rent	11,232	11,358	11,500	11,500	11,500			0.0%
33 Art Walk Revenue	1,200	1,700	3,200	3,200	3,200			0.0%
34 Parks SDC Admin Fee	10,606	4,302	5,000	17,000	5,000			0.0%
35 Miscellaneous Revenue	9,128	2,827	2,000	2,500	2,000			0.0%
36 Total Miscellaneous	112,362	72,028	76,800	69,300	56,800			-26.0%

General Fund

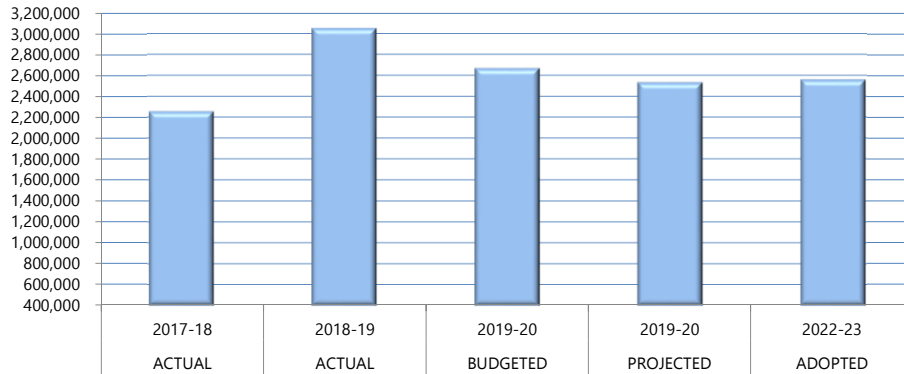
Non-Departmental Resources

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
37 Transfers In:								
38 From Police Services Fund	652,000	693,000	797,500	797,500	840,000			5.3%
39 From Transportation Imprc	-	148,200	-	-	-			
40 Total Transfers In	652,000	841,200	797,500	797,500	840,000			5.3%
41 TOTAL RESOURCES	\$ 12,616,382	\$ 14,703,078	\$ 13,590,600	\$14,575,600	\$ 14,607,300			7.5%

Budget Notes:

- 4 Property Tax Revenues are expected to increase 3% primarily from increased taxable assessed value.
- 9 Electric utilities are not anticipating a revenue increase during FY2022-23 as such the franchise fee is expected to be consistent with FY2021-22 actuals.
- 10 NW Natural Gas anticipates initiated a rate increase during FY2021-22 that will increase revenue slightly in FY2022-23.
- 11 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. FY2022-23 revenue projections are based on a 6% reduction over FY2021-22 budgeted revenues, consistent with the current downward trend.
- 12 Comcast franchise revenue peaked during the middle of FY2021-22 and has been slowly going back to its historical level as customers are dropping cable in favor of other streaming media sources.
- 13 Sanitation revenues were adjusted during FY2020-21, no additional changes are anticipated that would impact FY2022-23.
- 13-15 City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY2022-23.
- 22 The League of Oregon Cities reports that the State projects a decline in Cigarette Tax revenues and an increase in Liquor Tax revenues.
- 23

General Fund Non-Departmental Requirements



	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 BUDGETED	2019-20 PROJECTED	2019-20 PROPOSED	2022-23 APPROVED	2022-23 ADOPTED	% CHANGE PRIOR BUDGET
1 TOTAL REQUIREMENTS:								
2 Expenditures:								
3 Materials & Services:								
4 Public Notices	\$ 1,277	\$ 2,168	\$ 1,400	\$ 1,800	\$ 1,800			28.6%
5 Art Walk Artists' Stipends	1,200	1,700	3,200	4,200	3,200			0.0%
6 Public Art Commission	373	1,609	1,500	1,500	1,500			0.0%
7 Civic Center Art	145	-	500	500	500			0.0%
8 Points of Interest Commission	-	543	500	500	-			-100.0%
9 Legal Services	2,753	5,963	10,000	10,000	15,000			50.0%
10 Administrative Services Charges	1,915,967	2,031,140	2,360,300	2,211,600	2,454,300			4.0%
11 Contractual Services	44,202	40,688	35,000	33,000	35,000			0.0%
12 Insurance	361	361	500	500	500			0.0%
13 Holiday Lights	831	807	2,000	1,400	2,000			0.0%
14 CARES Act Grant	-	657,169	-	-	-			
15 Community Prosperity Grant	45,000	62,489	-	-	-			
16 Off-Site Property Maintenance	8,715	6,270	8,000	28,000	8,000			0.0%
17 Neighborhood Associations	1,164	906	1,500	1,500	1,500			0.0%
18 SK Schools Tax Payment	209,000	209,000	207,300	207,300	-			-100.0%
19 Volunteer Recognition	155	310	300	300	300			0.0%
20 Keizer United	2,000	2,000	2,000	2,000	2,000			0.0%
21 Keizer Heritage Center	20,000	20,000	20,000	20,000	20,000			0.0%
22 Mid-Willamette Homeless Initiative	5,000	10,000	15,000	10,000	15,000			0.0%
23 Emergency Management	-	-	1,000	1,000	1,000			0.0%
24 Total Materials & Services	2,258,143	3,053,123	2,670,000	2,535,100	2,561,600			-4.1%
28 Total Expenditures	2,258,143	3,053,123	2,670,000	2,535,100	2,561,600			-4.1%
29 Other Requirements:								
30 Contingencies:								
31 General Contingency	-	-	50,000	-	150,000			200.0%
32 Transfers Out:								
33 Park Improvement Fund	100,000	15,700	-	-	-			
34 Park Services Fund	360,800	360,800	360,800	360,800	360,800			0.0%
35 Transportation Improvement Fund	-	-	30,000	30,000	30,000			0.0%
36 Total Transfers Out	460,800	376,500	390,800	390,800	390,800			0.0%
37 TOTAL REQUIREMENTS	\$2,718,943	\$3,429,623	\$3,110,800	\$ 2,925,900	\$ 3,102,400			-0.3%

General Fund Non-Departmental Requirements

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 203,931	\$ 189,032	\$ 272,500	\$ 174,500	\$ 312,000			14.5%
City Manager	186,628	261,586	240,900	235,600	226,600			-5.9%
Information Systems	410,705	399,428	473,800	457,500	485,500			2.5%
Attorney's Office	249,937	255,019	300,400	334,900	322,000			7.2%
City Recorder	182,525	191,901	215,000	220,600	224,200			4.3%
Human Resources	233,312	230,719	267,300	284,600	267,100			-0.1%
Finance	186,336	216,779	237,000	233,500	266,000			12.2%
Facility Maintenance	238,971	261,984	327,200	245,500	325,100			-0.6%
Public Works	23,620	24,692	26,200	24,900	25,800			-1.5%
Administrative Services Charges	\$ 1,915,965	\$ 2,031,140	\$ 2,360,300	\$ 2,211,600	\$ 2,454,300			4.0%

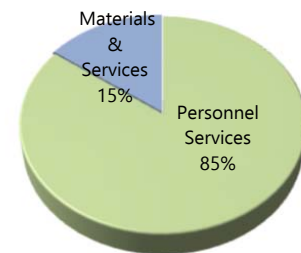
Budget Notes:

- 9 Legal Services include outside legal assistance on City matters specific to General Fund related activities (excluding Bond Counsel and Labor Attorney costs).
- 10 Administrative Service Charges increased primarily from personnel service increases associated with salary and wage, retirement and insurance
- 11 Contractual services includes recurring lien search fees, credit card processing fees and costs associated with completing an American's with Disabilities Act (ADA) compliance plan.
- 18 The City's outstanding debt to the Salem-Keizer School District related to amending the Urban Renewal District is \$207,205, interest exempt, due in fiscal year 2021-22.
- 20 Payment to Keizer United is subject to approval by the City of Keizer City Council upon review of a plan for expenditures.
- 33 The General Fund owes the Park Improvement Fund \$15,700 for funds borrowed during fiscal year 2017-18 to pay for the police radio system upgrade.
- 34 The City policy dictates that at least 2.5% of General Fund budgeted revenues be used in support of the City's park system. The current year transfer amount is 3.3%.
- 35 During Fiscal Year 2020-21 the General Fund borrowed \$148,200 from the Transportation Improvement Fund to provide appropriations for upgrading the Police Department's car video systems. The loan will be repaid over five years.

General Fund Planning

The Planning 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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 Revenues:								
2 Licenses & Fees:								
3 Sign Permits	\$ 4,050	\$ 4,690	\$ 4,000	\$ 3,000	\$ 4,000			0.0%
4 Land Use Application Fees	26,926	21,054	20,000	15,000	20,000			0.0%
5 Building Fees - Zoning	24,737	9,739	15,000	20,000	15,000			0.0%
6 Permit Administrative Fee	15,742	5,178	10,000	12,000	10,000			0.0%
7 Facility Fee	4,500	7,250	6,000	8,000	8,000			33.3%
8 Total Licenses & Fees	75,955	47,911	55,000	58,000	57,000			3.6%
9 Intergovernmental:								
10 Planning Grants - State	-	99,230	-	-	-			
11 Total Intergovernmental	-	99,230	-	-	-			
12 Charges for Services:								
13 Nuisance Abatement	2,370	1,734	5,000	1,000	2,000			-60.0%
14 Total Revenues	78,325	148,875	60,000	59,000	59,000			-1.7%
15 Expenditures:								
16 Personnel Services:								
17 Community Development Director	129,662	-	-	-	-			
18 Planning Director	-	41,513	96,300	96,300	102,200			6.1%
19 Code Compliance Officer	49,012	51,558	54,000	54,000	57,300			6.1%
20 Planning Staff	208,193	177,457	131,900	131,900	135,800			3.0%
21 GIS	609	-	3,500	1,500	3,500			0.0%
22 Overtime	-	-	1,000	-	1,000			0.0%
23 Cell Phone Stipend	2,356	1,638	1,700	1,700	1,700			0.0%
24 Wellness	516	1,150	2,000	1,800	2,000			0.0%
25 Medicare	5,994	4,201	5,500	4,500	4,700			-14.5%
26 Retirement	104,697	65,225	83,900	83,900	87,700			4.5%
27 Insurance Benefits	101,965	107,281	99,400	88,000	106,300			6.9%
28 Workers Compensation	1,267	1,424	1,200	1,200	1,200			0.0%
29 Total Personnel Services	604,271	451,447	480,400	464,800	503,400			4.8%

General Fund Planning

	ACTUAL	ACTUAL	APPROVED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23	PRIOR BUDGET
30 Materials & Services:								
31 Mapping Supplies & Services	-	-	300	-	300			0.0%
32 Uniforms	497	430	500	500	500			0.0%
33 Postage & Printing	-	-	3,000	1,000	3,000			0.0%
34 Meetings, Travel & Training	722	361	7,200	1,000	7,200			0.0%
35 Public Notices	1,858	2,165	2,500	2,000	2,500			0.0%
36 Hearings Officer	790	704	3,000	2,000	3,000			0.0%
37 Telephone	480	480	500	500	500			0.0%
38 Auto Insurance	1,101	1,093	1,400	1,400	1,600			14.3%
39 Gasoline	773	798	1,200	1,300	1,300			8.3%
40 Vehicle Maintenance	637	727	2,500	2,000	2,500			0.0%
41 Nuisance Abatement	4,991	3,565	5,000	10,000	15,000			200.0%
42 Operating Equipment	275	-	500	500	500			0.0%
43 Grant/Study Expenditures	66,269	45,915	20,000	-	50,000			150.0%
44 Total Materials & Services	78,393	56,238	47,600	22,200	87,900			84.7%
Capital Outlay:								
Vehicles	-	4,075	-	-	-			
45 Total Expenditures	\$ 682,664	\$ 511,760	\$ 528,000	\$ 487,000	\$ 591,300			12.0%

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:

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

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

Materials & Services:

33 Postage & Printing costs provide for a mass mailing should legal mandates require one in FY22-23.

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

43 This is appropriations in the event the City needs matching funds for any upcoming State sponsored studies.

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 Revenues:								
2 Fines & Forfeits:								
3 Municipal Court Fines	\$ 253,027	\$ 226,364	\$ 217,700	\$ 150,000	\$ 150,000			-31.1%
4 Past Due Collections	187,983	218,504	180,000	180,000	165,000			-8.3%
5 Peer Court Fees	2,355	17,226	3,000	-	-			-100.0%
6 Total Fines & Forfeits	443,366	462,094	400,700	330,000	315,000			-21.4%
7 Miscellaneous:								
8 Peer Court Donations	-	-	11,200	-	-			
9 Total Miscellaneous	-	-	11,200	-	-			-100.0%
10 Total Revenues	443,366	462,094	411,900	330,000	315,000			-23.5%
11 Expenditures:								
12 Personnel Services:								
13 Court Clerks	53,385	58,317	55,500	55,500	57,100			2.9%
14 Overtime	258	569	1,000	1,000	1,500			50.0%
15 Wellness	331	483	500	500	500			0.0%
16 Medicare	830	913	900	900	1,000			11.1%
17 Retirement	11,621	12,257	15,200	15,200	15,600			2.6%
18 Insurance Benefits	22,196	23,262	26,100	24,000	27,400			5.0%
19 Workers Compensation	189	299	200	200	200			0.0%
20 Total Personnel Services	88,810	96,100	99,400	97,300	103,300			3.9%
21 Materials & Services:								
22 Materials & Supplies	183	150	500	300	500			0.0%
23 Meetings, Travel & Training	-	-	1,000	500	1,000			0.0%
24 Judge's Services	12,741	16,028	18,500	18,000	19,000			2.7%
25 Other Contractual Services	8,615	10,850	11,000	12,000	11,500			4.5%
26 Peer Court	25,235	27,701	25,000	25,000	25,000			0.0%
27 Interagency Assessments	67,868	70,274	72,200	65,000	70,000			-3.0%
28 Total Materials & Services	114,643	125,003	128,200	120,800	127,000			-0.9%
29 Total Expenditures	\$203,453	\$221,103	\$227,600	\$218,100	\$230,300			1.2%

Budget Notes:

- 3 Municipal Court Fines are expected to increase as the result of additional traffic safety officers however until the impact is known
- Expenditures:**
- Personnel Services:**
- 12 The Budget provides a 3.0% wage and salary increase for all non-represented staff. In addition step increases for those eligible as provided for in the City Personnel Policies.
- For additional information on employee benefits see the Summary of Fringe Benefits in the Supplemental Section.

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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
RESOURCES:								
Beginning Balances:								
1 K-9 Donations	\$ 25,931	\$ 25,961	\$ 20,100	\$ 27,000	\$ 7,000			-65.2%
2 Civil/Criminal Forfeitures	79,739	79,739	70,300	71,200	71,200			1.3%
3 Total Beginning Balances	105,670	105,700	90,400	98,200	78,200			-13.5%
Revenues:								
Intergovernmental:								
6 Special Duty Officers	3,671	415	3,000	1,000	3,000			0.0%
7 School Resource Contract	191,088	59,053	465,500	465,500	421,100			-9.5%
8 Overtime Grants	6,644	20,278	15,000	19,000	15,000			0.0%
9 Police Capital Grants	-	3,909	7,500	7,500	7,500			0.0%
9 Total Intergovernmental	201,403	83,655	491,000	493,000	446,600			-9.0%
Fines & Forfeits:								
11 Police Impound Fees	675	2,835	2,000	3,000	3,000			50.0%
12 Civil/Criminal Forfeitures	-	16,693	-	-	-			
13 Total Fines & Forfeits	675	19,528	2,000	3,000	3,000			50.0%
Miscellaneous:								
15 Police Testing Reimbursements	540	135	600	600	600			0.0%
16 Cadet Donations	-	-	-	-	-			
17 Reserve Officer Donations	350	-	300	400	300			0.0%
18 Police Donations - Blast Camp	100	-	-	-	-			
19 Police Donations	7,278	-	-	-	-			
20 K-9 Donations	30	1,100	100	8,000	100			0.0%
21 Event Overtime Reimbursements	-	-	-	-	-			
22 Surplus Property Proceeds	858	10,909	5,000	11,500	5,000			0.0%
23 Miscellaneous	19,265	58,152	20,000	58,000	20,000			0.0%
24 Total Miscellaneous	28,421	70,296	26,000	78,500	26,000			0.0%
Other Resources:								
26 From Police Services Fund	652,000	693,000	797,500	797,500	840,000			5.3%
27 From General Fund	6,621,462	7,076,982	7,805,500	7,265,800	7,961,000			2.0%
28 Total Other Resources	7,322,036	7,910,439	8,654,100	8,219,300	8,852,100			2.3%
29 TOTAL RESOURCES	7,658,205	8,189,618	9,263,500	8,892,000	9,405,900			1.5%
Expenditures:								
Personnel Services:								
31 Chief of Police	148,520	151,649	154,100	181,700	158,700			3.0%
33 Lieutenants	427,912	454,717	472,600	353,000	369,600			-21.8%
34 Sergeants	613,730	534,000	610,100	596,800	719,100			17.9%
35 Police Officers	2,291,855	2,391,420	2,742,200	2,615,000	2,697,900			-1.6%
36 Community Service Officer	10,373	-	-	-	-			
37 Administrative Support	432,996	479,762	518,900	543,700	540,100			4.1%
38 Temporary Employees	15,763	-	-	-	-			
39 Overtime	161,604	133,746	198,000	198,000	200,200			1.1%
40 Overtime - Grant Programs	7,736	20,188	12,000	13,500	12,000			0.0%
41 Overtime - Community Events	16,078	16,202	9,500	10,700	11,000			15.8%
42 On Call Duty Pay	18,340	18,270	18,200	18,200	18,200			0.0%
43 Clothing, Cell Phone Stipends	44,175	44,225	45,400	45,400	43,300			-4.6%
44 Wellness	15,282	10,345	25,000	12,000	25,100			0.4%
45 Medicare SSI	69,182	66,126	69,500	69,500	71,900			3.5%
46 Retirement & VEBA	1,214,469	1,250,597	1,573,900	1,500,000	1,600,400			1.7%
47 Insurance Benefits	1,132,430	1,147,431	1,354,100	1,200,000	1,421,800			5.0%
48 Workers Compensation	97,838	91,811	60,000	60,000	60,000			0.0%
49 Total Personnel Services	6,718,283	6,810,489	7,863,500	7,417,500	7,949,300			1.1%

General Fund Police Operations

	ACTUAL 2019-20	ACTUAL 2020-21	APPROVED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
50 Materials & Services:								
51 Cadet Program	5,150	2,450	8,000	4,000	4,000			-50.0%
52 Reserve Officer Program	5,886	27,602	20,000	12,000	15,000			-25.0%
53 K-9 Donation Expense	-	-	5,800	20,000	5,800			0.0%
54 Clothing & Duty Gear	34,920	25,168	35,000	32,000	35,000			0.0%
55 Civil/Criminal Forfeiture Expense	-	10,511	5,000	-	5,000			0.0%
56 K-9 Program	7,051	3,421	6,000	8,000	6,000			0.0%
57 Association Memberships	2,105	1,995	4,500	4,500	4,500			0.0%
58 Meetings, Travel & Training	28,183	20,197	35,000	35,000	45,000			28.6%
59 Tuition Reimbursement	-	1,067	2,000	-	2,000			0.0%
60 Public Notices	175	440	500	500	500			0.0%
61 Labor Attorney	1,638	7,801	20,000	2,000	25,000			25.0%
62 Contractual Services	5,190	4,152	16,000	10,000	18,000			12.5%
63 Telephone/Internet Service	23,175	22,700	25,000	25,000	25,000			0.0%
64 Auto Insurance	22,021	32,807	28,300	55,300	32,600			15.2%
65 Office Equipment Rental	731	975	1,400	1,400	1,400			0.0%
66 Gasoline	53,506	53,768	70,000	70,000	100,000			42.9%
67 Vehicle Maintenance	44,995	43,531	45,000	45,000	45,000			0.0%
68 Equipment Maintenance	330	948	2,000	2,000	2,000			0.0%
69 Community Services	3,495	2,029	5,500	5,500	5,500			0.0%
70 Operating Materials	13,687	15,842	16,000	16,000	16,000			0.0%
71 Ammo & Weapons	14,661	15,800	17,000	17,000	17,000			0.0%
72 Durable Goods	13,679	9,096	10,000	14,000	10,000			0.0%
73 Willamette Valley Comm Center	498,329	496,954	571,100	550,000	577,500			1.1%
74 Salem Radio Bandwidth	35,371	34,997	44,900	44,900	45,000			0.2%
75 RAIN	6,021	6,295	8,600	8,600	9,000			4.7%
76 Report Management Systems	42,450	44,570	46,800	46,800	49,200			5.1%
77 Investigations	12,346	13,150	12,000	10,000	12,000			0.0%
78 Blast Camp	3,237	-	3,500	-	3,500			0.0%
79 Hiring Expense	5,816	3,469	10,000	5,000	5,000			-50.0%
80 Total Materials & Services	884,148	901,735	1,074,900	1,044,500	1,121,500			4.3%
81 Capital Outlay:								
82 Furniture & Office Equipment	7,200	-	-	-	-			
83 Radios	-	13,949	-	-	-			
84 Police Protective Vests	-	12,582	14,000	14,000	14,000			0.0%
85 Police Auto Video Cameras	-	148,354	-	-	-			
86 Police Vehicle Purchases	-	162,052	260,000	260,000	270,000			3.8%
87 Total Capital Outlay	7,200	336,937	274,000	274,000	284,000			3.6%
88 Total Expenditures	\$ 7,609,631	\$ 8,049,161	\$ 9,212,400	\$ 8,736,000	\$ 9,354,800			1.5%

Budget Notes:

Personnel Services:

- 31 The Budget provides a 3.0% wage and salary increase for all non-represented and 2.5% for staff represented by the Keizer Police Association. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. The collective bargaining agreement with the Keizer Police Association has been extended until June 30, 2023.
- 39 Overtime costs are based upon after-hours investigations and court appearances. Training rarely incurs overtime. Overtime costs are about 6% of sworn staff wages.

Materials & Services:

- 58 One time increase of \$10,000 to send a lieutenant to PERF.
- 61 \$5,000 added as bargaining with the union should begin January 2023.
- 62 \$8,000 added for vehicle washes due to new restrictions per City Ordinance 2022-842.
- 64 Auto insurance premiums will increase up to 15%. The increase is the result of higher repair/replacement costs for vehicles in the event there is a
- 66 Gasoline is based on historical average of 24,300 gallons at \$4.25 per gallon = \$103,275.
- 73 The Willamette Valley Communication Center (WVCC) costs are presented net of the State 911 tax received directly by WVCC on behalf of the City. During Fiscal Year 2020-21 and 2021-22 the City was credited with \$150,000 in State 911 tax, respectively.
- 74 The City of Salem has indicated that the radio bandwidth rental will be \$37.27 per unit with the City having approximately 96 units.
- 84 Previously accounted for in the Revenue Sharing department.
- 86 Previously accounted for in the Revenue Sharing department.

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	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23	PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
3 Revenues:								
4 Intergovernmental:								
5 State Revenue Sharing	394,576	-	-	-	-	-	-	-
6 Police Capital Grants	4,176	-	-	-	-	-	-	-
7 Total Intergovernmental	398,752	-	-	-	-	-	-	-
8 TOTAL RESOURCES	398,752	-	-	-	-	-	-	-
9 REQUIREMENTS:								
10 Expenditures:								
11 Capital Outlay:								
12 Police Protective Vests	7,892	-	-	-	-	-	-	-
13 Police Equipment	-	-	-	-	-	-	-	-
14 Police Vehicle Purchases	145,219	-	-	-	-	-	-	-
15 Total Capital Outlay	153,111	-	-	-	-	-	-	-
16 Total Expenditures	\$ 153,111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Budget Notes:

Revenues:

- 5 State Revenue Sharing revenues are included in the non-departmental resources budget for FY 2022-23.
- 6 Police Capital Grants are included in the Police Operations budget for FY 2022-23.

Expenditures:

- 12 Police Protective Vests are included in the Police Operations budget for FY 2022-23.
- 14 Police vehicle purchases are included in the Police Operations budget for FY 2022-23.

Police Services Fund

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

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 271,305	\$ 299,925	\$ 286,900	\$ 289,700	\$ 244,700			-14.7%
3 Revenues:								
4 Licenses & Fees								
5 Police Services Fee	680,620	682,814	765,000	752,500	920,100			20.3%
6 TOTAL RESOURCES	951,925	982,739	1,051,900	1,042,200	1,164,800			10.7%
7 REQUIREMENTS:								
8 Expenditures:								
9 Transfers Out:								
10 General Fund	652,000	693,000	797,500	797,500	840,000			5.3%
11 Total Expenditures	652,000	693,000	797,500	797,500	840,000			5.3%
12 Other Requirements:								
13 Contingency	-	-	254,400	-	324,800			27.7%
14 Fund Balance:								
15 Restricted	299,925	289,739	-	244,700	-			
16 TOTAL REQUIREMENTS	\$ 951,925	\$ 982,739	\$ 1,051,900	\$ 1,042,200	\$ 1,164,800			10.7%

- 5 The Police Services Fee is currently \$5.00 per month for single family residences and non-residential locations and \$4.31 per unit per month for multi-family dwellings. In addition age related and low income discounts are available. The Fiscal Year 2022-23 provides for a \$1.00 per month increase effective January 1, 2022.
- 10 The salary, wages and benefits for an average officer is approximately \$145,000. In addition the costs to equip a police officer with vehicle, computer and other personal protective gear is approximately \$22,000 per year.

American Rescue Plan Act (ARPA)

In August 2021 the City of Keizer entered into an agreement with the U.S. Department of the Treasury to receive approximately \$8.8 million in ARPA funds. The funds are part of the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program enacted in March 2021. The funds must be committed for expenditure by December 31, 2024 and be spent by December 31, 2026.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ 4,460,400			
3 Revenues:								
4 Intergovernmental:								
5 Grants - Federal	-	-	1,350,000	4,410,400	4,410,400			0%
6 Grants - State	-	-	850,000	850,000	-			-100%
7 Total Intergovernmental	-	-	2,200,000	5,260,400	4,410,400			-16%
8 TOTAL RESOURCES	-	-	2,200,000	5,260,400	8,870,800			69%
9 REQUIREMENTS:								
10 Expenditures:								
11 Personnel Services:								
12 Salary & Wages	-	-	-	-	700,000			
13 Total Personnel Services	-	-	-	-	700,000			-
14 Materials & Services:								
15 Office Materials & Services	-	-	-	-	25,000			
16 Contractual Services	-	-	150,000	150,000	525,000			250%
17 Computer Software	-	-	30,000	30,000	75,000			150%
18 Keizer Heritage Foundation	-	-	-	-	25,000			
19 Total Materials & Services	-	-	180,000	180,000	650,000			261%
20 Capital Outlay:								
21 Computer Equipment	-	-	142,400	142,400	200,000			40%
22 Vehicles	-	-	47,000	47,000	-			-100%
23 Police Equipment	-	-	30,600	30,600	70,000			129%
24 Police Infrastructure Improvements	-	-	-	-	311,000			
25 City Owned Property Improvements	-	-	-	-	700,000			
26 Public Works Projects	-	-	1,800,000	400,000	1,800,000			350%
27 Total Capital Outlay	-	-	2,020,000	620,000	3,081,000			397%
28 Total Expenditures	-	-	2,200,000	800,000	4,431,000			454%
29 Other Requirements:								
30 Contingency:								
31 General Contingency	-	-	-	-	4,439,800			
32 Fund Balance:								
33 Restricted	-	-	-	4,460,400	-			-100%
34 TOTAL REQUIREMENTS	\$ -	\$ -	\$ 2,200,000	\$ 5,260,400	\$ 8,870,800			69%

Budget Notes:

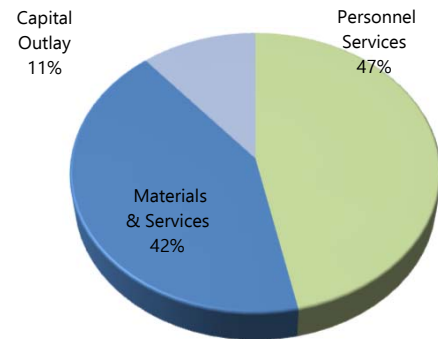
Expenditures:

- 15 The FY2022-23 amount provides for personal protective equipment such as hand sanitizer, masks and cleaning supplies if deemed necessary to prevent the spread of COVID-19.
- 16 The FY2021-22 amount provides for \$150,000 in pass through revenue replacement funding to CASA of Marion County. The FY2022-23 amount provides for \$100,000 in water rate structure and master plan updates, \$300,000 to update the City's strategic plan and \$125,000 in employee development and training costs.
- 17 The FY2021-22 amount provides for the Codification of City Ordinances, the FY2022-23 amount provides for recruiting, budgeting and human resources software
- 18 The FY2022-23 amount provides for direct support to the Keizer Heritage Foundation to offset revenue loss during the COVID-19 pandemic.
- 21 The FY2021-22 and FY2022-23 provides for continued upgrades to the City's cybersecurity infrastructure
- 22 The FY2021-22 amount provides for the acquisition of a Code Enforcement truck.
- 23 The FY2021-22 amount provides for the acquisition of additional police handheld radios and the FY2022-23 amount provides for the acquisition of laser sights for the police firearms.
- 24 The FY2022-23 amount provides for adding an onsite police evidence and vehicle storage building and miscellaneous facility storage improvement:
- 25 The FY2022-23 amount provides for prepping City owned property for sale or lease.
- 26 The FY2021-22 amount provides for replacing the Reitz well, Upgrading the Meadows pumphouse filter system and street resurfacing.

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 week, the Center is busy with business meetings, trainings, seminars, and association meetings. On the weekends, social events such as weddings, birthdays, and fundraising events occur in the Center. The Keizer Rotary Club holds their weekly luncheons, the Keizer Community Library holds books sales, and the American Red Cross uses the facility for blood drives.

Beginning in March 2020, the operation was significantly reduced and eventually the Community Center was closed due to the Covid-19 pandemic. The Community Center staffing was reduced during this time. We hope the coming year will allow the Center to reopen and let us continue to pursue our vision of making the Community Center self-sustaining.



	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 317,360	\$ 325,152	\$ 180,700	\$ 259,100	\$ 196,400			8.7%
3 Revenues:								
4 Taxes & Assessments:								
5 Hotel/Motel Tax	208,919	161,826	120,000	200,000	200,000			66.7%
6 Charges for Services:								
7 Rental Fees	146,573	(16,578)	150,000	50,000	150,000			0.0%
Intergovernmental:								
Grants	-	1,807	-	-	-			
8 Miscellaneous:								
9 Interest	4,697	1,111	2,000	1,000	1,000			-50.0%
10 Total Miscellaneous	4,697	1,111	2,000	1,000	1,000			-50.0%
11 Total Revenues	360,189	148,166	272,000	251,000	351,000			29.0%
12 TOTAL RESOURCES	\$ 677,549	\$ 473,318	\$ 452,700	\$ 510,100	\$ 547,400			20.9%
13 REQUIREMENTS:								
14 Expenditures:								
15 Personnel Services:								
16 Event Center Support	45,588	21,731	50,200	45,000	91,500			82.3%
17 Temporary Help	17,035	306	30,000	30,000	30,000			0.0%
18 Overtime Costs	865	-	1,000	1,000	1,000			0.0%
19 Cell Phone Stipend	900	300	900	700	900			0.0%
20 Wellness	181	141	500	300	1,400			180.0%
21 Medicare and Social Security	2,027	363	3,000	2,000	3,000			0.0%
22 Retirement	11,005	4,035	14,000	12,000	33,500			139.3%
23 Insurance	21,543	20,109	26,100	20,000	46,500			78.2%
24 Unemployment	-	672	-	-	-			
25 Workers Compensation	5,776	1,014	1,200	600	1,200			0.0%
26 Total Personnel Services	104,920	48,671	126,900	111,600	209,000			64.7%

Community Center Fund

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
27 Materials & Services:								
28 Materials & Supplies	1,035	-	800	500	800			0.0%
29 Association Memberships	-	-	500	-	500			0.0%
30 Meetings, Travel & Training	-	-	500	500	500			0.0%
31 Legal Notices	336	-	100	100	100			0.0%
32 Chamber of Commerce	15,000	31,049	31,100	31,100	31,100			0.0%
33 Administrative Services Fund	122,177	119,537	96,500	92,700	106,900			10.8%
34 Contractual Services	16,962	399	25,000	15,000	25,000			0.0%
35 Marketing Costs	5,024	277	4,000	2,500	4,000			0.0%
36 Janitorial Services	4,800	4,925	5,500	5,500	5,500			0.0%
37 Utilities	5,662	2,503	5,600	5,000	5,600			0.0%
38 Equipment Maintenance & Repair	5,908	4,427	2,500	6,000	2,500			0.0%
39 Janitorial Supplies	4,477	127	6,500	3,000	6,500			0.0%
40 Medical Testing	-	-	200	200	200			0.0%
41 Miscellaneous	896	341	-	-	-			0.0%
42 Total Materials & Services	182,277	163,585	178,800	162,100	189,200			5.8%
43 Capital Outlay:								
44 Furnishings & Fixtures	65,201	1,869	50,000	40,000	50,000			0.0%
45 Total Expenditures	352,397	214,125	355,700	313,700	448,200			26.0%
46 Other Requirements:								
47 Contingency	-	-	20,000	-	20,000			0.0%
48 Fund Balance:								
49 Assigned	325,152	259,193	77,000	196,400	79,200			2.9%
50 TOTAL REQUIREMENTS	\$ 677,549	\$ 473,318	\$ 452,700	\$ 510,100	\$ 547,400			20.9%

Summary of Administrative Service Fund Charges

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 6,623	\$ 6,244	\$ 9,300	\$ 6,000	\$ 14,100			51.6%
City Manager	5,095	12,942	11,800	11,500	10,900			-7.6%
Information Systems	10,744	12,234	14,500	14,000	17,800			22.8%
Attorney's Office	5,645	15,656	18,000	20,100	15,800			-12.2%
City Recorder	16,030	16,649	18,000	18,500	18,300			1.7%
Human Resources	7,214	7,604	9,200	9,800	12,100			31.5%
Finance	63,052	39,503	4,500	4,400	3,200			-28.9%
Facility Maintenance	7,774	8,705	11,200	8,400	14,700			31.3%
Administrative Services Charges	\$ 122,177	\$ 119,537	\$ 96,500	\$ 92,700	\$ 106,900			10.8%

Budget Notes:

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

Public Education Government Fund

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

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 355,023	\$ 325,533	\$ 308,000	\$ 320,200	\$ 269,900			-12.4%
3 Revenues:								
4 Licenses & Fees								
5 PEG Fees - New Contract	\$ -	\$ -	\$ -	\$ 30,000	\$ 68,400			
6 PEG Fees - Old Contract	133,476	137,767	68,400	81,000	-			-100.0%
7 Total Licenses & Fees	133,476	137,767	68,400	111,000	68,400			
8 Miscellaneous:								
9 Interest Earnings/Miscellaneous	6,264	1,601	1,500	1,500	1,500			0.0%
10 TOTAL RESOURCES	494,763	464,901	377,900	432,700	339,800			-10.1%
11 REQUIREMENTS:								
12 Expenditures:								
13 Materials & Services:								
14 Public Notices	-	-	500	500	500			0.0%
15 Administrative Costs	6,109	4,332	5,500	5,300	5,700			3.6%
16 Production and Broadcasting	102,119	111,689	114,000	115,000	114,000			0.0%
17 Total Materials & Services	108,228	116,021	120,000	120,800	120,200			0.2%
18 Capital Outlay:								
19 Television Equipment	61,002	28,694	50,000	42,000	50,000			0.0%
20 Total Expenditures	169,230	144,715	170,000	162,800	170,200			0.1%
21 Other Requirements:								
22 Contingency	-	-	50,000	-	100,000			100.0%
23 Restricted for Equipment	-	-	-	-	-			
24 Restricted for Operations	325,533	320,186	157,900	269,900	69,600			-55.9%
25 Total Other Requirements	325,533	320,186	207,900	269,900	169,600			-18.4%
26 TOTAL REQUIREMENTS	\$494,763	\$ 464,901	\$377,900	\$ 432,700	\$ 339,800			-10.1%

Budget Notes:

Revenues:

- 6 PEG Fees are franchise fees assessed on Comcast cable television bills. The City has entered into a new agreement with Comcast that as the result of legislative changes will limit PEG revenues to only be used for television related equipment.

Expenditures:

- 15 The Administrative Fee pays PEGs share of the City's network costs and general administration.
- 16 Costs include broadcasting and language interpretation services associated with City Council meetings and select committee meetings. Currently the Parks Board, Planning Commission, Traffic Safety Bikeways, Long Range Planning and Budget Committees are being broadcast.
- 19 Capital Outlay expenditures are for ongoing video and television upgrades.
- 22 Contingency is sufficient to cover a major equipment failure.

Keizer Youth Peer Court

The Keizer Youth Peer Court Fund is used to account for donations made in memory of Cari Emery Coleman. The funds are to be used for the purpose of supporting Keizer Youth Peer Court.

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23	PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ 11,500	\$ 11,800	\$ 11,800	\$ 11,800	
3 Revenues:								
4 Miscellaneous:								
5 Peer Court Endowment Donations	-	11,500	-	200	-	-	-	
Interest Earnings/Miscellaneous		14		100	100	100	100	
6 TOTAL RESOURCES	-	11,514	-	11,800	11,900	11,900	11,900	
14 Other Requirements:								
15 Restricted	-	11,514	-	11,800	11,900	11,900	11,900	
16 TOTAL REQUIREMENTS	\$ -	\$11,514	\$ -	\$ 11,800	\$ 11,900	\$ 11,900	\$ 11,900	

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 qualified home owners who were able to replace roofs, heating systems, windows, doors and make other improvements. There are 20 loans outstanding totaling \$217,001 as of July 1, 2022.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 52,248	\$ 89,547	\$108,500	\$108,000	\$ 124,400			14.7%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	37,299	18,594	30,000	16,400	30,000			0.0%
6 Total Miscellaneous	37,299	18,594	30,000	16,400	30,000			0.0%
7 TOTAL RESOURCES	89,547	108,141	138,500	124,400	154,400			11.5%
8 REQUIREMENTS:								
9 Expenditures:								
10 Materials & Services:								
11 Housing Rehabilitation Services	-	128	138,500	-	154,400			11.5%
12 Total Materials & Services	-	128	138,500	-	154,400			11.5%
13 Other Requirements:								
14 Restricted	89,547	108,013	-	124,400	-			
15 TOTAL REQUIREMENTS	\$ 89,547	\$ 108,141	\$138,500	\$124,400	\$ 154,400			11.5%

Budget Notes:

- 5 The program typically receives 1-2 repayments each year.
- 7 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.
- 11 Funds have been appropriated to loan should the City wish to continue the program in FY22-23 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 home owners who were able to make energy efficiency improvements to their homes. There are 13 loans outstanding totaling \$76,123 as of July 1, 2022.

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 13,795	\$ 14,988	\$ 19,000	\$ 18,300	\$ 21,900			15.3%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	1,193	3,310	15,000	3,600	15,000			0.0%
6 Total Miscellaneous	1,193	3,310	15,000	3,600	15,000			0.0%
7 TOTAL RESOURCES	14,988	18,298	34,000	21,900	36,900			8.5%
8 REQUIREMENTS:								
9 Expenditures:								
10 Materials & Services:								
11 Energy Efficiency Loans	-	-	34,000	-	36,900			8.5%
12 Total Materials & Services	-	-	34,000	-	36,900			8.5%
13 Fund Balance:								
14 Restricted	14,988	18,298	-	21,900	-			
15 TOTAL REQUIREMENTS	\$ 14,988	\$ 18,298	\$ 34,000	\$ 21,900	\$ 36,900			8.5%

Budget Notes:

- 5 The program typically receives 1-2 repayments each year.
- 7 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.
- 11 Funds have been appropriated to loan should the City wish to continue the program in FY22-23 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 2019-20	ACTUAL 2020-21	BUDGETED 2021-22	PROJECTED 2021-22	PROPOSED 2022-23	APPROVED 2022-23	ADOPTED 2022-23	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 2,724,407	\$ 2,735,390	\$ 2,698,400	\$ 2,683,200	\$ 2,692,000			-0.2%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	919,629	973,345	1,030,300	1,030,200	1,090,400			5.8%
6 Total Taxes & Assessments	919,629	973,345	1,030,300	1,030,200	1,090,400			5.8%
7 Miscellaneous:								
8 Interest	38,678	14,058	30,000	10,000	10,000			-66.7%
9 Assessment Interest	680,216	626,501	569,700	569,600	509,400			-10.6%
10 Total Miscellaneous	718,894	640,559	599,700	579,600	519,400			-13.4%
11 TOTAL RESOURCES	4,362,930	4,349,294	4,328,400	4,293,000	4,301,800			-0.6%
12 REQUIREMENTS:								
13 Expenditures:								
14 Debt Service:								
15 Principal	970,000	1,060,000	1,090,000	1,050,000	1,120,000			2.8%
16 Interest	657,540	606,060	551,000	551,000	496,100			-10.0%
17 Total Debt Service	1,627,540	1,666,060	1,641,000	1,601,000	1,616,100			-1.5%
18 Total Expenditures	1,627,540	1,666,060	1,641,000	1,601,000	1,616,100			-1.5%
19 Fund Balance:								
20 Restricted Debt Reserve	2,735,390	2,683,234	2,687,400	2,692,000	2,685,700			-0.1%
21 TOTAL REQUIREMENTS	\$ 4,362,930	\$ 4,349,294	\$ 4,328,400	\$ 4,293,000	\$ 4,301,800			-0.6%

Budget Notes:

Debt Service:

- 14 The City's debt obligation provides for annual interest payments on its outstanding debt each year through 2031 and one principal payment (\$9,815,000 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$255,190 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 FY22-23 assumes the City will receive the total amount of assessment payments due from each property owner.
- 20 Bond covenants require the City to retain at least \$2,681,000 in reserves.

Debt Service Schedule

Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
12/1/2022	9,815,000	-	255,190	255,190
6/1/2023	9,815,000	-	255,190	255,190
12/1/2023	9,815,000	-	255,190	255,190
6/1/2024	9,815,000	-	255,190	255,190
12/1/2024	9,815,000	-	255,190	255,190
6/1/2025	9,815,000	-	255,190	255,190
12/1/2025	9,815,000	-	255,190	255,190
6/1/2026	9,815,000	-	255,190	255,190
12/1/2026	9,815,000	-	255,190	255,190
6/1/2027	9,815,000	-	255,190	255,190
12/1/2027 through 6/1/31	9,815,000	9,815,000	2,041,520	2,041,520
		<u>\$9,815,000</u>	<u>\$4,593,420</u>	<u>\$14,408,420</u>



Long Range Planning

Introduction.....	
General Fund	
Civic Center Sinking Fund	
Stormwater & Water Fund	

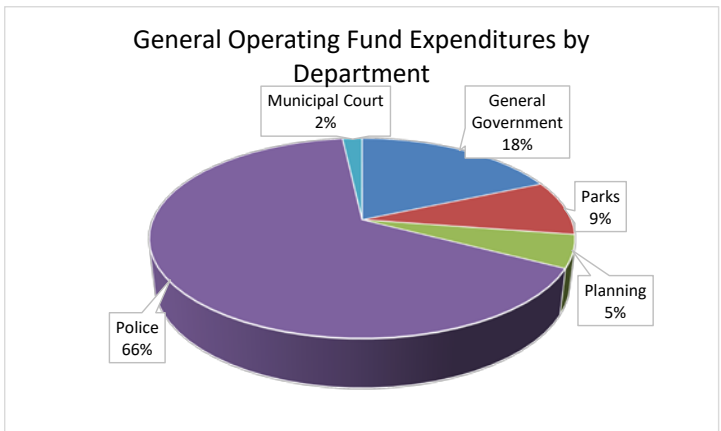
TO: LONG RANGE PLANNING COMMITTEE
THROUGH: R. WES HARE, INTEREM CITY MANAGER
FROM: TIM WOOD, FINANCE DIRECTOR
SUBJECT: GENERAL OPERATING FUND LONG RANGE PLAN

Overview of the General Operating Fund

The General Operating Fund is the chief operating fund of the City and accounts for all financial resources and expenditures except those required to be accounted for in another fund.

The General Operating Fund provides for:

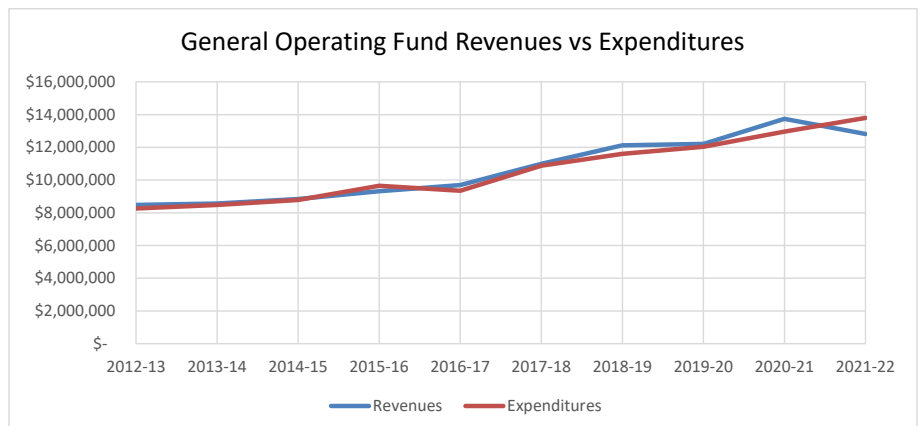
- Police Department,
- Municipal Court,
- Planning
- Parks Operation, and
- General Government



The primary sources of revenue are property taxes, licenses/fees and intergovernmental revenues such as Cigarette and Liquor Tax. The General Operating Fund is the City's most constrained fund in relation to the level of services provided and highly dependent on ongoing City growth. Over the last 10 years the City has grown on average 0.84% per year. The limited population growth has a direct impact on property taxes, franchise fees and the City's per capita allocation of intergovernmental revenues.

Population			
July 1,	Total	Increase	% Increase
2012	36,715	420	1.2%
2013	36,735	20	0.1%
2014	36,795	60	0.2%
2015	36,985	190	0.5%
2016	37,505	520	1.4%
2017	38,345	840	2.2%
2018	38,505	160	0.4%
2019	38,580	75	0.2%
2020	38,585	5	0.0%
2021	39,458	873	2.3%

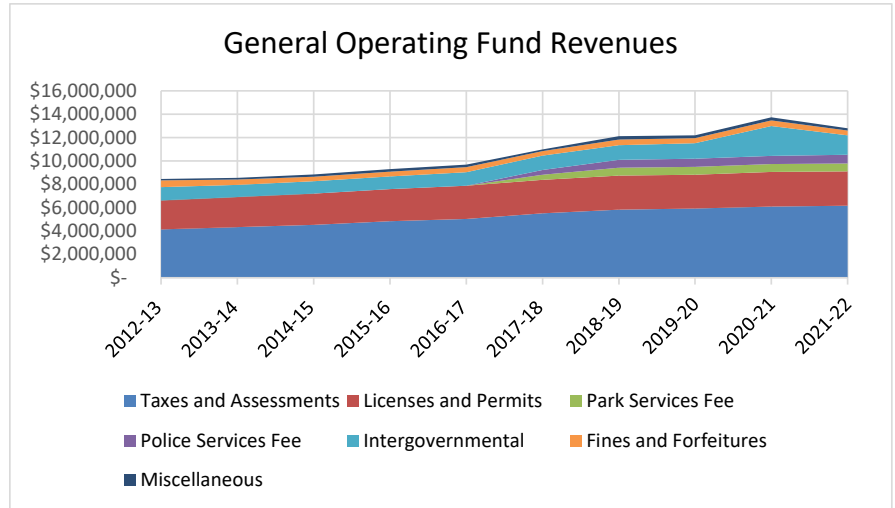
Objective: Provide the most services possible given the available resources. During 2020-21 the City received approximately \$1.1 million in CARES Act Revenue in response to the COVID-19 pandemic resulting in the spike in revenues in the General Operating Fund. In 2021-22 the revenues returned to their more normal pattern.



General Fund Resources

Objective: Diversify General Fund resources so as not to be dependent on any one source.

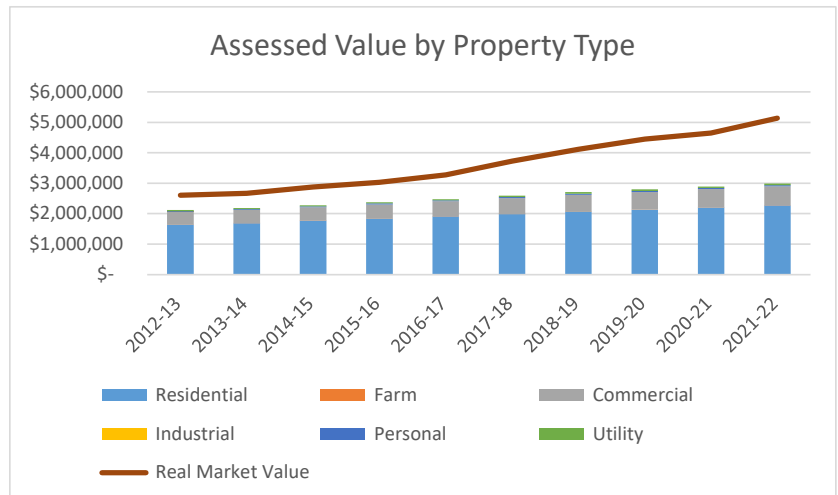
The General Operating Fund continues to be primarily funded by property taxes and licenses and permits (franchise fees).



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 long-range plan 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.



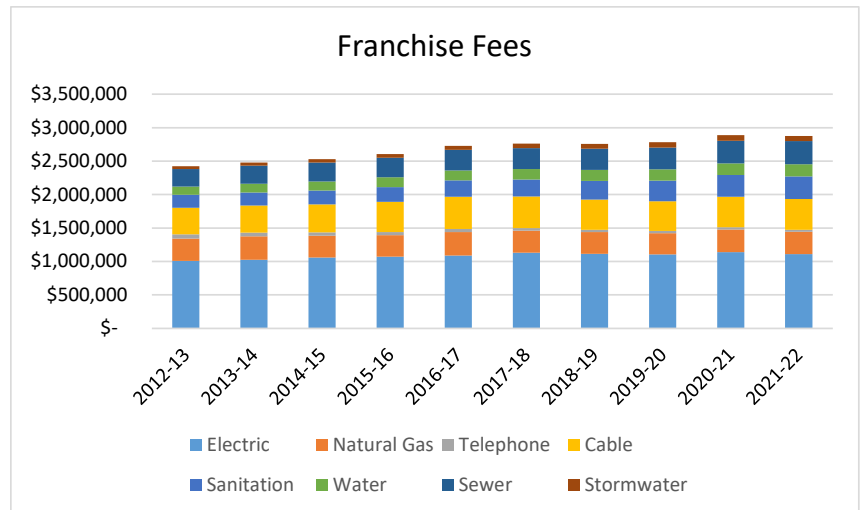
For the last several years the City has estimated that assessed value would increase approximately 4%, 3% from the growth factor and 1% from new construction.

Going forward given the limited availability of buildable land for new construction within the City limits it is expected that the increase in assessed value will be closer to 3% reflecting only the annual growth factor. The difference between the 4% assumption and the 3% assumption is approximately \$60,000 - \$70,000 of lost property tax revenue on an annual basis.

License and 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.

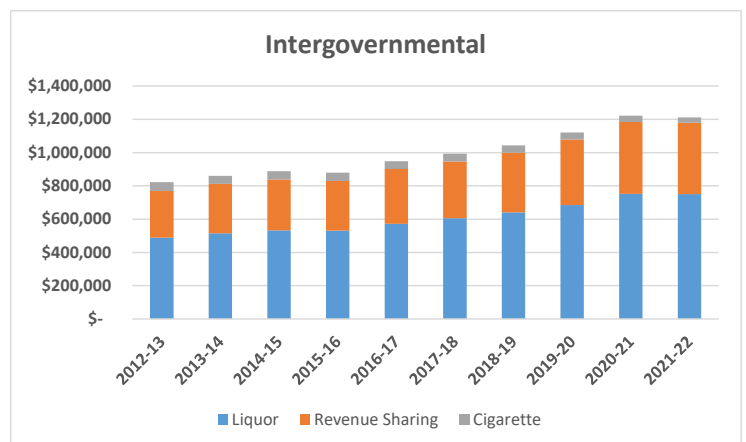
Franchise fees are impacted by population growth, rate increases, energy efficient appliances, weather and lower cost alternatives. Overall franchise fees are growing approximately 1% per year primarily as the result of rate increases associated with water, sewer, stormwater and sanitation services. Electricity and natural gas fluctuate based on the weather. Telephone and cable continue to decrease as customers continue to “cut the cord.”



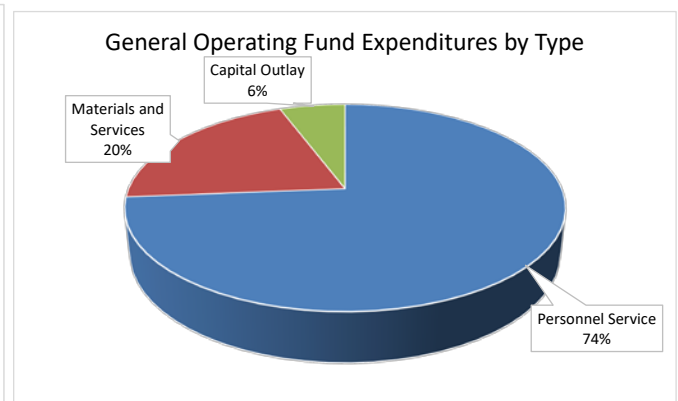
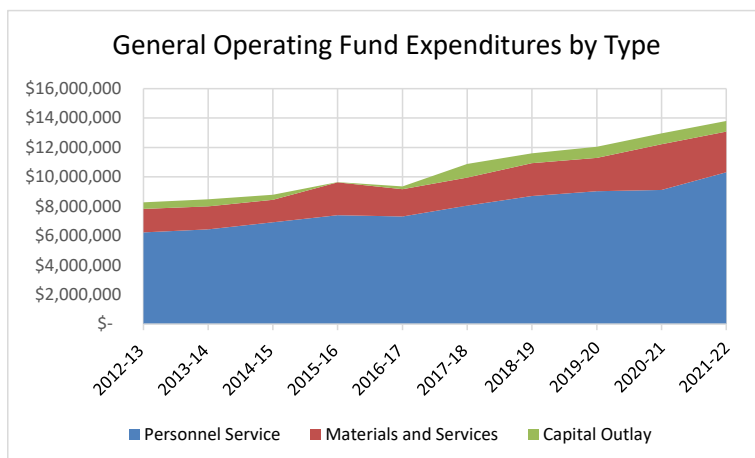
Intergovernmental

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.

Intergovernmental revenues continue to increase in total with liquor taxes offsetting the decrease in cigarette taxes. To the extent that the City’s population growth is lower than the rest of the state the City’s proportion share of certain intergovernmental revenues will be less.



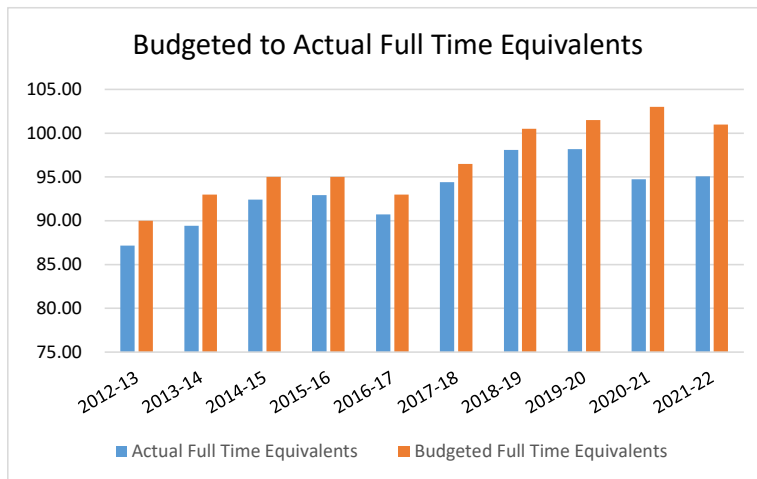
General Fund Expenditures



Personnel Services

Objective: Maintain full staffing as resources are available

City Wide Full Time Equivalents



Years of Service	# Employees	% of Total Employees
0-5	31	33%
5-10	13	14%
10-15	13	14%
15-20	13	14%
20-25	15	16%
25-30	7	7%
30+	3	3%
	95	100%

Average Years of Service 12.00

Positions Directly and Indirectly Supported by the General Operating Fund

Department	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Direct										
Police	44.25	45.00	45.17	44.42	43.46	45.33	47.67	47.33	46.83	47.17
Planning	3.84	3.84	3.84	3.84	3.42	3.84	3.84	3.76	2.84	2.84
Code Enforcement	-	-	0.25	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Parks	1.90	1.48	1.90	1.90	1.90	2.73	3.73	3.90	3.90	3.90
Municipal Court	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Indirect										
Finance	2.00	1.92	1.94	1.69	1.36	1.60	1.56	1.56	1.30	1.17
Information Technology	0.66	0.66	1.05	1.36	1.31	1.31	1.36	1.35	1.35	1.35
City Recorder	1.17	1.46	1.44	1.44	1.38	1.38	1.39	1.39	1.39	1.39
City Attorney	1.67	1.74	1.74	1.71	1.64	1.64	1.60	1.60	1.60	1.60
Human Resources	0.99	1.32	1.33	1.36	1.31	1.31	1.36	1.35	1.35	1.35
City Manager	0.81	0.76	0.77	0.77	0.74	0.74	0.74	0.74	0.61	0.74
Facilities	0.66	0.66	0.66	0.68	0.66	0.65	0.68	0.68	0.68	0.68
Public Works Administration	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Total	59.02	59.91	61.16	61.08	59.11	62.46	65.84	65.57	63.77	64.10

Objective: Provide compensation that is consistent with comparative agencies.

The City periodically reviews salary and wages to ensure they are consistent with comparable agencies. In addition the City provides a cost of living adjustment, subject to adequate funds availability, annually based on the CPI-Urban Wage Earners and Clerical Workers: West – Size Class B/C adjusted for trends from comparable agencies. The 2022-23 CPI is approximately 5.5%. Represented employees are provided cost of living adjustments based on negotiated collective bargaining agreements.

Fiscal Year	Cost of Living (non-represented)			
	CPI-W*	Unrep	KPA	Local 737
2011-12	1.8%	0.0%	0.0%	0.0%
2012-13	3.0%	2.5%	2.5%	2.5%
2013-14	2.0%	2.0%	2.5%	2.5%
2014-15	2.3%	2.5%	2.5%	2.5%
2015-16	2.3%	1.5%	2.5%	2.0%
2016-17	0.4%	1.5%	2.5%	2.0%
2017-18	1.7%	1.5%	2.5%	2.0%
2018-19	3.9%	3.0%	3.0%	3.0%
2019-20	3.0%	2.5%	2.5%	3.0%
2020-21	2.4%	2.5%	2.5%	2.4%

* changed from CPI-W Portland-Salem to CPI-W West Class B/C as index ended December 2017.

Health Insurance

The City provides health insurance to all permanent status employees. Employees from the City's two labor groups, Keizer Police Association and the Local 737 contribute 5% to their health insurance while non-represented contribute 10%. The City in conjunction with a third party broker aggressively negotiate any rate increases. It is expected that the historical increases will continue into the near future.

Fiscal Year	Health Insurance	FTE	Avg Cost Per Employee	% Percent Increase
2011-12	\$ 1,303,357	89.42	\$ 14,576	9.3%
2012-13	1,396,776	87.17	16,024	9.9%
2013-14	1,522,282	89.42	17,024	6.2%
2014-15	1,655,572	92.42	17,914	5.2%
2015-16	1,722,945	92.92	18,542	3.5%
2016-17	1,785,752	90.71	19,686	6.2%
2017-18	1,990,213	94.42	21,078	7.1%
2018-19	2,207,114	98.08	22,503	6.8%
2019-20	2,274,729	98.17	23,171	3.0%
2020-21	2,332,369	94.75	24,616	6.2%

Retirement

The City participates in the Public Employer Retirement System (PERS) in lieu of contributing to Social Security. PERS contributions are actuarially calculated and assessed to the City as a percentage of gross compensation. The contribution rates are for a two-year period.

The City's historical PERS experience is as follows.

	Tier 1/2			OPSRP Police & Fire			OPSRP General			Employer Match	Total Expense
	Employees Covered	Contribution Rate	Annual Expense	Employees Covered	Contribution Rate	Annual Expense	Employees Covered	Contribution Rate	Annual Expense		
2012-13	36	10.62%	316,147	9	5.57%	30,613	36	2.86%	58,443	334,199	739,402
2013-14	37	10.69%	320,062	8	4.92%	30,031	40	2.19%	47,758	347,040	744,891
2014-15	37	10.69%	336,046	10	4.92%	33,133	42	2.19%	52,612	373,164	794,955
2015-16	35	14.09%	464,154	10	10.30%	83,421	44	6.19%	165,492	406,660	1,119,727
2016-17	34	14.09%	429,374	12	10.30%	88,832	44	6.19%	166,739	396,210	1,081,155
2017-18	32	17.72%	544,473	12	12.07%	123,277	45	7.30%	202,751	412,285	1,282,786
2018-19	27	17.72%	537,382	17	12.07%	156,973	48	7.30%	227,458	446,963	1,368,776
2019-20	24	20.65%	544,591	20	14.12%	225,372	50	9.49%	315,488	451,052	1,536,503
2020-21	24	20.65%	518,507	23	14.12%	255,038	50	9.49%	319,875	459,343	1,552,763
2021-22 - Est	20	24.18%	588,300	25	19.40%	413,700	48	15.04%	522,100	443,500	1,967,600

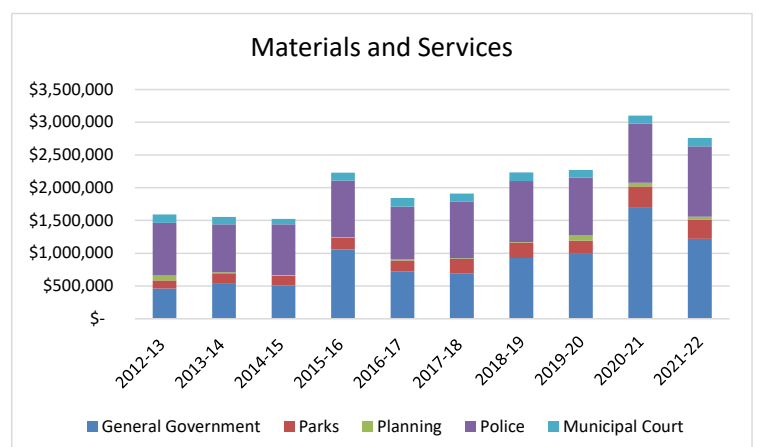
The City has been notified that the preliminary advisory employer contribution rates effective July 1, 2023 are 31.22%, 25.59% and 20.84% for Tier ½, OPSRP Police and Fire, and OPSRP General respectively. The increases in these rates will have a significant impact on the City's personnel services costs.

Materials and Services

Materials and services represent approximately 19% of the General Operating Funds budget. Included in materials and services is 911 Call Center costs of approximately \$550,000 per year. This amount is the net amount after the City's share of 911 tax, approximately \$225,000, is applied against the balance.

In addition to 911 call center costs other individually significant costs include property and liability insurance, information technology costs and municipal court assessments.

During 2015-16 there was a significant increase in materials and services cost as the result of contractual payments to the overlapping tax jurisdictions associated with amending the Urban Renewal District.



During 2020-21 there is a significant increase in materials and services cost as the result of the City receiving the CARES Act Grant from the State of Oregon. The Grant was to provide resources to mitigate the COVID-19 pandemic.

Looking to the future it is anticipated that materials and services costs will continue to increase 1-3% per year however due to the COVID-19 pandemic and the conflict in the Ukraine inflation may be significantly higher in the near term.

Capital Outlay

Capital Outlay represents approximately 6% of the General Operating Funds budget. Capital outlay consists of park improvements outlined in the Parks Master Plan and ongoing Police Department Vehicle purchases. It is anticipated that capital outlay will remain consistent for the foreseeable future.

City of Keizer
General Fund Long Range Forecast
Fiscal Year 2021-22

PROJECTED			FORECASTED										
	2021-22	% of Rev	2022-23	% of Rev	2023-24	% of Rev	2024-25	% of Rev	2025-26	% of Rev	2026-27	% of Rev	
1	REVENUES:												
2	Taxes & Assessments	6,163,600	48%	6,349,000	47%	6,539,000	47%	6,735,000	47%	6,937,000	47%	7,145,000	47%
3	Licenses & Fees	2,937,100	23%	2,975,400	22%	3,005,200	22%	3,035,300	21%	3,065,700	21%	3,065,700	20%
4	Intergovernmental	1,662,400	13%	1,712,000	13%	1,763,000	13%	1,816,000	13%	1,870,000	13%	1,926,000	13%
5	Fines & Forfeitures	402,700	3%	390,700	3%	394,600	3%	398,500	3%	402,500	3%	402,500	3%
6	Other	200,800	2%	220,100	2%	221,000	2%	221,900	2%	222,800	2%	222,800	1%
7	New Revenues	-	0%	120,000	1%	123,600	1%	127,300	1%	131,100	1%	131,100	1%
8	TOTAL NET REVENUES	11,366,600	89%	11,767,200	88%	12,046,400	87%	12,334,000	86%	12,629,100	86%	12,893,100	85%
9	Police Services Fee	753,000	6%	920,100	7%	1,087,800	8%	1,255,600	9%	1,423,300	10%	1,590,800	10%
10	Park Services Fee	680,000	5%	680,000	5%	680,000	5%	680,000	5%	680,000	5%	680,000	4%
11	TOTAL REVENUES	\$ 12,799,600	100%	\$ 13,367,300	100%	\$ 13,814,200	100%	\$ 14,269,600	100%	\$ 14,732,400	100%	\$ 15,163,900	100%
12													
13	EXPENDITURES:		% of Exp	% of Exp	% of Exp		% of Exp		% of Exp		% of Exp		
14	General Government	\$ 2,670,000	20%	\$ 2,342,500	17%	\$ 2,412,800	17%	\$ 2,485,200	17%	\$ 2,559,800	17%	\$ 2,559,800	17%
15	Planning	528,000	4%	551,900	4%	575,900	4%	614,200	4%	641,300	4%	641,300	4%
16	Municipal Court	227,600	2%	225,300	2%	230,600	2%	238,600	2%	244,500	2%	244,500	2%
17	Parks	1,167,100	9%	1,169,600	9%	1,221,700	9%	1,244,800	8%	1,203,100	8%	1,203,100	8%
18	Police	8,766,400	66%	9,259,700	68%	9,834,300	69%	10,254,500	69%	10,789,800	70%	10,789,800	70%
19	Interfund Loan Repayment	15,700	0%	30,000	0%	30,000	0%	30,000	0%	30,000	0%	30,000	0%
20	TOTAL EXPENDITURES	\$ 13,359,100	100%	\$ 13,549,000	100%	\$ 14,275,300	100%	\$ 14,837,300	100%	\$ 15,438,500	100%	\$ 15,438,500	100%
21													
22	REVENUES IN EXCESS OF EXPENDITURES	(559,500)		(181,700)		(461,100)		(567,700)		(706,100)		(274,600)	
23													
24	BEGINNING FUND BALANCE	4,024,000		3,464,500		3,282,800		2,821,700		2,254,000		1,547,900	
25													
26	ENDING FUND BALANCE	\$ 3,464,500		\$ 3,282,800		\$ 2,821,700		\$ 2,254,000		\$ 1,547,900		\$ 1,273,300	
			25%	20%			16%			11%			8%

City of Keizer
Police Services Fee Update
Fiscal Year 2021-22

	PROJECTED		FORECASTED				
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
REVENUES:							
Police Service Fees	\$ 753,000	\$ 920,100	\$ 1,087,800	\$ 1,255,600	\$ 1,423,300	\$ 1,590,800	
General Fund Support	7,491,900	7,865,600	8,258,300	8,500,900	8,858,500	8,983,800	
Other Existing Revenues	521,500	474,000	488,200	498,000	508,000	518,200	
TOTAL REVENUES	\$ 8,766,400	\$ 9,259,700	\$ 9,834,300	\$ 10,254,500	\$ 10,789,800	\$ 11,092,800	
EXPENDITURES:							
Personnel Services	\$ 7,417,500	\$ 7,975,500	\$ 8,519,700	\$ 8,917,600	\$ 9,430,200	\$ 9,710,000	
Materials & Services	1,074,900	1,084,200	1,114,600	1,136,900	1,159,600	1,182,800	
Capital Outlay	274,000	200,000	200,000	200,000	200,000	200,000	
TOTAL EXPENDITURES	\$ 8,766,400	\$ 9,259,700	\$ 9,834,300	\$ 10,254,500	\$ 10,789,800	\$ 11,092,800	
REVENUES IN EXCESS OF EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

The fee is currently \$5.00 per month for single family residences and non-residential locations and \$4.31 per unit per month for multi-family dwellings. In addition age related and low income discounts are available.

Based on the current analysis the fee amount will need to be adjusted to maintain the overall Police Department level of service as follows:

Fiscal Year	Police Fee Revenue	Increase from PY	Monthly Fee	Monthly Increase	Annual Fee
2020-21	\$ 680,000	\$ -	\$ 4.00	\$ -	\$ 48.00
2021-22	752,500	72,500	5.00	1.00	60.00
2022-23	920,100	167,600	6.00	1.00	72.00
2023-24	1,087,800	167,700	7.00	1.00	84.00
2024-25	1,255,600	167,800	8.00	1.00	96.00
2025-26	1,423,300	167,700	9.00	1.00	108.00
2026-27	1,590,800	167,500	10.00	1.00	120.00

TO: LONG RANGE PLANNING COMMITTEE
THROUGH: R. WES HARE, INTERIM CITY MANAGER
FROM: TIM WOOD, FINANCE DIRECTOR
SUBJECT: PARK SYSTEM LONG RANGE PLAN

Overview of the Park System

The goal of the Public Works Department Park Division is to provide the community with a diversified program to meet the recreational, educational and leisure needs of the citizens through a blend of pleasing landscapes, open spaces, parks and recreational facilities for both passive and active interests. The Park System is governed by the December 2021 Parks & Recreation Master Plan.

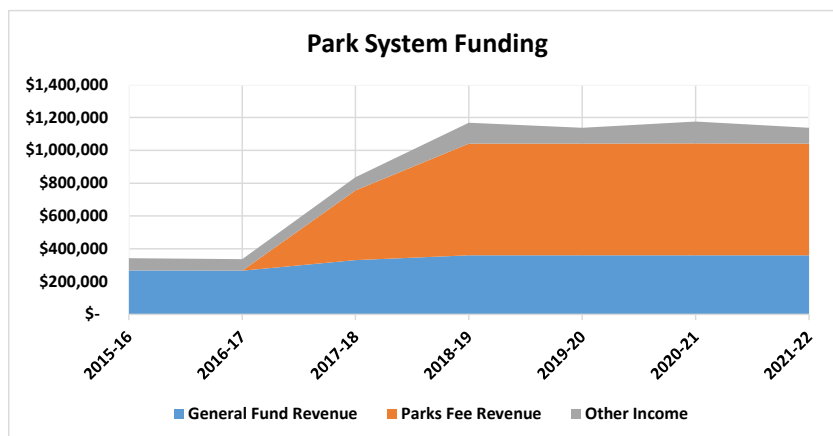
The Park System consists of:

- 7 Neighborhood parks covering 32.9 acres,
- 6 Special use parks covering 30 acres,
- 4 Natural areas covering 18.8 acres,
- 1 Community park covering 16.4 acres,
- 1 Region park covering 148 acres.

Park System Funding

The Park System is funded by three primary sources:

- General Fund Revenue,
- Parks Fee Revenue, and
- Other Income which includes park reservation fees and property rental income



Long Term Sustainability of the Park System

The Parks Division has four full-time employees and supplements staffing in the summer months through a temporary agency. The primary focus of Parks Staff is on maintenance of the Parks system with emphasis on mowing, garbage collection, and maintenance of the various park amenities as well as repair or replacement of broken and/or damaged play structures, drinking fountains and other park amenities.

In addition to the ongoing maintenance and repair requirements, the Park System has or will be completing the following capital improvements:

Year 1 – FY 19/20

- Skate Park Update
- Willamette Manor Sport Court Replacement
- Northview Swing Set Replacement
- Replace 2000 F-250
- Tree Work System Wide
- Demo Charge House and Gravel Pad for Food Trucks

Year 2 – FY 20/21

- Replace Claggett Play Structure
- Replace Northview Stairs
- Power and Water for Food Truck Pads
- Resurface and Expand North Parking Lot at Claggett Creek
- Repair Backstops/Fences at Claggett Creek & Other Parks
- Master Plan/SDC Methodology Update
- Tree Work System Wide
- Create Equipment Access to Lower Portion of Wallace House
- Paint Gazebo at Chalmers Park (completed by an Eagle Scout)

Year 3 – FY21/22

- New Pathway Lighting at Bair Park and Additional Lighting at Country Glen
- Tree Work System Wide
- Replace Kubota Tractor
- Big Toy Picnic Shelters (2)
- ADA Compliance Work in Various Parks

Year 4 – FY 22/23

- Picnic Shelter by the River at Keizer Rapids
- Replace Play Structure at Bob Newton
- Expand Trail/Road to Boat In Camp Site in Keizer Rapids
- Replace Play Structure at Ben Miller
- Tree Work System Wide

Year 5 – FY 23/24

- New Sports Court at Keizer Rapids

- Expand Parking Lot by Dog Park at Keizer Rapids
- Replace 2 Zero Turn Mowers

City of Keizer
Long Range Plan - Park Services
Fiscal Year 2021-22

	PROJECTED	FORECASTED				
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
1 RESOURCES:						
2 Beginning Balance:	\$ 352,800	\$ 298,600	\$ 243,700	\$ 148,700	\$ 193,900	\$ 193,300
3 Park Service Fees *	680,000	680,000	680,000	680,000	680,000	680,000
4 General Fund Support	360,800	360,800	371,600	382,700	394,200	406,000
5 Other Revenues	97,100	95,700	98,600	101,600	104,600	107,700
6 TOTAL RESOURCES	\$ 1,490,700	\$ 1,435,100	\$ 1,393,900	\$ 1,313,000	\$ 1,372,700	\$ 1,387,000
7						
8 REQUIREMENTS:						
9 Expenditures:						
10 Personnel Services	418,200	450,800	495,900	510,800	561,900	578,800
11 Materials & Services	290,600	290,600	299,300	308,300	317,500	327,000
12 Capital Outlay	483,300	450,000	450,000	300,000	300,000	300,000
14 Total Expenditures	1,192,100	1,191,400	1,245,200	1,119,100	1,179,400	1,205,800
15 Fund Balance:						
16 Unrestricted Fund Balance	298,600	243,700	148,700	193,900	193,300	181,200
17 TOTAL REQUIREMENTS	\$ 1,490,700	\$ 1,435,100	\$ 1,393,900	\$ 1,313,000	\$ 1,372,700	\$ 1,387,000
Day's Cash Supply at End of Year	160	131	80	104	104	97

* The Park Services Fee is to provide resources to increase the level of repairs and maintenance in the City's park system. The fee covers additional employee costs such as wages, health insurance, retirement and taxes for two additional park's employees in addition to costs associated with maintaining and repairing existing park amenities.

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

Based on the current analysis the fee amount is sufficient to provide for the increased level of service for the park system until Fiscal 2026-27.

TO: LONG RANGE PLANNING COMMITTEE
THROUGH: R. WES HARE, INTERIM CITY MANAGER
FROM: TIM WOOD, FINANCE DIRECTOR
SUBJECT: STORMWATER LONG RANGE PLAN

Overview of the Stormwater System

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 Stormwater Division operates and maintains:

- 75.59 Miles of Pipe,
- 132 Underground Injection Control Systems (UICs),
- 1,208 Manholes,
- 2,327 Catch Basins,
- 118 Outfalls, and
- 82,564 Square Feet of Vegetated Stormwater Facilities.

The stormwater system can become clogged by trash, debris, sediment and mud, or other stormwater pollutants, however; the City's maintenance plan of routinely inspecting, repairing, and cleaning the system can reduce local flooding, remove pollution carried by stormwater and protect our local streams and rivers.

The City's goal is to provide a storm drainage system that is safe, clean and cost-effective.

Cost-effective System

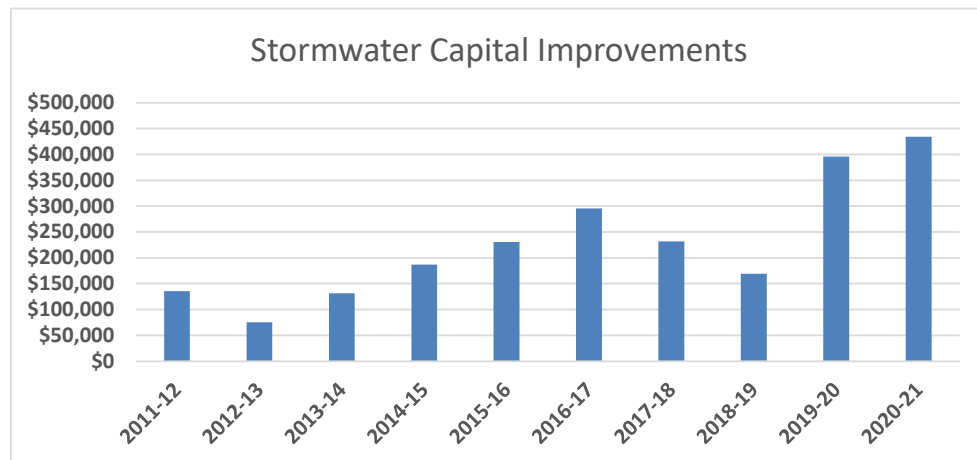
In comparison to other cities, Keizer stormwater charges are consistent with other jurisdictions. The residential stormwater billing rates for several comparative cities is as follows:

	Effective Date	Monthly Billing Rate
Albany	3/1/2021	\$ 10.18
Corvallis	2/1/2021	9.86
Lake Oswego	7/1/2020	20.19
Oregon City	1/1/2021	10.86
Salem	1/1/2022	18.92
Tigard	7/1/2021	9.75
Tualatin	7/1/2020	10.68
West Linn	1/1/2021	8.24
Wilsonville	1/1/2021	11.90
Keizer	1/1/2020	\$ 7.66

Long Term Sustainability of the Stormwater System

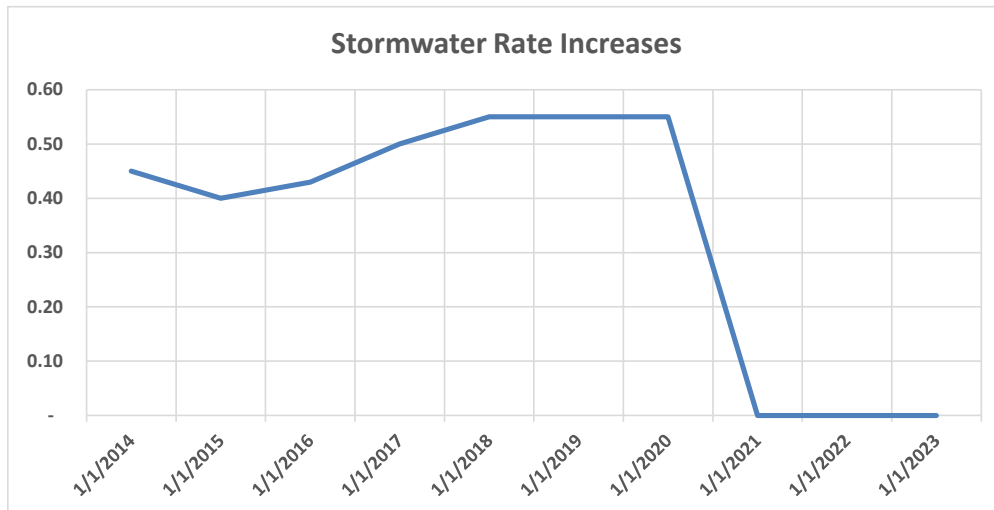
The stormwater infrastructure was largely inherited by the City from Marion County. Starting in 2012-13 the City began videotaping the stormwater system, with a goal of visually inspecting approximately 10% of the system every year. The video inspections have been used to identify potential system failures and cross connections. At this point, the City's stormwater system has been fully inspected and the process will continue into the future with emphasis on older sections of the system and areas of concern identified through previous inspections.

Since the start of the visual inspections, the City has spent approximately \$2.1 million in capital improvements to address identified system failures.



Stormwater Rate History

In conjunction with the visual inspection process the City started reviewing and adjusting the stormwater billing rate to ensure adequate resources would be available for any identified reports. Original estimates indicated that an increase of \$0.40 - \$0.60 per month per equivalent service unit would be necessary to support the system improvements. Consistent with those estimates the rate has consistently been adjusted between \$0.40 and \$0.55 each year. In response to the COVID-19 pandemic the City decided to forgo a rate increase during Fiscal Year 2021-22 and Fiscal Year 2020-21.



City of Keizer
Long Range Plan - Stormwater System
Fiscal Year 2021-22

	PROJECTED	FORECASTED				
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
1 RESOURCES:						
2 Beginning Balance:	\$ 1,242,100	\$ 742,500	\$ 700,300	\$ 658,200	\$ 632,800	\$ 573,100
3 Service Fees	2,121,000	2,121,000	2,244,900	2,353,600	2,462,300	2,571,000
4 Other Revenues	12,000	12,000	12,000	12,000	12,000	13,000
5 TOTAL RESOURCES	\$ 3,375,100	\$ 2,875,500	\$ 2,957,200	\$ 3,023,800	\$ 3,107,100	\$ 3,157,100
6						
7 REQUIREMENTS:						
8 Expenditures:						
9 Personnel Services	922,300	975,800	1,073,000	1,137,000	1,251,000	1,326,000
10 Materials & Services	880,300	899,400	926,000	954,000	983,000	1,012,000
11 Capital Outlay	830,000	300,000	300,000	300,000	300,000	300,000
12 Total Expenditures	2,632,600	2,175,200	2,299,000	2,391,000	2,534,000	2,638,000
13 Fund Balance:						
14 Unrestricted Fund Balance	742,500	700,300	658,200	632,800	573,100	519,100
15 TOTAL REQUIREMENTS	\$ 3,375,100	\$ 2,875,500	\$ 2,957,200	\$ 3,023,800	\$ 3,107,100	\$ 3,157,100
Day's Cash Supply at End of Year	128	121	107	98	85	74

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
2022-23	\$ -	\$ -	0.0%
2023-24	\$ 0.40	\$ 0.40	5.2%
2024-25	\$ 0.40	\$ 0.40	5.2%
2025-26	\$ 0.40	\$ 0.40	5.0%
2026-27	\$ 0.40	\$ 0.40	4.7%

Proposed 2021-22 Rate Increase Analysis

	ESUs	Bi-Monthly Bill					
		Current	Proposed				
Single Family Residential	1	\$	15.32	\$	15.32		
Commercial	86	\$	1,317.52	\$	1,317.52		
School	94	\$	1,440.08	\$	1,440.08		
Apartment	44	\$	674.08	\$	674.08		
	ESUs	Incremental Cost of Rate Increase					
		Monthly	Bi-Monthly	Annual			
Single Family Residential	1	\$	-	\$	-	\$	-
Commercial	86	\$	-	\$	-	\$	-
School	94	\$	-	\$	-	\$	-
Apartment	44	\$	-	\$	-	\$	-

TO: LONG RANGE PLANNING COMMITTEE
THROUGH: R. WES HARE, INTERIM CITY MANAGER
FROM: TIM WOOD, FINANCE DIRECTOR
SUBJECT: WATER SYSTEM LONG RANGE PLAN

Overview of the Water System

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

The City of Keizer's water system consists of:

- 3 reservoirs,
- 15 pump stations, and
- 126.7 miles of water line.

The water system produces approximately 187 million cubic feet of water annually with a storage capacity of 2.75 million gallons. Additionally the water system includes 907 public fire hydrants.

The water system serves approximately 10,800 metered accounts.

Low Cost Water

The City strives to provide low cost water while ensuring that the water system is maintained for long-term sustainability as outlined in the 2012 Water System Master Plan.

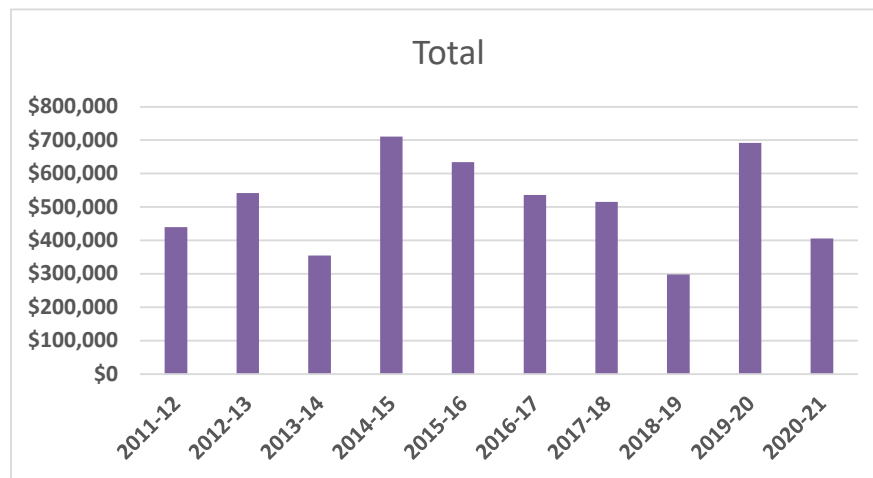
In comparison to other cities, Keizer residents benefit from the availability of local ground water that requires minimal processing to meet federal and state drinking water regulations. The residential water billing rates for several comparative cities is as follows:

	Billing Frequency	Effective Date	Connection - Flat Rate	Consumption - Variable Rate	Average Units	Total Per Month
Salem	Monthly	1/1/2022	\$ 12.07	\$ 2.70	6.00	\$ 28.27
Albany	Monthly	1/1/2022	21.37	4.76	6.00	49.93
Corvallis	Monthly	2/1/2022	17.10	2.18	6.00	30.18
Lake Oswego	Monthly	7/1/2022	29.37	3.09	6.00	47.91
McMinnville	Monthly	10/1/2021	14.30	1.62	6.00	24.02
Oregon City	Monthly	7/21/2021	17.55	1.94	6.00	29.19
Tigard	Monthly	7/1/2021	31.67	4.41	6.00	58.13
Tualatin	Monthly	7/1/2021	9.42	3.34	6.00	29.46
West Linn	Monthly	1/1/2022	27.39	3.15	6.00	46.29
Wilsonville	Monthly	5/1/2022	17.61	4.23	4.00	34.53
Woodburn	Monthly	7/1/2021	16.76	2.03	6.00	28.94
Keizer	Bimonthly	1/1/2022	\$ 12.08	\$ 1.56	12.00	\$ 15.40

Long Term Sustainability of the Water System

The 2012 Water System Master Plan outlines the requirements to ensure that the water system is able to meet the expected demand over the next 20 years. The plan outlines approximately \$9.9 million in capital improvements. The majority of the improvements are to replace the existing steel waterlines throughout the City with ductile iron pipe (\$6.1 million) and adding an additional reservoir and pump station (\$1.8 million).

Since the effective date of the master plan, the City has spent approximately \$4.7 million in capital improvements.

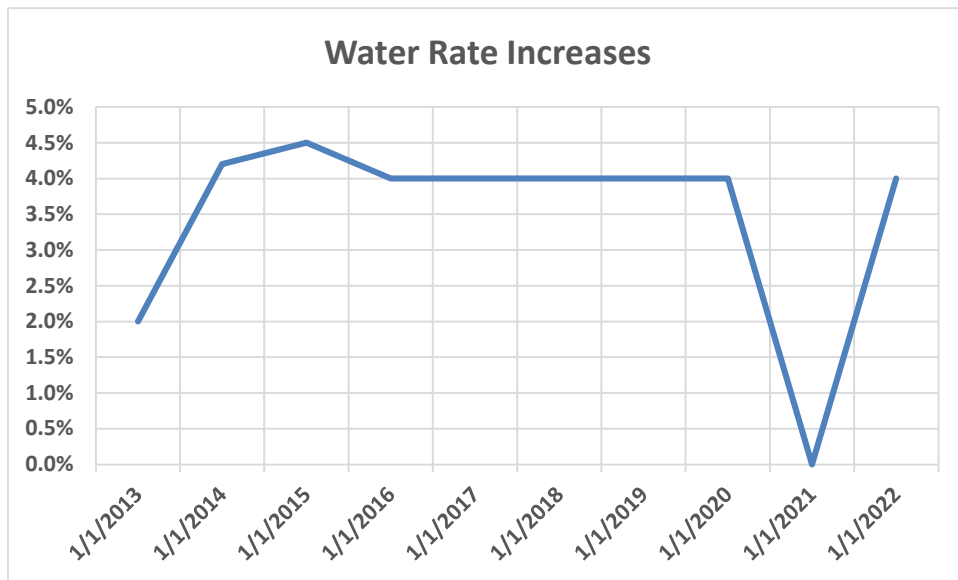


This leaves the additional reservoir and pump station (\$1.8 million) and the ongoing steel waterline replacement (\$3.0 million) as the only outstanding capital projects.

Water Rate History

In order to support the requirements of the 2012 Water System Master Plan the City utilizes a cost of service model that projects into the future, based on city growth and water consumption trends, the rate increases needed to complete the plan. The cost of service model has projected a 3-4% annual rate increase for the foreseeable future. Since the plan was adopted rate increases have ranged from 0-4.5%.

The City is reviewing the 2012 Water System Master Plan to determine if a 10-year update is necessary. Once that determination is made the City will need to conduct a water rate structure analysis to ensure water rates are sufficient for the long-term sustainability of the water system.



High Quality Drinking Water

The City of Keizer's ground water comes from deep wells and is high in naturally occurring minerals. The City has a testing program in place to monitor the level of microorganisms, inorganic contaminants, volatile organic contaminants and radioactive contaminants. The results of the testing program are published annually in the Annual Drinking Water Quality Report that is available on the City's website at www.keizer.org/annualwaterreport.

City of Keizer

Long Range Plan - Water System

Fiscal Year 2021-22

	PROJECTED	FORECASTED				
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
1 RESOURCES:						
2 Beginning Balance:	\$ 1,675,800	\$ 1,083,700	\$ 1,081,900	\$ 1,039,400	\$ 1,005,900	\$ 917,000
3 Water Sales	3,493,000	3,641,000	3,787,000	3,938,000	4,096,000	4,260,000
4 Other Revenues	122,300	122,300	124,000	125,000	126,000	127,000
5 TOTAL RESOURCES	\$ 5,291,100	\$ 4,847,000	\$ 4,992,900	\$ 5,102,400	\$ 5,227,900	\$ 5,304,000
6						
7 REQUIREMENTS:						
8 Expenditures:						
9 Personnel Services	\$ 1,292,100	\$ 1,378,000	\$ 1,515,800	\$ 1,606,700	\$ 1,767,400	\$ 1,873,400
10 Materials & Services	1,638,000	1,687,100	1,737,700	1,789,800	1,843,500	1,898,800
11 Capital Outlay	1,277,300	700,000	700,000	700,000	700,000	700,000
12 Total Expenditures	4,207,400	3,765,100	3,953,500	4,096,500	4,310,900	4,472,200
13 Fund Balance:						
14 Reserves	-	-	-	-	-	-
15 Fund Balance	1,083,700	1,081,900	1,039,400	1,005,900	917,000	831,800
16 TOTAL REQUIREMENTS	\$ 5,291,100	\$ 4,847,000	\$ 4,992,900	\$ 5,102,400	\$ 5,227,900	\$ 5,304,000
Days Cash Supply at End of Year	135	129	117	108	93	80

Conclusion: The update to the Water Services Long-Range plan supports a 4% rate increase for FY22-23 as anticipated when the model was presented to the Long Range Planning Committee last year (March 2021).

Proposed 2022-23 Rate Analysis

	Flat Rate		Variable Rate	
	Current	Proposed	Current	Proposed
Residential 5/8" meter	\$ 12.07	\$ 12.55	\$ 1.56	\$ 1.62
Multi-family 1" meter	\$ 24.52	\$ 25.50	\$ 1.56	\$ 1.62
Commercial 5/8" meter	\$ 12.07	\$ 12.55	\$ 1.51	\$ 1.57

Proposed 2022-23 Rate Increase Impact

	Bi-Monthly Bill		Incremental Cost of Rate Increase		
	Current	Proposed	Monthly	Bi-Monthly	Annual
Residential (12 ccf)	\$ 30.79	\$ 31.99	\$ 0.60	\$ 1.20	\$ 7.22
Multi-family (175 ccf)	\$ 297.52	\$ 309.00	\$ 5.74	\$ 11.48	\$ 68.88
Commercial (51 ccf)	\$ 89.08	\$ 92.62	\$ 1.77	\$ 3.54	\$ 21.26



Glossary

Glossary

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

ACFR (ANNUAL COMPREHENSIVE 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.

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.

ARPA (AMERICAN Rescue Plan Act of 2021) – On March 11, 2021 President Biden signed the American Rescue Plan Act to speed up the United States’ recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession. The economic stimulus package is a \$1.9 trillion of which the City of Keizer received approximately \$8.8 million.

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.

Glossary

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.

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.

CARES Act – The Coronavirus Aid, Relief, and Economic Security Act is a \$2.2 trillion economic stimulus bill signed into law by President Trump on March 27, 2020 in response to the economic fallout of the COVID-19 pandemic. Of the \$2.2 trillion the City of Keizer received approximately \$1.2 million.

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.

Glossary

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.

Glossary

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.

Glossary

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

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

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

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

Glossary

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.

Glossary

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.