

City of Keizer

Marion County, Oregon

Manager Recommended

Budget FY 2023-24





FISCAL YEAR 2023-2024

BUDGET COMMITTEE MEMBERS

Council Members:

Cathy Clark, Mayor
Shaney Starr, President
Soraida Cross
Robert Husseman
Kyle Juran
Dan Kohler
Laura Reid

Public Members:

Gerard Graveline
Susan London
Melissa Martin
Marlene Parsons
Francisco Saldivar
Hersh Sangster
Jonathan Thompson

STAFF

Adam Brown, City Manager
Shannon Johnson, City Attorney

Executive Leadership 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, Assistant City Manager - Finance Director

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

Quotes on Democracy

Democracy cannot succeed unless those who express their choice are prepared to choose wisely. The real safeguard of democracy, therefore, is education.

Franklin D. Roosevelt

Deliberation and debate is the way you stir the soul of our democracy.

Jesse Jackson

The single-most powerful word in our democracy is the word 'we'. We, the people. We shall overcome. Yes we can.

Barack Obama

In a republican nation, whose citizens are to be led by reason and persuasion and not by force, the art of reasoning becomes of first importance.

Thomas Jefferson

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

Franklin D. Roosevelt



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Keizer
Oregon**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

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Budget Message





City Manager's Budget Message City of Keizer Fiscal Year 2023-24

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 2023-2024. The budget has been reviewed by the executive leadership team together in its entirety. Overall the City of Keizer is in a stable financial position. The budget was created to address the council's short and long-term goals. The Fiscal Year 2023-24 budget is approximately \$64.3 million, an increase of approximately \$800 thousand over the prior year and includes \$20.1 million in capital spending and \$1.77 million in debt service payments. The general fund budget for 2023-2024 is \$16,486,700, an increase of 2%. This budget keeps an unrestricted and unreserved general fund balance of just under \$2 million which is 12.1% of the general fund operating budget.

Budget Theme and Strategic Focus

As I have thought about the theme for this budget in the context of funding our short and long-term goals, technology has emerged as a major theme. The Council's short and long-term goals include a camera system to enhance public safety, codification of our city ordinances, implementation of an agenda management system, a human resources information system (HRIS), a social media policy, and an overhaul of our website. We are implementing information technology systems of a 21st century organization.

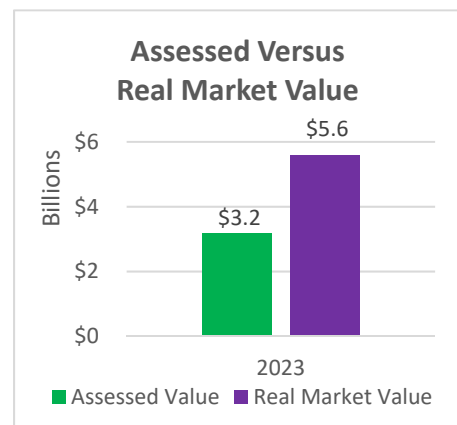
The Fiscal Year 2023-24 budget has been prepared with the following priorities:

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

Revenue Drivers

We expect total revenues to increase by 4.4%. As you know we are constrained in our property tax revenue growth by State Law. Notwithstanding, we expect property tax revenues to grow by 3% which is the lower of 3% or inflation from the Consumer Price Index. Real market value is 83% of Assessed Value which is a loss of over \$5 million of revenue because of state capitation policies.

Franchise fees which are 9% of our total revenues are not increasing at a significant rate. Over the last five years they have increased approximately 9% with the main drivers being electricity and other utility rate increases.



Staff is not asking for an increase in the park fee this year. The revenue is still adequately providing for the services and capital investment in our parks. This budget requests an increase in the police fee of \$0.90 to support the five positions funded by it.

Water rates are projected to increase by 4% and sewer rates are expected to increase by 6% to keep up with operational and capital needs.

Expense Drivers

The Fiscal Year 2023-24 budget provides for 103 full-time employees as compared to 102 full-time employees during Fiscal year 2022-23. The increase in staffing is the result of adding one additional parks employee to maintain the facilities we have.

After several years of improving the capital investments at our parks, we are requesting to shift some funds from capital to operation. All parks have been modernized to some extent and now additional resources are needed to maintain what is there. This budget requests one additional full-time equivalent parks employee while still moving forward with capital investment.

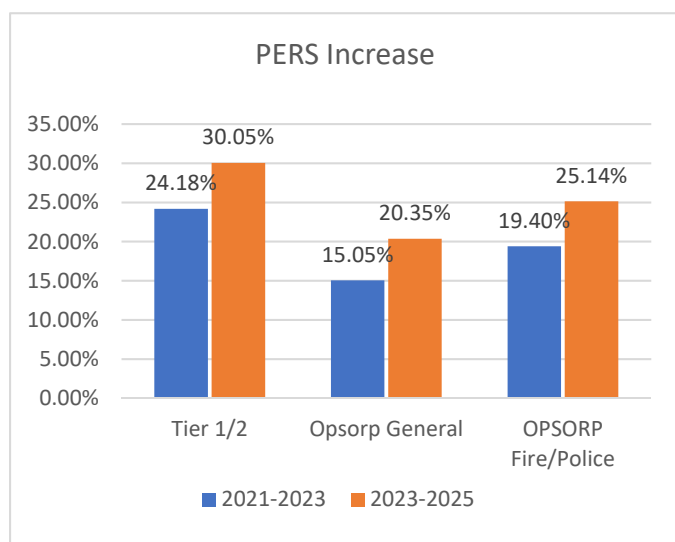
An exciting addition to our recreational spaces this year will be pickleball courts at Keizer Rapids Park. We believe these four new pickleball courts will be very popular. From a study conducted in 2022 by the Association of Pickleball Professionals the sport has 36.5 million players.

Compensation is a challenge given recent inflation. Our labor contracts are being bargained with comparable contracts that have already negotiated the inflationary increases from the last two years. The city will finish negotiating one contract this year and will be negotiating the other in the next. This budget includes a 3% cost of living adjustment for non-represented employees and 3.5% cost of living adjustment for employees represented by LIUNA Local 737, which are both below the Consumer Price Western Wage Index. The City is currently in negotiations with the Keizer Police Association as the applicable labor agreement expires June 30, 2023 therefore actual wage increases for Fiscal Year 2023-24 are not known. From an internal equity perspective, we may need to consider the outcome of the collective bargaining contracts, once settled, on non-represented employees.

Healthcare also represents a significant driver in the budget. This year's increase in health care costs are approximately 5%. Once again healthcare costs are exceeding general inflation and the rate of revenue growth.

American Rescue Plan Act (ARPA) will continue to make a bulge in our budget as it is spent down. Some was spent this past year, but most will carryover to the next fiscal year.

Lastly, PERS is a huge driver for our budget that represents the best possible opportunity for creating service capacity if reduced. Our unfunded actuarially accrued liability (UAAL) is \$18 million. We currently pay approximately \$1.3 million per year to Oregon PERS. Only \$283k is the normal cost, which is what we would pay if our UAAL was paid down. While not funded in this budget, if paid down, the city could have more than \$1 million to provide and maintain much needed services. Staff recommends that the city take advantage of land purchase revenue or other unforeseen incomes to create a PERS side account and pay down our UAAL.



I would like to 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,

A handwritten signature in blue ink, appearing to read 'AJ Brown', is positioned above the printed name.

Adam J. Brown
City Manager



City Overview

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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 began play in May 2021 and features 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, 2022)	39,561	General obligation debt	None
Neighborhood Associations	5	General obligation debt limit*	\$169,541,109
Area in square miles	7.36	Revenue bonds debt	\$1,291,000
Keizer School Enrollment	6,800	Full faith and credit debt	\$8,695,000
		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	\$71,471,930
Heritage center	1	MWIC Keizer LLC	15,895,040
Community center	1	MWSH Keizer LLC	14,925,200
Neighborhood parks	15	Lowe's HIW Inc	13,426,510
Community parks	2	Target Corporation	13,262,540
Regional park	1	CCP Keizer 1526 LLC	13,178,450
Dog park	1	Emerald Pointe LLC	13,057,910
Amphitheater	1	Per capita personal income	47,638
Splash fountain	1	Total personal income	\$1.8 billion
Public golf course	1	Average annual unemployment	5.0%
Independent league ball club	1	Real market value of property	\$5.7 billion
		Assessed value of property	\$3.1 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
Shaney Starr, President
Soraida Cross
Robert Husseman
Kyle Juran
Dan Kohler
Laura Reid

Citizen Members

Gerard Graveline
Susan London
Melissa Martin
Marlene Parsons
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 21** &
Friday, **April 28**

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 8th on the proposed budget and state revenue sharing.

Friday, **April 28**

Budget documents to be distributed to Budget Committee

Monday, **May 8**
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 9**
6:00 p.m.

City Budget Committee Meeting

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

Friday, **May 26**

Financial Summaries and notice of budget hearings for publication

Monday **June 5**
7:00 p.m.

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

Monday **June 19**
7:00 p.m.

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

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.

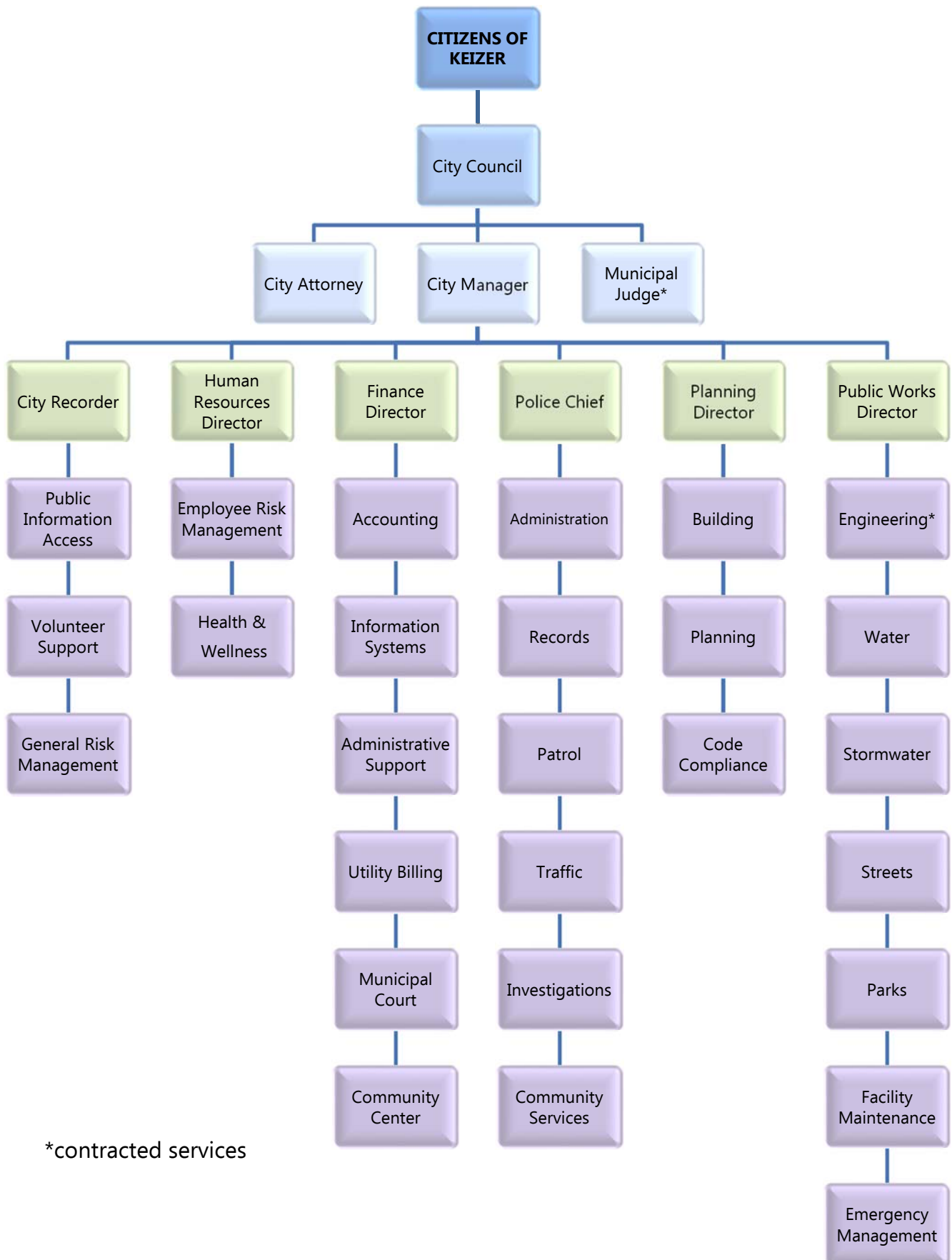
Financial Policies

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	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 2023.

Council Goals Established for 2023 through 2025

SHORT TERM GOALS

- UGB Discussion of Next Steps –
 - Housing, Employment, Transportation, Considerations in Decision Making
- Procurement Process Simplification
- Citywide Camera System
- Artificial Turf Project(s)
- Codification
- Implementation of Agenda Management System
- Human Resource Information System
- Development of Social Media Policy
- Adoption of Changes to the Emergency Operations Plan
- Adapt Community Center Policies and Practices to Run Optimally
- Integrate Strategic Plan into next Budget Process

LONG TERM GOALS

- Sidewalk Gap and Repair Program(s)
- Transportation System Plan Update
 - Grant Cycle Funding –
- UGB Evolution
- River Cherry Overlay District Redevelopment Incentives or Financing Opportunities
- CFEC Implementation
- Website Overhaul

WORK PLAN

City Council has identified the work plan below:

- Complete Strategic Planning Process
- Community Diversity Engagement
- Volunteer Committee Training (Onboarding and Top 25)
- Housing Disparity and Barriers to Home Ownership in Keizer
- 40th Birthday Party
- Hire City Attorney



Financial Trends

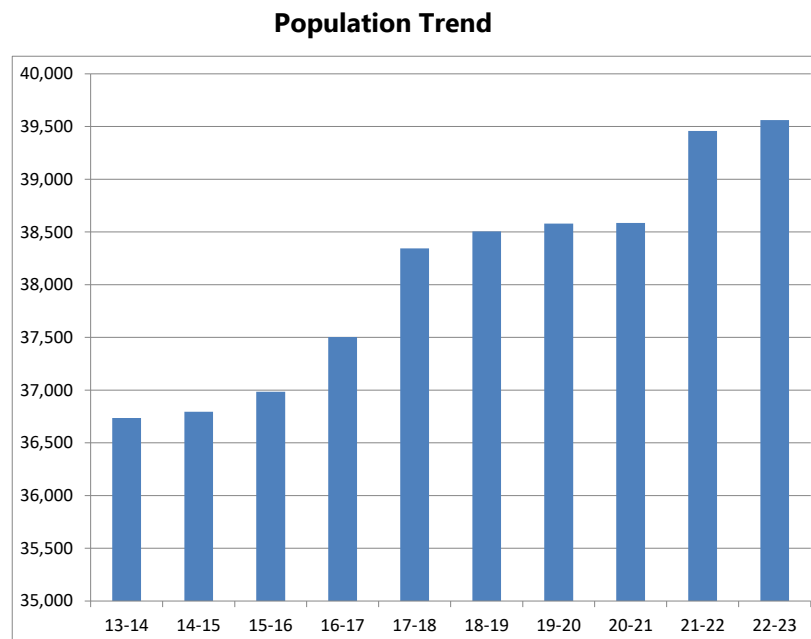
General & Economic Information.....	
Revenue Trends & Assumptions.....	
Resources & Requirements	
Budgets.....	
Debt.....	
Property Taxes.....	

General & Economic Information

Keizer is located in northwestern Oregon in Marion County, along the 45th parallel. As of July 1, 2022, its population was 39,561. 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 0.75% 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 0.84% 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 8.7 percent before seasonal adjustment.

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

Year	CPI-U Increase
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%
2022	108.7%

General & Economic Information

Population Staffing Per Capita	City Population vs. Number of City Employees by Fiscal Year									
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
	36,735	36,795	36,985	37,505	38,345	38,505	38,580	38,585	39,458	39,561
	92	95	95	94	100.5	100.5	101.5	103	102	102
	2.5	2.6	2.6	2.5	2.6	2.6	2.6	2.7	2.6	2.6

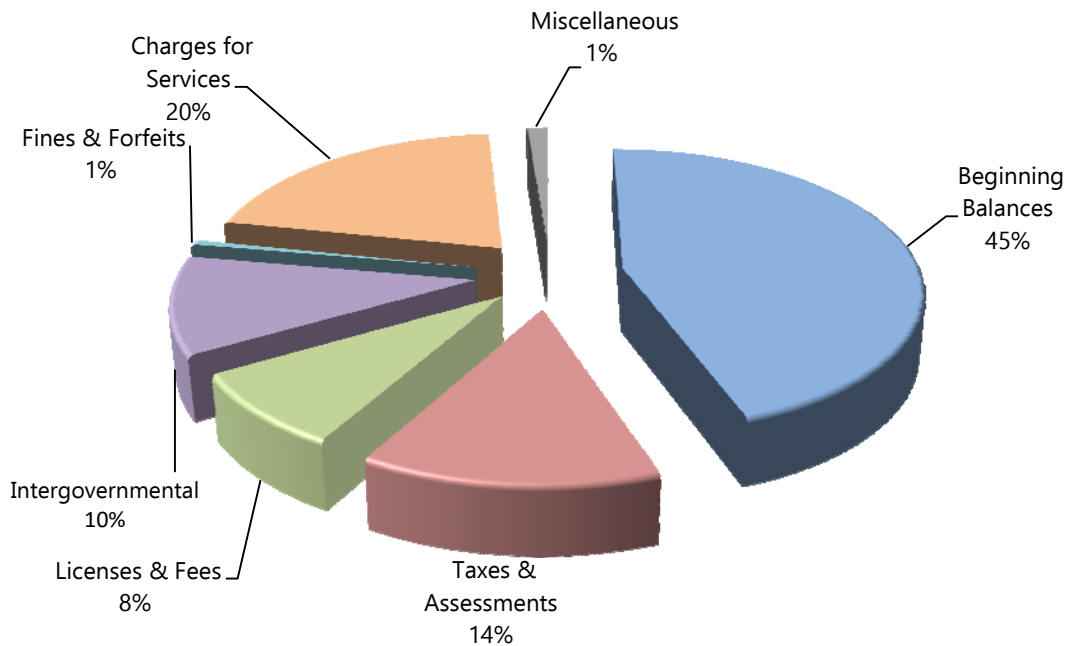
This chart compares the City of Keizer's population to the City's number of budgeted full-time employees over the past ten years. For the 2023-24 fiscal year, the City budgeted 102.0 full-time equivalents (FTE). Expressed in per capita terms, the FTE count is 2.6 employees per thousand of population.

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 2023-24 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 \$3.2 billion for fiscal year 2023-24 compared to real market value which is approximately \$5.6 billion; over 83% above assessed value.

Revenue Trends & Assumptions

At \$6.3 million, property tax revenues continue to be a major source of revenue for the City, comprising 18% of total revenues. Despite the economic downturn and slow recovery during the past ten-year period, property taxes increased 41% or \$1.8 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 2022-23 increasing to 83%. The higher the percentage the more likely the City will receive the full 3% growth in future years.

For fiscal year 2023-24, 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 3% 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 2023-24, revenue from licenses and fees is projected to be 15% 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 \$3.1 million for fiscal year 2023-24 and represents 9% 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 2023-24 include:

- Electricity and Gas franchises expect revenues to increase primarily as the result rate increases.
- Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. Fiscal year 2023-24 revenue projections are based

Revenue Trends & Assumptions

on a 6% reduction over fiscal year 2022-23 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 2022-23 revenues increased slightly as the result of the stay at home recommendations due to the COVID-19 pandemic. Revenues for Fiscal Year 2023-24 are expected to return to the pre-pandemic levels.
- City Utility assessments and fees are expected to increase 3% for water and 4% 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 \$6.00 per month to \$6.90 per month in Fiscal Year 2023-24. The fee is expected to provide \$1,058,000 in revenue during Fiscal year 2023-24.

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 2023-24 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 2023-24 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 \$6.8 million or 20% 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).

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 Police Department.

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 2022-23. Sewer rates are expected to increase approximately 6.0%. These revenues make up 37% 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 Department.

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 6.0% in fiscal year 2023-24 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 2023-24.

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 13% over projected fiscal year 2022-23 amounts.

MISCELLANEOUS

For fiscal year 2023-24, 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 3.75% on its investments. For this coming fiscal year, the rate of return on

Revenue Trends & Assumptions

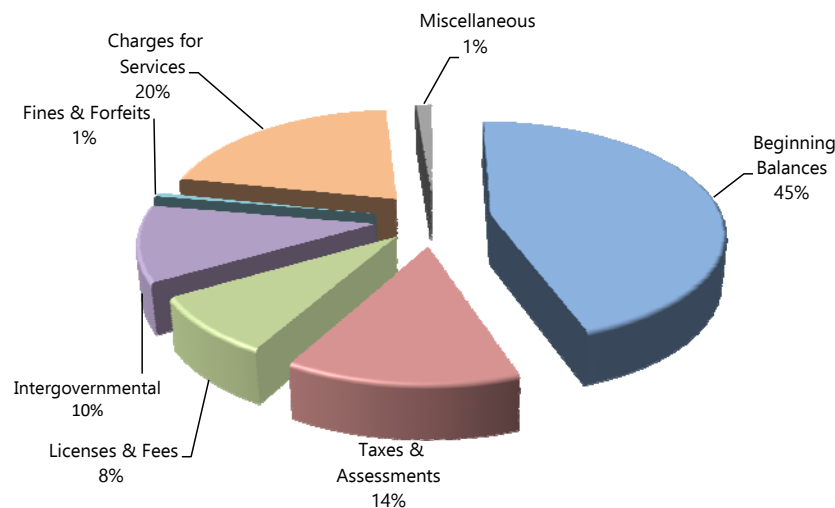
the City's investments is projected to remain consistent with the previous year. Investment income is budgeted in each fund based upon its estimated share of pooled cash at the projected interest rate for the upcoming year.

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.

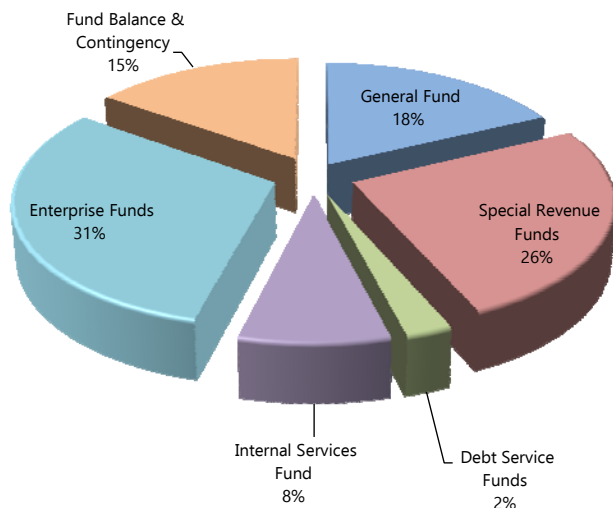
Financial Trends – Resources & Requirements

RESOURCES BY SOURCE – FY 2023-24



For fiscal year 2023-24, total resources come to \$64 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.

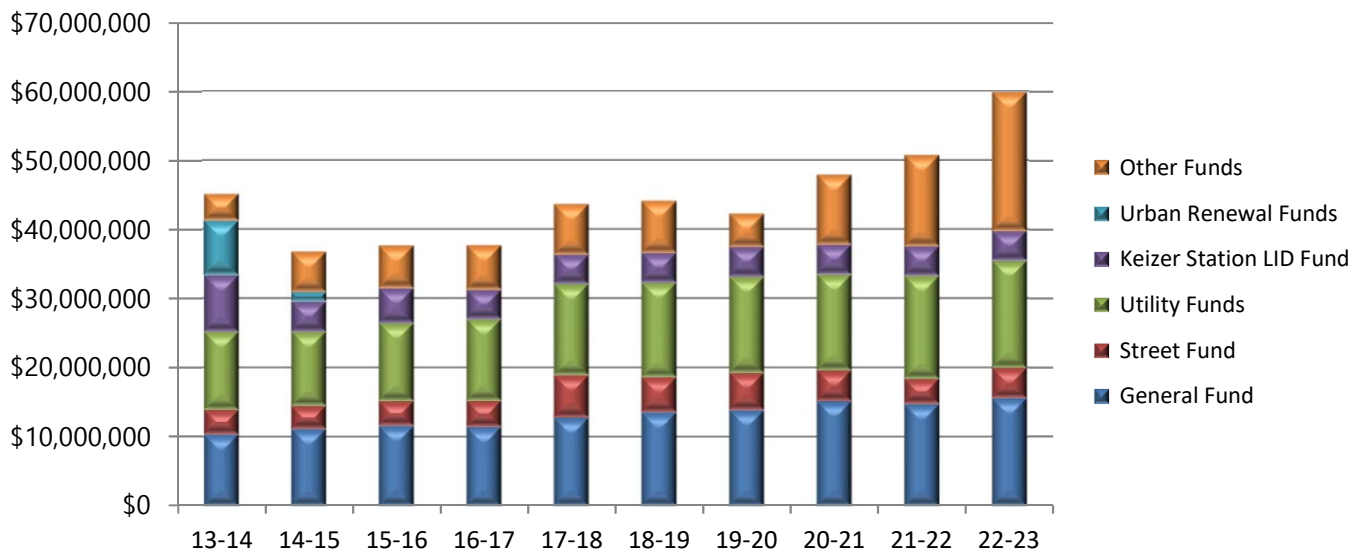
REQUIREMENTS BY USE – FY 2023-24



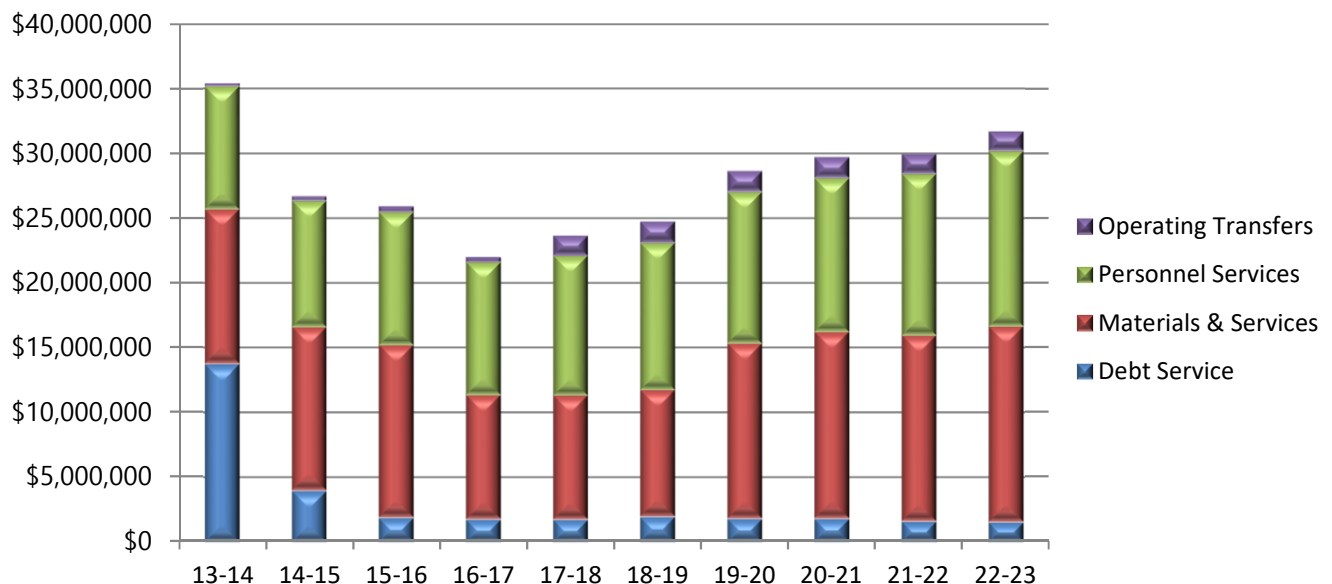
Requirements are balanced to fiscal year 2023-24 resources at \$64 million. As the pie chart above shows, 15% of this fiscal year’s requirements are budgeted as contingency and ending fund balances. The remaining budgeted requirements are allocated between the General Fund, Special Revenue Funds, Capital Projects, Debt Service and Utility Funds.

Financial Trends - Budgets

Total Budgeted Resources by Fund Categories



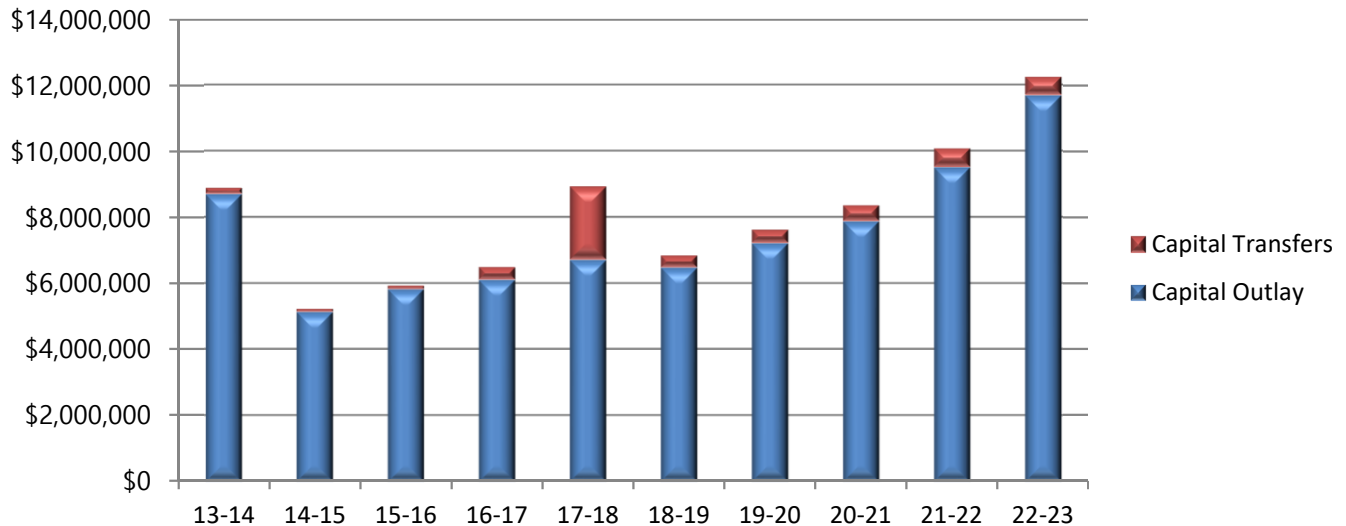
This graph depicts the total resources budgeted in each fund category for the past ten fiscal years. The graph indicates the combined General Fund, which includes General Services, Planning, Municipal Court and Police Services. The Utility funds include Water, Sewer and Stormwater both Operations and 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 FY13-14 represent pay down of Keizer Station Local Improvement District debt resulting from the foreclosure of delinquent properties. Proceeds from these properties were used to repay debt owed by those properties. Operating costs, other than debt service have increased gradually over the ten year period.

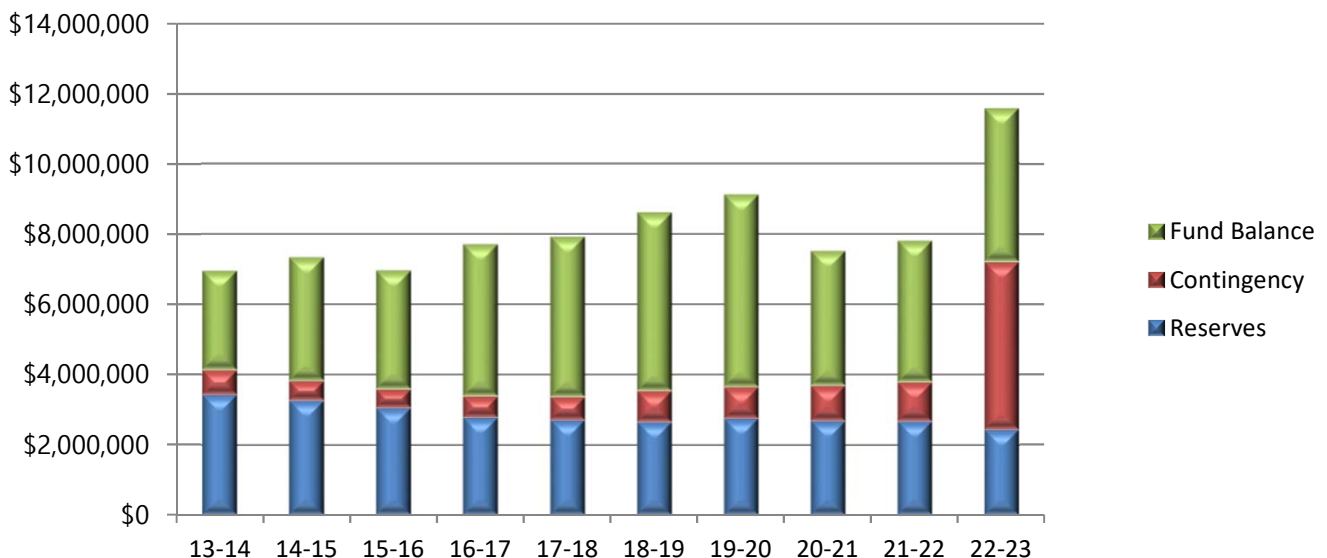
Financial Trends - Budgets

Capital Budget



The above graph depicts the total capital expenditures by category for the past ten fiscal years, adjusted for inflation. Capital construction in FY13-14 through FY22-23 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.

Reserves, Contingencies and Ending Fund Balances



The above graph depicts budgeted reserves, contingencies, and unappropriated ending fund balances for the past ten fiscal years, adjusted for inflation. Generally, these balances reflect what is left after revenues and expenditures have been accounted for. Each year, these balances have met or exceeded the City's adopted policy in their respective area. Reserves 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
12/1/2023	\$ 8,695,000	\$ -	\$ 226,070	\$ 226,070
6/1/2024	8,695,000	-	226,070	226,070
12/1/2024	8,695,000	-	226,070	226,070
6/1/2025	8,695,000	-	226,070	226,070
12/1/2025	8,695,000	-	226,070	226,070
6/1/2026	8,695,000	-	226,070	226,070
12/1/2026	8,695,000	-	226,070	226,070
6/1/2027	8,695,000	-	226,070	226,070
12/1/2027 through 12/1/2031	8,695,000	-	1,582,490	1,582,490
6/1/2031	8,695,000	8,695,000	226,070	8,921,070
		\$ 8,695,000	\$ 3,617,120	\$ 12,312,120

2018 Gas Tax Revenue Loan Debt Service Schedule

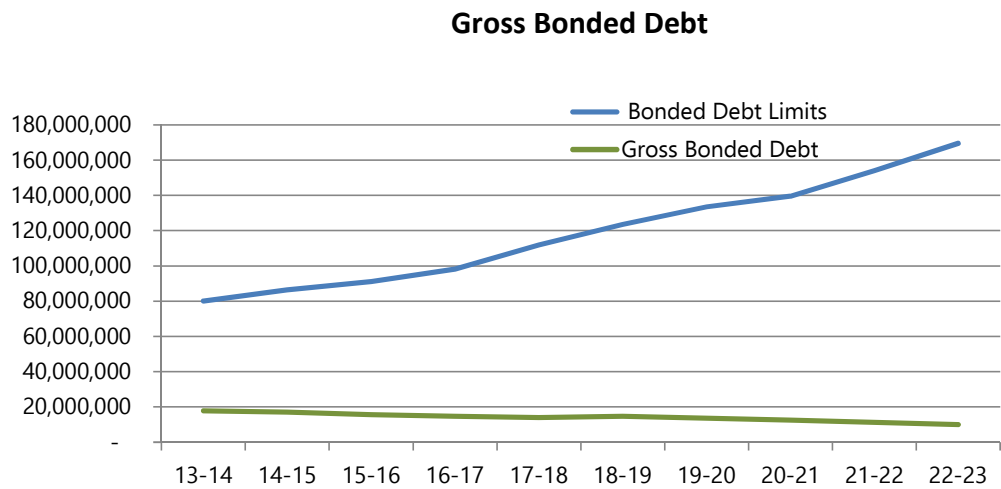
Interest Rate	Original Date	Maturity Date	Original Principal	Principal Outstanding	Annual Debt Service
3.05%	4/26/2018	6/1/2033	\$ 1,800,000	\$ 1,291,000	\$ 152,000

Payment Date	Principal Balance	Principal Payment	Interest Payment	Total Payment
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
12/1/2026	821,000	-	12,520	12,520
6/1/2027	694,000	127,000	12,520	139,520
12/1/2027 through 12/1/32	397,000	547,000	62,510	62,510
6/1/2033	147,000	147,000	2,242	149,242
		\$ 1,291,000	\$ 226,342	\$ 1,517,342

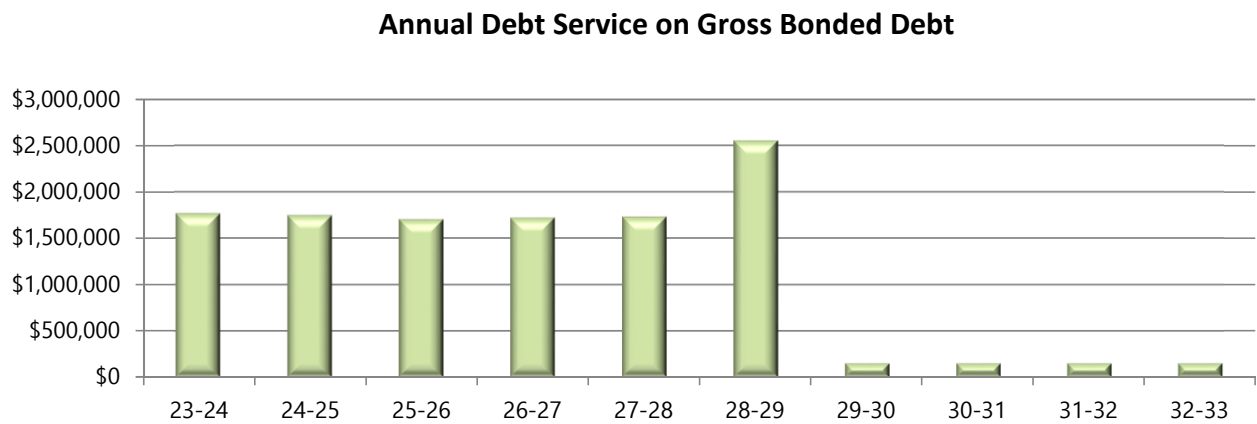
FUTURE DEBT ISSUANCE

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

Financial Trends - 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 \$5,651,370,298 giving a debt limit of \$169,541,109 compared to \$9,986,000 general obligation 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.



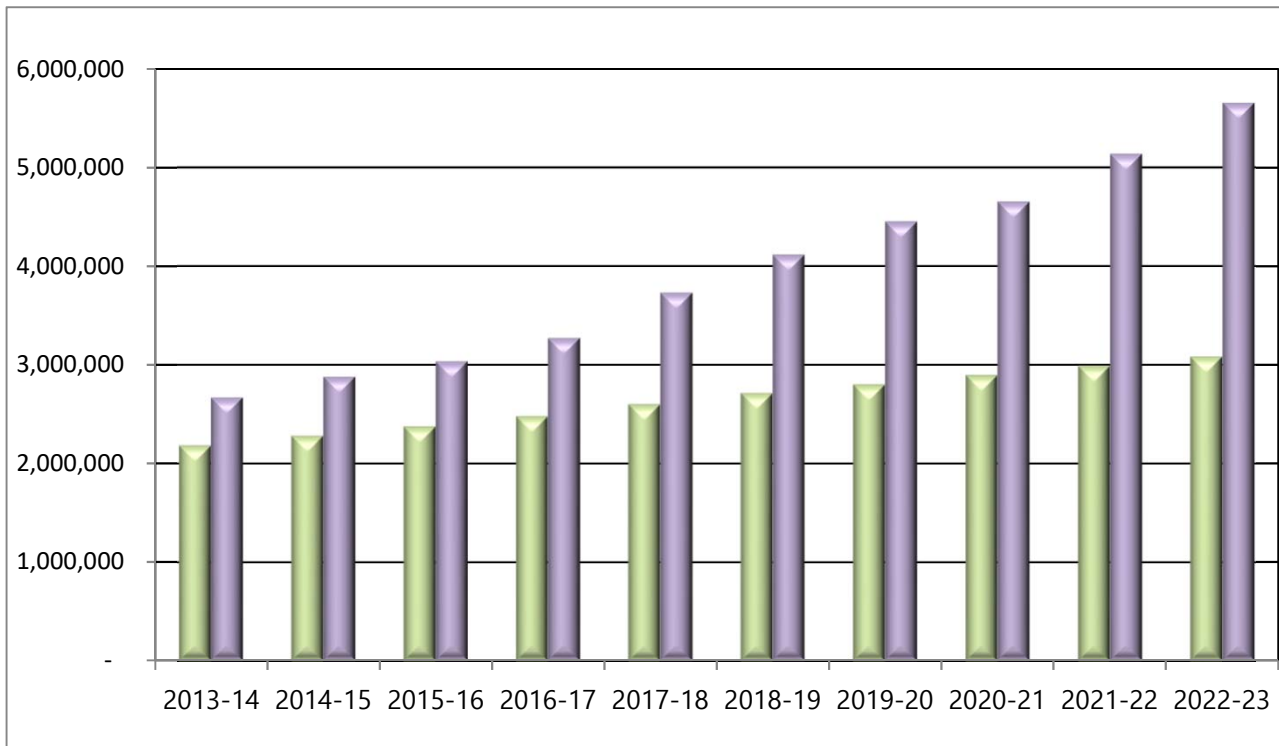
The above graph depicts the City's debt service (principal and interest payments) on its bonded indebtedness. Since the 2018 Gas Tax Revenue Loans is for 15-years, the graph is extended out to fiscal year 2032-33. Fiscal years 2023-24 through 2028-29 assume all assessment payments associated with the Keizer Station Local Improvement District 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		2022-23 Actual Tax Revenue	2023-24 Estimated Tax Revenues 103%
1	District Assessed Value	\$3,081,240,492	\$3,173,677,707
2	Permanent Tax Rate per \$1,000	\$2.0838	\$2.0838
3	Gross Property Tax Revenues	\$6,420,689	\$6,613,310
4	Penalties/Compression/Adjustments	-	-
5	Property Tax Revenues	\$6,420,689	\$6,613,310
6	Uncollectables and Discounts	(321,034)	(330,665)
7	Net Anticipated Tax Collected	\$ 6,099,654	\$ 6,282,644

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 55% of the real market value compared to fiscal year 2013-14 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

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Budget Overview

The following provides an overview of the fiscal year 2023-24 Budget as a supplement to the Citywide Budget summaries by fund found in this section.

The total budget for fiscal year 2023-24 is \$64,332,600 a 7.0% increase from the current year budget. Taxes and assessments are expected to increase 4.4% primarily as the result of the 3% increases in assessed property value. License and fees are expected to increase 6.8% as the result of an increase electric, natural gas and sanitation rates combined with an increase in the Police Services Fee. Intergovernmental revenues are expected to decrease by 24% as the result of receiving \$4.4 million from the American Rescue Plan Act (ARPA) during the previous year that is not expected to recur during the current year. Charges for services are expected to increase 3.7% as the result of water and sewer rate increases. The City's total operating budget, excluding transfers and debt proceeds, is \$34,180,900.

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 2023-24 total \$34,180,900 (excluding transfers and debt proceeds). Revenue trends are described in detail starting on page 31.

EXPENDITURES

Expenditures for fiscal year 2023-24 total \$52,030,200 (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 3.7% primarily

Budget Overview

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 3.5% for employees represented by the Local 737. The City is currently in negotiations with the Keizer Police Association as the applicable labor agreement expires June 30, 2023 therefore actual wage ranges for fiscal year 2023-34 are not known. 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 27% primarily due to the biannual PERS employer contribution rate increase in addition 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 2023-24 is \$20,098,500 of which \$7,034,500 is for routine expenditures and \$13,064,000 is for non-routine expenditures. A summary of total capital expenditures is on page 60.

Debt Service

Citywide debt service is budgeted at \$1,767,700 and includes the following payments:

- Keizer Station Local Improvement District - \$1,616,300, and
- Street Fund - \$151,400

Transfers

The fiscal year 2023-24 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 - \$1,058,000

Budget Overview

- 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
- 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 \$7,721,900. Projections by fund are on pages 61-63.

Budget Highlights

The fiscal year 2023-24 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 \$64,332,600 and includes \$20,098,500 in capital spending and \$1,767,700 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 2023-24 budget include:

1. Recovery from the COVID-19 pandemic,
2. The City Council's short term goals,
3. Marginal increases in 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 155-171).

The following is a summary of the financial highlights of the 2023-24 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 29, the City averages 0.75% 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 2022 was up 8.7% over 2021. These economic increases were factored into the City's budget projections.

REVENUES

The City is expecting overall operating revenues to decrease approximately 2.9% as compared to the prior year. The primary revenue decrease is for intergovernmental revenues as the result of the ARPA grant received during the prior year that is not expected to recur during the current year. The decrease in intergovernmental revenues is offset by anticipated increases in taxes and assessments, license and fees and charges for services.

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 2023-24 as compared to

Budget Highlights

increasing 3.3% during fiscal year 2022-23. The increase is primarily attributed to a 3% increase in assessed value.

Assessments

Assessments are expected to remain consistent at approximately \$1.4 million in fiscal year 2023-24 as compared to fiscal year 2022-23. The assessments are primarily associated with the Keizer Station Local Improvement District and the Street Light Local Improvement Districts.

License and Fees

Licenses and Fees are expected to increase 6.8% in fiscal year 2023-24 as compared to fiscal year 2022-23. The primary reason for the increase is due to an increase in electric, natural gas and sanitation rates combined with a \$0.90 per month increase in the Police Services Fee.

Intergovernmental Revenues

Intergovernmental Revenues are expected to decrease by 24% in fiscal year 2023-24 as compared to fiscal year 2022-23. The decrease is attributed to receiving \$4.4 million in intergovernmental funding from the ARPA Grant during the prior year that is not expected to recur during the current year.

Charges for Services

Charges for services are expected to increase approximately 3.7%. The increase is attributed to:

- An expected 4% water rate increase that will take effect January 1, 2024,
- an expected 6% sewer rate increase effective January 1, 2024. The City of Salem, who manages the regional sewer system, sets the sewer rates for the City of Keizer based on a cost of service analysis.

OPERATING EXPENDITURES

In total, the City's operating expenditures, which include personnel services and materials and services are expected to increase 5% 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 \$1.9 million increase in personnel services expense in fiscal year 2023-24 as compared to fiscal year 2022-23. 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 \$0.5 million in fiscal year 2023-24 as compared to fiscal year 2022-23 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 Local 737 collective bargaining agreement are projected to increase 3.5%. The City is currently in negotiations with the Keizer Police Association as the applicable labor agreement expires June 30, 2023 therefore actual wage increases are not known. 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 2023-24 will be 103 employees as compared to 102 in fiscal year 2022-23.

The City has allocated \$400,000 of ARPA grant funds 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 the biannual employer PERS contribution rate adjustment and the annual salary and wage increases.

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 2023-24 as compared to fiscal year 2022-23. Health and dental insurance premiums will increase no more than 5%. Consistent with fiscal year 2022-23 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 \$0.8 million from \$13.0 million in fiscal year 2022-23 to \$13.7 million in fiscal year 2023-24. 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 increase \$6.4 million in fiscal year 2023-24 as compared to fiscal year 2022-23.

Capital Outlay

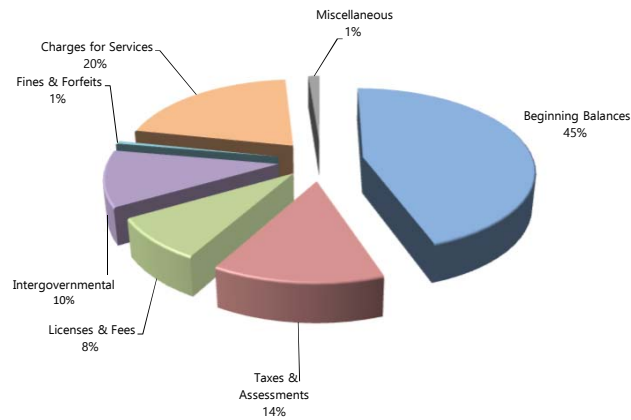
Capital outlay costs are expected to increase \$6.4 million from \$13.7 million in fiscal year 2022-23 to \$20.1 million in fiscal year 2023-24. The City has appropriated over \$3.4 million for development of the I-5 Chemawa southbound on-ramp should the Oregon Department of Transportation proceed with this project should construction begin during the current year. In addition the City has allocated \$7.7 million in ARPA grant funds for capital outlay projects including expanding the event center and building two turf fields at Keizer Rapids Park.

Debt Service

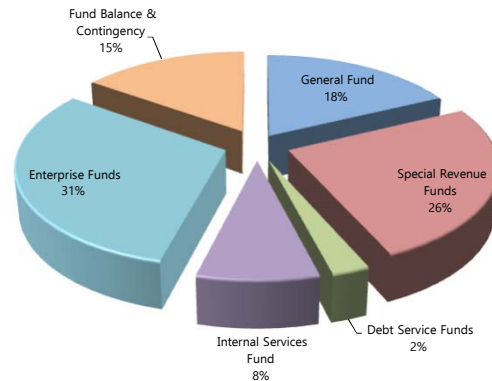
Payments of principal and interest on the City's debt obligations is expected to remain consistent with the prior year as no new debt is anticipated. The City continues to pay down the debt associated with the Keizer Station Local Improvement District bonds and Gas Tax loan.

All Funds Combined

Revenues (net eliminations)*



Expenditures (net eliminations)*



	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
RESOURCES:								
Beginning Balance:	\$ 15,925,928	\$ 17,331,397	\$ 23,587,500	\$ 24,938,900	\$ 27,581,900			16.9%
Revenues:								
Taxes & Assessments	7,641,172	7,976,578	8,035,400	8,124,900	8,385,300			4.4%
Licenses & Fees	4,751,472	5,266,427	4,888,600	5,580,500	5,218,700			6.8%
Intergovernmental	5,457,973	5,055,976	8,989,100	9,222,200	6,833,900			-24.0%
Fines & Forfeits	481,622	401,654	318,000	324,000	333,000			4.7%
Charges for Services	11,320,683	11,630,398	12,195,000	12,121,500	12,652,300			3.7%
Miscellaneous	1,022,049	6,262,230	785,800	1,024,200	757,700			-3.6%
Total Revenues:	30,674,971	36,593,263	35,211,900	36,397,300	34,180,900			-2.9%
Other Resources:								
Transfers In	2,374,351	2,431,600	2,401,800	2,201,800	2,569,800			7.0%
Total Other Resources	2,374,351	2,431,600	2,401,800	2,201,800	2,569,800			7.0%
TOTAL RESOURCES	48,975,250	56,356,260	61,201,200	63,538,000	64,332,600			5.1%
REQUIREMENTS:								
Expenditures:								
Personnel Services	12,615,954	13,427,241	15,850,500	14,517,500	16,437,900			3.7%
Materials & Services	11,473,799	11,370,367	12,943,700	12,123,800	13,726,100			5.9%
Capital Outlay	3,132,006	2,435,200	14,106,000	5,345,200	20,098,500			42.5%
Debt Service	2,047,748	1,752,873	1,767,800	1,767,800	1,767,700			0.0%
Total Expenditures:	29,269,507	28,985,681	44,668,000	33,754,300	52,030,200			16.4%
Other Requirements:								
Transfers Out	2,374,351	2,431,600	2,401,800	2,201,800	2,569,800			7.0%
Contingency	-	-	5,577,700	-	2,010,700			-64.0%
Total Other Requirements	2,374,351	2,431,600	7,979,500	2,201,800	4,580,500			-42.6%
Fund Balance:								
Restricted	11,634,084	18,135,620	5,234,900	21,017,000	4,802,900			-8.3%
Committed	814,469	1,118,952	401,700	1,017,500	366,800			-8.7%
Assigned	1,501,261	2,070,155	667,000	1,931,200	573,600			-14.0%
Unassigned	3,381,579	3,614,252	2,250,100	3,616,200	1,978,600			-11.4%
Total Fund Balance	17,331,393	24,938,979	8,553,700	27,581,900	7,721,900			-9.5%
TOTAL REQUIREMENTS	\$ 48,975,251	\$ 56,356,260	\$ 61,201,200	\$ 63,538,000	\$ 64,332,600			5.1%

Notes:

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

Resource & Requirement Summary by Fund Type

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

	General	Special Revenue	Nonmajor Governmental	Major Enterprise	Nonmajor Enterprise	Internal Service	Debt Service	Eliminations	Total
1 RESOURCES:									
2 Beginning Balance:	\$ 3,616,200	\$ 2,100,000	\$ 13,652,400	\$ 3,823,600	\$ 1,149,000	\$ 544,500	\$ 2,696,200	\$ -	\$ 27,581,900
3 Revenues:									
4 Taxes & Assessments	6,542,600	-	-	-	688,700	-	1,154,000	-	8,385,300
5 Licenses & Fees	3,189,200	14,100	1,865,900	75,000	-	-	-	-	5,144,200
6 Intergovernmental	1,684,200	3,145,000	2,004,700	-	-	-	-	-	6,833,900
7 Fines & Forfeits	333,000	-	-	-	-	-	-	-	333,000
8 Charges for Services	2,000	-	-	12,559,800	165,000	5,340,400	-	(5,340,400)	12,726,800
9 Miscellaneous	111,500	5,500	151,600	17,500	11,000	-	460,600	-	757,700
10 Total Revenues:	11,862,500	3,164,600	4,022,200	12,652,300	864,700	5,340,400	1,614,600	(5,340,400)	34,180,900
11 Other Resources:									
12 Transfers In	1,008,000	-	390,800	1,171,000	-	-	-	-	2,569,800
13 Total Other Resources	1,008,000	-	390,800	1,171,000	-	-	-	-	2,569,800
14 TOTAL RESOURCES	16,486,700	5,264,600	18,065,400	17,646,900	2,013,700	5,884,900	4,310,800	(5,340,400)	64,332,600
15 REQUIREMENTS:									
16 Expenditures:									
17 Personnel Services	9,253,700	161,000	925,800	2,493,100	233,900	3,370,400	-	-	16,437,900
18 Materials & Services	4,252,500	913,400	1,536,600	10,296,300	695,300	1,357,400	-	(5,340,400)	13,711,100
19 Capital Outlay	396,100	2,926,600	13,730,200	2,249,000	356,600	440,000	-	-	20,098,500
20 Debt Service	-	151,400	-	-	-	-	1,616,300	-	1,767,700
21 Total Expenditures:	13,902,300	4,152,400	16,192,600	15,038,400	1,285,800	5,167,800	1,616,300	(5,340,400)	52,015,200
22 Other Requirements:									
23 Transfers Out	390,800	521,000	1,008,000	650,000	-	-	-	-	2,569,800
24 Contingency	200,000	54,000	575,500	314,100	150,000	717,100	-	-	2,010,700
25 Total Other Requirements	590,800	575,000	1,583,500	964,100	150,000	717,100	-	-	4,580,500
26 Fund Balance:									
27 Restricted	-	537,200	289,300	957,000	324,900	-	2,694,500	-	4,802,900
28 Committed	-	-	-	366,800	-	-	-	-	366,800
29 Assigned	-	-	-	320,600	253,000	-	-	-	573,600
30 Unassigned	1,993,600	-	-	-	-	-	-	-	1,993,600
31 Total Fund Balance	1,993,600	537,200	289,300	1,644,400	577,900	-	2,694,500	-	7,736,900
32 TOTAL REQUIREMENTS	\$ 16,486,700	\$ 5,264,600	\$ 18,065,400	\$ 17,646,900	\$ 2,013,700	\$ 5,884,900	\$ 4,310,800	\$ (5,340,400)	\$ 64,332,600

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24
General	\$ 15,593,226	\$ 15,850,709	\$ 15,590,100	\$ 16,173,400	\$ 16,486,700		
Special Revenue Funds:							
Street	4,088,335	4,429,162	4,855,500	5,261,200	5,264,600		
Park Services	1,567,605	1,489,135	1,719,700	1,647,900	1,607,300		
Police Services	982,739	1,042,857	1,164,800	1,165,500	1,383,500		
American Rescue Plan Act	-	5,260,425	8,870,800	9,230,400	8,939,200		
Keizer Youth Peer Court	11,514	11,772	11,900	11,900	12,000		
Public Government Education	464,901	432,068	339,800	370,900	280,000		
Housing Rehabilitation	108,141	124,443	154,400	154,400	184,400		
Energy Efficiency	18,298	21,895	36,900	36,900	51,900		
Park Improvement	977,014	1,229,605	1,220,500	1,603,600	1,623,900		
Transportation Improvement	3,542,592	3,631,615	3,638,400	3,913,300	3,983,200		
Off-Site Transportation	-	-	-	-	-		
Enterprise Funds							
Water	4,489,028	4,662,790	4,644,100	4,661,000	4,735,700		
Water Facility	915,215	1,263,265	1,415,000	1,127,900	1,409,900		
Sewer	6,812,131	7,013,223	7,426,400	7,437,800	7,823,800		
Stormwater	3,144,851	3,384,269	3,765,900	3,824,100	3,677,500		
Community Center	473,317	625,450	547,400	784,000	791,700		
Street Lighting District	885,692	919,424	907,200	893,700	915,400		
Sewer Reserve	273,944	275,307	295,900	290,600	306,600		
Internal Services Fund							
Administrative Services	4,378,891	4,826,555	5,009,300	4,918,900	5,884,900		
Debt Service Funds							
Total	\$ 53,076,728	\$ 60,792,374	\$ 65,915,800	\$ 67,819,700	\$ 69,673,000		

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 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24
RESOURCES:															
Beginning Balance:	\$ 3,381,583	\$ 3,325,300	\$ 3,616,200	\$ 1,033,391	\$ 1,935,900	\$ 2,100,000	\$ 3,394,392	\$ 3,564,400	\$ 3,913,300	\$ -	\$ 4,460,400	\$ 6,939,200	\$ 2,089,129	\$ 2,430,400	\$ 2,799,900
Revenues:															
Taxes & Assessments	6,246,837	6,335,000	6,542,600	307	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	3,145,160	3,013,000	3,189,200	16,984	14,100	14,100	189,751	29,000	24,900	-	-	-	1,735,318	1,717,500	1,841,000
Intergovernmental	1,700,559	1,674,000	1,684,200	3,355,217	2,900,000	3,145,000	-	-	-	-	4,410,400	2,000,000	200	4,700	4,700
Fines & Forfeits	401,654	318,000	333,000	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	322	2,000	2,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	177,094	82,800	111,500	23,263	5,500	5,500	17,472	15,000	15,000	5,260,425	-	-	112,842	134,600	136,600
Total Revenues:	11,671,626	11,424,800	11,862,500	3,395,771	2,919,600	3,164,600	207,223	44,000	39,900	5,260,425	4,410,400	2,000,000	1,848,360	1,856,800	1,982,300
Other Resources:															
Transfers In	797,500	840,000	1,008,000	-	-	-	30,000	30,000	30,000	-	-	-	425,800	360,800	360,800
Total Other Resources	797,500	840,000	1,008,000	-	-	-	30,000	30,000	30,000	-	-	-	425,800	360,800	360,800
TOTAL RESOURCES	15,850,709	15,590,100	16,486,700	4,429,162	4,855,500	5,264,600	3,631,615	3,638,400	3,983,200	5,260,425	8,870,800	8,939,200	4,351,775	4,648,000	5,143,000
REQUIREMENTS:															
Expenditures:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Personnel Services	7,894,994	8,556,000	9,253,700	134,446	153,300	161,000	-	-	-	-	1,095,000	400,000	407,900	447,400	525,800
Materials & Services	3,737,333	3,904,200	4,252,500	718,890	895,600	913,400	-	-	-	158,543	694,700	850,000	370,625	611,900	686,600
Capital Outlay	213,330	339,000	396,100	873,598	2,568,600	2,926,600	-	3,638,400	3,983,200	281,858	3,096,000	7,689,200	288,325	1,516,800	2,057,800
Debt Service	-	-	-	151,933	151,700	151,400	-	-	-	-	-	-	-	-	-
Total Expenditures:	11,845,657	12,799,200	13,902,300	1,878,867	3,769,200	4,152,400	-	3,638,400	3,983,200	440,401	4,885,700	8,939,200	1,066,850	2,576,100	3,270,200
Other Requirements:															
Transfers Out	390,800	390,800	390,800	521,000	521,000	521,000	-	-	-	-	-	-	869,800	840,000	1,008,000
Contingency	-	150,000	200,000	-	56,100	54,000	-	-	-	-	3,985,100	-	-	524,800	575,500
Total Other Requirements	390,800	540,800	590,800	521,000	577,100	575,000	-	-	-	-	3,985,100	-	869,800	1,364,800	1,583,500
Fund Balance:															
Restricted	-	-	-	2,029,295	509,200	537,200	3,631,615	-	-	4,820,024	-	-	2,415,125	707,100	289,300
Committed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unassigned	3,614,252	2,250,100	1,993,600	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	3,614,252	2,250,100	1,993,600	2,029,295	509,200	537,200	3,631,615	-	-	4,820,024	-	-	2,415,125	707,100	289,300
TOTAL REQUIREMENTS	\$ 15,850,709	\$ 15,590,100	\$ 16,486,700	\$ 4,429,162	\$ 4,855,500	\$ 5,264,600	\$ 3,631,615	\$ 3,638,400	\$ 3,983,200	5,260,425	8,870,800	8,939,200	\$ 4,351,775	\$ 4,648,000	\$ 5,143,000

Continued



Consolidated Fund Summary

	Major Enterprise Funds											
	Water Fund			Water Facility Fund			Sewer Fund			Stormwater Fund		
	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24
RESOURCES:												
Beginning Balance:	\$ 1,140,837	\$ 1,081,100	\$ 1,112,200	\$ 534,995	\$ 737,500	\$ 697,900	\$ 457,057	\$ 470,400	\$ 473,000	\$ 1,242,069	\$ 1,630,900	\$ 1,540,500
Revenues:												
Taxes & Assessments	-	-	-	-	-	-	-	-	-	-	-	-
Licenses & Fees	104,712	75,000	75,000	74,502	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	3,392,658	3,476,000	3,536,500	-	25,000	59,500	6,554,462	6,955,000	7,349,800	1,615,190	1,612,000	1,614,000
Miscellaneous	17,283	12,000	12,000	3,768	2,500	2,500	1,704	1,000	1,000	6,010	2,000	2,000
Total Revenues:	3,514,653	3,563,000	3,623,500	78,270	27,500	62,000	6,556,166	6,956,000	7,350,800	1,621,200	1,614,000	1,616,000
Other Resources:												
Transfers In	7,300	-	-	650,000	650,000	650,000	-	-	-	521,000	521,000	521,000
Total Other Resources	7,300	-	-	650,000	650,000	650,000	-	-	-	521,000	521,000	521,000
TOTAL RESOURCES	4,662,790	4,644,100	4,735,700	1,263,265	1,415,000	1,409,900	7,013,223	7,426,400	7,823,800	3,384,269	3,765,900	3,677,500
REQUIREMENTS:												
Expenditures:												
Personnel Services	1,227,163	1,371,500	1,445,700	-	-	-	1,640	2,400	2,400	816,256	971,600	1,045,000
Materials & Services	1,605,005	1,728,100	1,831,900	-	-	-	6,529,788	6,982,300	7,414,600	860,614	925,300	1,049,800
Capital Outlay	33,951	271,000	146,000	617,836	940,000	990,000	-	-	-	20,307	1,132,100	1,113,000
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures:	2,866,119	3,370,600	3,423,600	617,836	940,000	990,000	6,531,428	6,984,700	7,417,000	1,697,177	3,029,000	3,207,800
Other Requirements:												
Transfers Out	650,000	650,000	650,000	-	-	-	-	-	-	-	-	-
Contingency	-	125,000	125,000	-	-	-	-	40,000	40,000	-	149,100	149,100
Total Other Requirements	650,000	775,000	775,000	-	-	-	-	40,000	40,000	-	149,100	149,100
Fund Balance:												
Restricted	1,146,671	498,500	537,100	645,429	475,000	419,900	-	-	-	-	-	-
Committed	-	-	-	-	-	-	481,795	401,700	366,800	-	-	-
Assigned	-	-	-	-	-	-	-	-	-	1,687,092	587,800	320,600
Unassigned	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Balance	1,146,671	498,500	537,100	645,429	475,000	419,900	481,795	401,700	366,800	1,687,092	587,800	320,600
TOTAL REQUIREMENTS	\$ 4,662,790	\$ 4,644,100	\$ 4,735,700	\$ 1,263,265	\$ 1,415,000	\$ 1,409,900	\$ 7,013,223	\$ 7,426,400	\$ 7,823,800	\$ 3,384,269	\$ 3,765,900	\$ 3,677,500

Continued



Consolidated Fund Summary

	Non Major Enterprise Funds			Internal Service Fund			Debt Service Fund		
				Administrative Services			Keizer Station Local Improvement Districts		
	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24
RESOURCES:									
Beginning Balance:	\$ 1,028,812	\$ 964,500	\$ 1,149,000	\$ 357,412	\$ 294,700	\$ 544,500	\$ 2,683,234	\$ 2,692,000	\$ 2,696,200
Revenues:									
Taxes & Assessments	699,203	610,000	688,700	-	-	-	1,030,231	1,090,400	1,154,000
Licenses & Fees	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-	-	-	-
Charges for Services	67,766	165,000	165,000	4,436,114	4,714,600	5,340,400	-	-	-
Miscellaneous	24,400	11,000	11,000	33,029	-	-	584,940	519,400	460,600
Total Revenues:	791,369	786,000	864,700	4,469,143	4,714,600	5,340,400	1,615,171	1,609,800	1,614,600
Other Resources:									
Transfers In	-	-	-	-	-	-	-	-	-
Total Other Resources	-	-	-	-	-	-	-	-	-
TOTAL RESOURCES	1,820,181	1,750,500	2,013,700	4,826,555	5,009,300	5,884,900	4,298,405	4,301,800	4,310,800
REQUIREMENTS:									
Expenditures:									
Personnel Services	75,452	209,000	233,900	2,869,390	3,044,300	3,370,400	-	-	-
Materials & Services	611,072	617,000	695,300	1,214,611	1,299,200	1,357,400	-	-	-
Capital Outlay	598	345,900	356,600	105,397	258,200	440,000	-	-	-
Debt Service	-	-	-	-	-	-	1,600,940	1,616,100	1,616,300
Total Expenditures:	687,122	1,171,900	1,285,800	4,189,398	4,601,700	5,167,800	1,600,940	1,616,100	1,616,300
Other Requirements:									
Transfers Out	-	-	-	-	-	-	-	-	-
Contingency	-	140,000	150,000	-	407,600	717,100	-	-	-
Total Other Requirements	-	140,000	150,000	-	407,600	717,100	-	-	-
Fund Balance:									
Restricted	749,996	359,400	324,900	-	-	-	2,697,465	2,685,700	2,694,500
Committed	-	-	-	637,157	-	-	-	-	-
Assigned	383,063	79,200	253,000	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-
Total Fund Balance	1,133,059	438,600	577,900	637,157	-	-	2,697,465	2,685,700	2,694,500
TOTAL REQUIREMENTS	\$ 1,820,181	\$ 1,750,500	\$ 2,013,700	\$ 4,826,555	\$ 5,009,300	\$ 5,884,900	\$ 4,298,405	\$ 4,301,800	\$ 4,310,800

Continued



Consolidated Fund Summary

	Governmental Funds			Proprietary Funds			Debt Service Funds			Eliminations			Total All Funds		
	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24	ACTUAL 2021-22	BUDGETED 2022-23	BUDGET 2023-24
RESOURCES:															
Beginning Balance:	\$ 9,898,495	\$ 15,716,400	\$ 19,368,600	\$ 4,761,182	\$ 5,179,100	\$ 5,517,100	\$ 2,683,234	\$ 2,692,000	\$ 2,696,200	\$ -	\$ -	\$ -	\$ 17,342,911	\$ 23,587,500	\$ 27,581,900
Revenues:															
Taxes & Assessments	6,247,144	6,335,000	6,542,600	699,203	610,000	688,700	1,030,231	1,090,400	1,154,000	-	-	-	7,976,578	8,035,400	8,385,300
Licenses & Fees	5,087,213	4,773,600	5,069,200	179,214	75,000	75,000	-	-	-	-	-	-	5,266,427	4,848,600	5,144,200
Intergovernmental	5,055,976	8,989,100	6,833,900	-	-	-	-	-	-	-	-	-	5,055,976	8,989,100	6,833,900
Fines & Forfeits	401,654	318,000	333,000	-	-	-	-	-	-	-	-	-	401,654	318,000	333,000
Charges for Services	322	2,000	2,000	16,066,190	16,947,600	18,065,200	-	-	-	(4,436,114)	(4,714,600)	(5,340,400)	11,630,398	12,235,000	12,726,800
Miscellaneous	5,591,096	237,900	268,600	86,194	28,500	28,500	584,940	519,400	460,600	-	-	-	6,262,230	785,800	757,700
Total Revenues:	22,383,405	20,655,600	19,049,300	17,030,801	17,661,100	18,857,400	1,615,171	1,609,800	1,614,600	(4,436,114)	(4,714,600)	(5,340,400)	36,593,263	35,211,900	34,180,900
Other Resources:															
Transfers In	1,253,300	1,230,800	1,398,800	1,178,300	1,171,000	1,171,000	-	-	-	-	-	-	2,431,600	2,401,800	2,569,800
Total Other Resources	1,253,300	1,230,800	1,398,800	1,178,300	1,171,000	1,171,000	-	-	-	-	-	-	2,431,600	2,401,800	2,569,800
TOTAL RESOURCES	33,523,686	37,602,800	39,816,700	22,970,283	24,011,200	25,545,500	4,298,405	4,301,800	4,310,800	(4,436,114)	(4,714,600)	(5,340,400)	56,356,260	61,201,200	64,332,600
REQUIREMENTS:															
Expenditures:															
Personnel Services	8,437,340	10,251,700	10,340,500	4,989,901	5,598,800	6,097,400	-	-	-	-	-	-	13,427,241	15,850,500	16,437,900
Materials & Services	4,985,391	6,106,400	6,702,500	10,821,090	11,551,900	12,349,000	-	-	-	(4,436,114)	(4,714,600)	(5,340,400)	11,370,367	12,943,700	13,711,100
Capital Outlay	1,657,111	11,158,800	17,052,900	778,089	2,947,200	3,045,600	-	-	-	-	-	-	2,435,200	14,106,000	20,098,500
Debt Service	151,933	151,700	151,400	-	-	-	1,600,940	1,616,100	1,616,300	-	-	-	1,752,873	1,767,800	1,767,700
Total Expenditures:	15,231,775	27,668,600	34,247,300	16,589,080	20,097,900	21,492,000	1,600,940	1,616,100	1,616,300	(4,436,114)	(4,714,600)	(5,340,400)	28,985,681	44,668,000	52,015,200
Other Requirements:															
Transfers Out	1,781,600	1,751,800	1,919,800	650,000	650,000	650,000	-	-	-	-	-	-	2,431,600	2,401,800	2,569,800
Contingency	-	4,716,000	829,500	-	861,700	1,181,200	-	-	-	-	-	-	-	5,577,700	2,010,700
Total Other Requirements	1,781,600	6,467,800	2,749,300	650,000	1,511,700	1,831,200	-	-	-	-	-	-	2,431,600	7,979,500	4,580,500
Fund Balance:															
Restricted	12,896,059	1,216,300	826,500	2,542,096	1,332,900	1,281,900	2,697,465	2,685,700	2,694,500	-	-	-	18,135,620	5,234,900	4,802,900
Committed	-	-	-	1,118,952	401,700	366,800	-	-	-	-	-	-	1,118,952	401,700	366,800
Assigned	-	-	-	2,070,155	667,000	573,600	-	-	-	-	-	-	2,070,155	667,000	573,600
Unassigned	3,614,252	2,250,100	1,993,600	-	-	-	-	-	-	-	-	-	3,614,252	2,250,100	1,993,600
Total Fund Balance	16,510,311	3,466,400	2,820,100	5,731,203	2,401,600	2,222,300	2,697,465	2,685,700	2,694,500	-	-	-	24,938,979	8,553,700	7,736,900
TOTAL REQUIREMENTS	33,523,686	37,602,800	39,816,700	\$ 22,970,283	\$ 24,011,200	\$ 25,545,500	\$ 4,298,405	\$ 4,301,800	\$ 4,310,800	\$ (4,436,114)	\$ (4,714,600)	\$ (5,340,400)	\$ 56,356,260	\$ 61,201,200	\$ 64,332,600

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 vehicles and protective equipment	\$ 396,100
2	Park Services Fund	Field equipment	15,300
3	Street Fund	Equipment, vehicles and minor improvements	178,600
4		Street resurfacing	2,200,000
5		Street improvements to be identified during FY23-24	200,000
6	Park Improvement Fund	Park improvements to be identified during FY23-24	1,500,000
		Pickleball courts at Keizer Rapids Park	42,500
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	30,000
11		Storm sewer pipe extension or repair	1,083,000
12	Community Center Fund	Furnishings and carpet	50,000
13	Administrative Services	Computer equipment	135,000
14		Shop improvements	18,000
15	Water Facility Fund	Transmission & distribution mains	800,000
16		Water facility improvements to be identified during FY23-24	190,000
17	Total Routine Capital Outlay		7,034,500
18	Non-Routine Capital Outlay		
19	Administrative Services	Civic Center Improvements	287,000
20	Park Services Fund	Park improvements to be identified during FY23-24	450,000
21	Street Fund	Street Improvements	318,000
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	3,983,200
24	Sewer Reserve Fund	Sewer trunk line improvement to be identified during FY23-24	306,600
25	ARPA Fund	ARPA related projects to be identified during FY23-24	7,689,200
26	Total Non-Routine Capital Outlay		13,064,000
27	Total Capital Outlay Expenditures		\$ 20,098,500

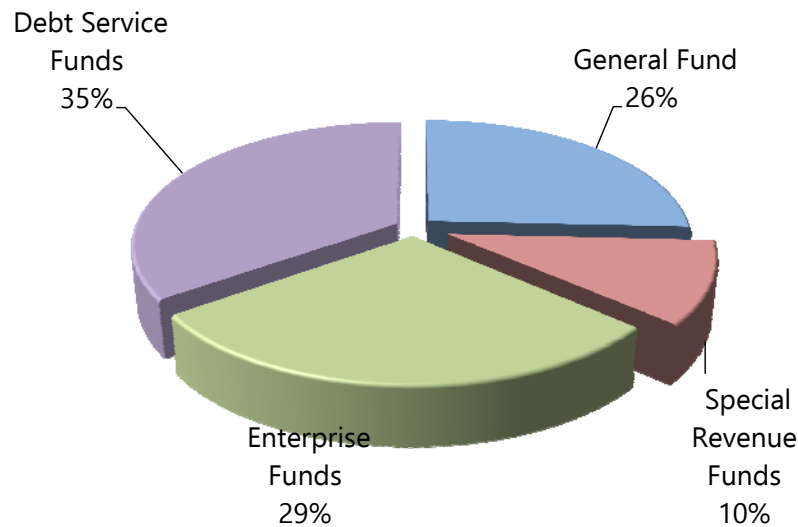
Maintenance costs for the routine Capital Outlay expenditures listed above are included in the on-going maintenance budgets for the funds identified. There are no additional impacts on the operating budget for these items.

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 2023-24



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 2023-24 is \$7,721,900. 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, 2023	Revenues & Expenditures & Transfers		June 30, 2024	Change in Fund	
		Transfers In	Out		Balance	% Change
Governmental Funds:						
General	\$ 3,616,200	\$ 11,862,500	\$ 14,493,100	\$ 1,993,600	\$ (1,622,600)	-45%
Special Revenue Funds:						
Street	2,100,000	3,164,600	4,727,400	537,200	(1,562,800)	-74%
ARPA	6,939,200	2,000,000	8,939,200	-	(6,939,200)	-100%
Park Services	465,800	1,141,500	1,471,000	136,300	(329,500)	-71%
Police Services	325,500	1,058,000	1,008,000	-	(325,500)	-100%
Public Education Government	225,500	54,500	220,400	59,600	(165,900)	-74%
Housing Rehabilitation	154,400	30,000	184,400	-	(154,400)	-100%
Keizer Youth Peer Court	11,900	100	-	12,000	100	1%
Energy Efficiency	36,900	15,000	51,900	-	(36,900)	-100%
Park Improvement	1,579,900	44,000	1,542,500	81,400	(1,498,500)	-95%
Transportation Improvement	3,913,300	39,900	3,983,200	-	(3,913,300)	-100%
Total Special Revenue Funds	15,752,400	7,547,600	22,128,000	826,500	(14,925,900)	-95%
Total Governmental Funds	\$ 19,368,600	\$ 19,410,100	\$ 36,621,100	\$ 2,820,100	\$(16,548,500)	-85%

General Fund - The 2023-24 ending fund balance is \$1,622,600 less than the beginning fund balance. Available fund balance is being used for contingency, to replenish the General Fund's share of reserves in the Administrative Services Fund and for operating expenses.

Street Fund - The 2023-24 ending fund balance is \$1,562,600 less than the beginning fund balance. Available fund balance is being used for one time infrastructure improvements.

ARPA Fund - The 2023-24 ending fund balance is \$6,939,200 less than the beginning fund balance. Available fund balance is being used for ARPA related expenditures.

Park Services Fund - The 2023-24 ending fund balance is \$329,500 less than the beginning fund balance. Available fund balance is being used for future park maintenance and repairs.

Police Services Fund - The 2023-24 ending fund balance is \$325,500 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 2023-24 ending fund balance is \$165,900 less than the beginning fund balance. Available fund balance is being used for contingency.

Housing Rehabilitation Fund - The 2023-24 ending fund balance is \$154,400 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 2023-24 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 2023-24 ending fund balance is \$36,900 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 2023-24 ending fund balance is \$1,498,500 less than the beginning fund balance. Available fund balance is being used for one-time capital expenditure.

Transportation Improvement Fund - The 2023-24 ending fund balance is \$3,913,300 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, 2023	Revenues & Transfers In	Expenditures & Transfers Out	June 30, 2024	Change in Fund Balance	% Change
Proprietary Funds:						
Enterprise Funds						
Water	1,112,200	3,623,500	4,198,600	537,100	(575,100)	-52%
Water Facility	697,900	712,000	990,000	419,900	(278,000)	-40%
Sewer	473,000	7,350,800	7,457,000	366,800	(106,200)	-22%
Stormwater	1,540,500	2,137,000	3,356,900	320,600	(1,219,900)	-79%
Community Center	390,700	401,000	538,700	253,000	(137,700)	-35%
Street Lighting District	467,700	447,700	590,500	324,900	(142,800)	-31%
Sewer Reserve	290,600	16,000	306,600	-	(290,600)	-100%
Total Enterprise Funds	4,972,600	14,688,000	17,438,300	2,222,300	(2,750,300)	-55%
Internal Services Fund						
Administrative Services	544,500	5,340,400	5,884,900	-	(544,500)	-100%
Total Proprietary Funds	5,517,100	20,028,400	23,323,200	2,222,300	(3,294,800)	-60%
Debt Service Funds						
Keizer Station LID	2,696,200	1,614,600	1,616,300	2,694,500	(1,700)	0%
Total Debt Service Funds	2,696,200	1,614,600	1,616,300	2,694,500	(1,700)	0%
Total All Funds	\$ 27,581,900	\$ 41,053,100	\$ 61,560,600	\$ 7,736,900	\$(19,845,000)	-72%

Water Fund - The 2023-24 ending fund balance is \$574,200 less than the beginning fund balance. Available fund balance is being used for contingency and for a transfer to the Water Facility Fund to pay for future infrastructure.

Water Facility Fund - The 2023-24 ending fund balance is \$278,000 more than the beginning fund balance. This fund is used to build and replace the City's water infrastructure.

Sewer Fund - The 2023-24 ending fund balance is \$106,100 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Stormwater Fund - The 2023-24 ending fund balance is \$1,219,300 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Community Center Fund - The 2023-24 ending fund balance is \$137,600 less than the beginning fund balance. Available fund balance is being used for contingency and for increased operating costs.

Street Lighting District Fund - The 2023-24 ending fund balance is \$142,800 less than the beginning fund balance. Available fund balance is being used for increased electricity costs.

Sewer Reserve Fund - The 2023-24 ending fund balance is \$290,600 less than the beginning fund balance. Available fund balance is being used for sewer line extensions.

Administrative Services Fund - The 2023-24 ending fund balance is \$544,500 less than the beginning fund balance. Available fund balance is being used for contingency.

Keizer Station Local Improvement District Fund - The 2023-24 ending fund balance is \$1,700 less than the beginning fund balance. This fund is used to collect assessment payments from property owners at Keizer Station Area A. Assessment proceeds are used to repay the debt issued to pay infrastructure costs which benefited these property owners.

Staffing History and Pay Ranges

	Budget FY19-20	Budget FY20-21	Budget FY21-22	Budget FY22-23	Budget FY23-24	Monthly Salary Range (1.0 FTE)
CITY MANAGER						
City Manager	1.0	1.0	1.0	1.0	1.0	\$ 11,683 - \$ 15,243
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	\$ 10,599 - \$ 13,829
Legal Assistant	1.0	1.0	1.0	1.0	1.0	\$ 4,635 - \$ 6,049
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	\$ 7,540 - \$ 9,838
Deputy City Recorder	1.0	1.0	1.0	1.0	1.0	\$ 4,635 - \$ 6,049
Total City Recorder	2.0	2.0	2.0	2.0	2.0	
HUMAN RESOURCES						
Human Resources Director	1.0	1.0	1.0	1.0	1.0	\$ 9,613 - \$ 12,542
Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	\$ 5,628 - \$ 7,341
Total Human Resources	2.0	2.0	2.0	2.0	2.0	
FINANCE						
Assistant City Manager - Finance Director	1.0	1.0	1.0	1.0	1.0	\$ 10,599 - \$ 13,829
Network Administrator	1.0	1.0	1.0	1.0	1.0	\$ 6,205 - \$ 8,096
Systems Technician	1.0	1.0	1.0	1.0	1.0	\$ 5,628 - \$ 7,341
Accountant	2.0	2.0	2.0	2.0	2.0	\$ 4,205 - \$ 5,488
Accounting Technician	1.0	1.0	1.0	1.0	1.0	\$ 4,205 - \$ 5,488
Accounting Specialist	2.0	2.0	2.0	2.0	2.0	\$ 3,638 - \$ 4,748
Court Clerk II	1.0	1.0	1.0	1.0	1.0	\$ 3,815 - \$ 4,978
Administrative Specialist	1.0	1.0	0.0	1.0	1.0	\$ 3,638 - \$ 4,748
Community Center Coordinator	1.0	1.0	1.0	1.0	1.0	\$ 4,007 - \$ 5,228
Community Center Assistant	0.0	1.0	1.0	1.0	1.0	\$ 3,463 - \$ 4,524
Total Finance	11.0	12.0	11.0	12.0	12.0	
COMMUNITY DEVELOPMENT						
Community Development Director	1.0	1.0	0.0	0.0	0.0	\$ 9,613 - \$ 12,542
Planning Director	0.0	0.0	1.0	1.0	1.0	\$ 7,914 - \$ 10,327
Senior Planner	1.0	1.0	0.0	0.0	0.0	\$ 6,205 - \$ 8,096
Assistant Planner	1.0	1.0	1.0	1.0	1.0	\$ 4,864 - \$ 6,349
Code Compliance Officer	1.0	1.0	1.0	1.0	1.0	\$ 4,635 - \$ 6,049
Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 4,205 - \$ 5,488
Total Community Development	5.0	5.0	4.0	4.0	4.0	

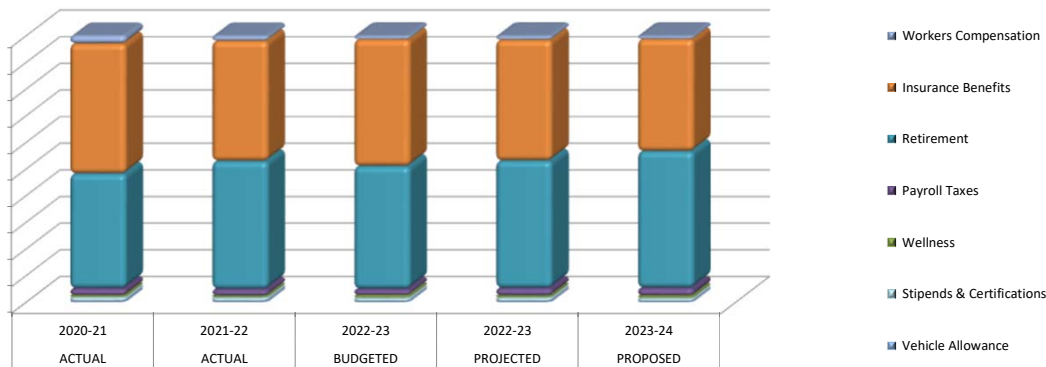
Staffing History and Pay Ranges

	Budget FY19-20	Budget FY20-21	Budget FY21-22	Budget FY22-23	Budget FY23-24	Monthly Salary Range (1.0 FTE)
PUBLIC WORKS						
Public Works Director	1.0	1.0	1.0	1.0	1.0	\$ 9,613 - \$ 12,542
Facility Maintenance	1.0	1.0	1.0	1.0	1.0	\$ 4,415 - \$ 5,760
Municipal Utility Laborer	1.0	1.0	1.0	1.0	1.0	\$ 3,626 - \$ 4,735
Municipal Utility Worker I - Parks	3.0	3.0	3.0	3.0	3.0	\$ 3,997 - \$ 5,216
Parks & Facilities Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 5,907 - \$ 7,708
Municipal Utility Worker I - General	7.0	7.0	7.0	7.0	7.0	\$ 4,198 - \$ 5,477
Municipal Utility Worker II - General	2.0	2.0	2.0	2.0	2.0	\$ 4,633 - \$ 6,048
Municipal Utility Worker II - Customer Service	1.0	1.0	1.0	1.0	1.0	\$ 4,408 - \$ 5,751
Municipal Utility Worker II - Stormwater	1.0	1.0	1.0	1.0	1.0	\$ 4,633 - \$ 6,048
Municipal Utility Worker III - Water	2.0	2.0	2.0	2.0	2.0	\$ 5,106 - \$ 6,663
Water Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 6,205 - \$ 8,096
Street & Stormwater Operations Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 6,205 - \$ 8,096
Project Manager	1.0	1.0	1.0	1.0	1.0	\$ 6,205 - \$ 8,096
Environmental & Technical Division Manager	1.0	1.0	1.0	1.0	1.0	\$ 6,205 - \$ 8,096
Environmental Program Technician	2.0	2.0	2.0	2.0	2.0	\$ 5,108 - \$ 6,668
Senior Environmental Program Technician	1.0	1.0	1.0	1.0	1.0	\$ 5,628 - \$ 7,341
GIS Technician	1.0	1.0	1.0	1.0	1.0	\$ 5,108 - \$ 6,668
Permit Specialist	1.0	1.0	1.0	1.0	1.0	\$ 4,205 - \$ 5,488
Total Public Works	29.0	29.0	29.0	29.0	29.0	
POLICE						
Chief	1.0	1.0	1.0	1.0	1.0	\$ 10,599 - \$ 13,829
Deputy Chief	1.0	0.0	0.0	0.0	0.0	\$ 9,161 - \$ 11,951
Lieutenants	3.0	4.0	4.0	3.0	3.0	\$ 8,304 - \$ 10,837
Sergeants	6.0	6.0	6.0	7.0	7.0	\$ 7,178 - \$ 9,365
Police Officers	31.0	31.0	31.0	31.0	31.0	\$ 5,519 - \$ 7,221
Total Sworn Positions	42.0	42.0	42.0	42.0	42.0	
Executive Assistant - Police	1.0	1.0	1.0	1.0	1.0	\$ 4,635 - \$ 6,049
Crime Analyst	1.0	1.0	1.0	1.0	1.0	\$ 5,143 - \$ 6,708
Community Services Officer	0.5	0.0	0.0	0.0	0.0	\$ 4,441 - \$ 5,796
Property & Evidence Specialist II	0.0	1.0	1.0	1.0	1.0	\$ 4,441 - \$ 5,796
Property & Evidence Specialist I	1.0	1.0	1.0	1.0	1.0	\$ 4,236 - \$ 5,529
Police Support Supervisor	1.0	1.0	1.0	1.0	1.0	\$ 5,628 - \$ 7,341
Police Support Specialists	3.0	3.0	3.0	3.0	3.0	\$ 4,030 - \$ 5,259
Total Non-sworn Positions	7.5	8.0	8.0	8.0	8.0	
Total Police Department	49.5	50.0	50.0	50.0	50.0	
Grand Total All Departments	101.5	103.0	101.0	102.0	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	79.0%	0.0%	3.9%	0.1%	1.8%	1.2%	8.1%	0.1%	5.8%	100.0%
CITY ATTORNEY										
Attorney Staff	91.1%	0.0%	4.6%	0.1%	1.3%	0.2%	0.9%	0.1%	1.7%	100.0%
HUMAN RESOURCES										
Human Resource Staff	66.8%	0.0%	3.2%	0.1%	2.2%	2.3%	15.2%	0.2%	10.0%	100.0%
FINANCE										
Finance and Accounting Staff	48.6%	0.0%	8.7%	0.4%	0.9%	17.1%	17.1%	1.6%	5.6%	100.0%
Administrative Specialist	15.2%	0.0%	2.6%	0.0%	70.0%	5.0%	5.0%	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	66.8%	0.0%	3.2%	0.1%	2.2%	2.3%	15.2%	0.2%	10.0%	100.0%
Community Center Staff	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	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	79.1%	0.0%	3.9%	0.1%	1.8%	1.2%	8.1%	0.1%	5.7%	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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE FROM BUDGETED 2022-23	% CHANGE FROM PROJECTED 2022-23
1 Salaries and Wages	\$ 7,646,432	\$ 7,950,276	\$ 8,540,300	\$ 8,482,300	\$ 8,990,600			5%	6%
2 Overtime	198,072	270,647	264,300	291,100	282,900			7%	-3%
3 ARPA - Salaries and Wages	-	-	1,095,000	220,000	400,000			100%	100%
4 Vehicle Allowance	3,500	3,850	4,200	4,200	4,200			0%	0%
5 Stipends & Certifications	80,995	83,384	83,800	85,300	87,800			5%	3%
6 Wellness	24,920	25,150	52,200	30,500	52,000			0%	70%
7 Payroll Taxes	122,784	129,148	138,000	156,300	199,800			45%	28%
8 Retirement	2,054,858	2,500,446	2,740,600	2,641,400	3,467,800			27%	31%
9 Insurance Benefits	2,332,369	2,350,332	2,835,200	2,505,500	2,850,500			1%	14%
10 Workers Compensation	152,024	114,008	96,900	100,900	102,300			6%	1%
	\$ 12,616,626	\$ 13,427,241	\$ 15,850,500	\$ 14,517,500	\$ 16,437,900			4%	13%

Notes:

- The budget provides for a 3.0% salary and wage increase for non-represented employees, 3.0% for employees represented by the Keizer Police Association and 3.5% for employees represented by the Local 737. Salaries and wages provides for 102 full-time employees. The City is currently in negotiations with the Keizer Police Association as the applicable labor agreement expires June 30, 2023 therefore actual wage ranges for fiscal year 2023-24 are not known.
- \$400,000 has been provided in the current budget to provide for payroll costs associated with 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. In addition the City is required to contribute 0.4% as part of the Paid Leave Oregon legislation.
- 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 FY23-24, 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 FY23-24 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 est.
City Council meetings	29	28	36	39	33
Total Expenditures	\$32 million	\$30 million	\$29 million	\$29 million	\$34 million
City-wide FTE	100.5	101.5	101	102	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

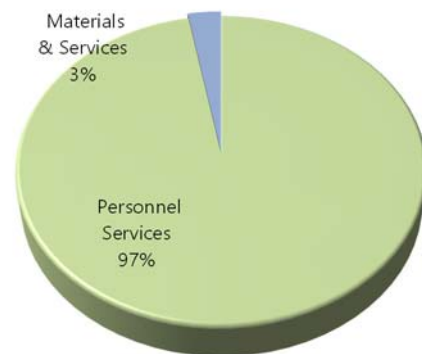
- Strengthen public safety
- Improve parks support and capacity
- Stabilize funding capacity
- Promote economic development
- Complete Periodic Review and proceed with urban growth boundary expansion measures
- Complete council goals

TOTAL EXPENDITURES \$290,100

1.0 FTE

Personnel Services \$281,800

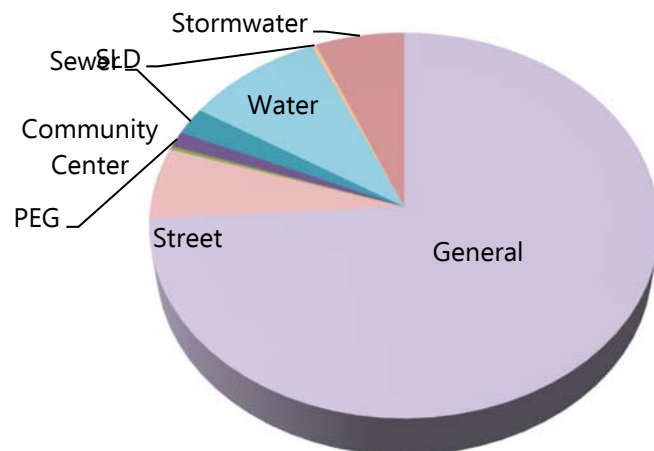
Materials & Services \$8,300



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	\$	229,200
Street		11,300
PEG		300
Community Center		5,200
Sewer		3,500
Water		23,500
SLD		300
Stormwater		16,800
	\$	<u>290,100</u>



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

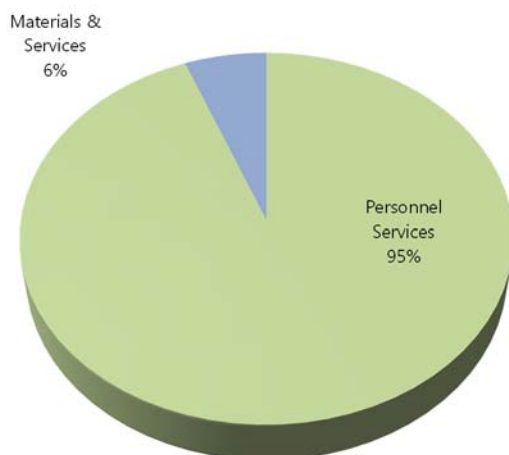
- Take appropriate steps to adopt a new Parks and Recreation Master Plan. (City Attorney to assist staff on notices and appropriate documentation.) - **COMPLETED**
- Conduct Request for Proposal solicitation process for codification. (City Attorney to prepare documentation and assist staff on selection process.) - **COMPLETED**
- Codify City Ordinances. (City Attorney to assist with process and take appropriate documentation to Council.)
- 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 \$413,100

2.0 FTE

Personnel Services \$378,100

Materials & Services \$35,000



WORKLOAD INDICATORS

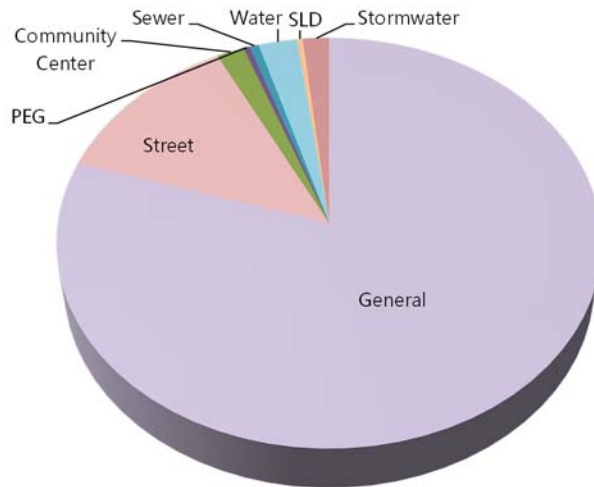
Workload Indicators	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 est.
City Council meetings	29	28	36	39	33
City Ordinances/ Orders reviewed and adopted	16	16	22	10	16
City Resolutions reviewed and adopted	112	75	92	88	70
Planning Commission Meetings	8	9	9	4	7

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	\$	376,400
Street		19,000
PEG		400
Community Center		5,400
Sewer		800
Water		3,700
SLD		400
Stormwater		7,000
	\$	<u>413,100</u>



HIGHLIGHTS

- Assist in review and challenge of the Climate Friendly and Equitable Community rules adopted by the Land Conservation and Development Commission
- Review, draft and assist on Ordinance/Resolution for right-of-way use regulation and fees
- Draft City Property Conduct Ordinance (exclusion ordinance)
- Assist Council and draft documents regarding the library services fee ballot measure

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 function. The City Recorder staff serves as the Clerk of the City Council and related boards, commission, and committees, 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;
- 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
- Personnel Policy Committee
- 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, including improvements to the City's website and use of social media mediums.
- Complete the codification of City Ordinances.
- Complete the implementation of the Agenda Management Program
- Support City Council Committees and Task Force in their efforts to accomplish established City Council goals.

City Recorder's Department

HIGHLIGHTS

- Participated in the process and decision of the service provider for the City's codification and agenda management programs.
- Provided city volunteers with the support and educational information they needed to carry forth the goals and objectives of the City.
- Hiring of Community Center Coordinator and Assistant Positions.
- Transition of the management of the Community Center to the Assistant City Manager
- Complete 31 years of service as the City Recorder of the City of Keizer.

GOALS AND INITIATIVES

- Complete the codification of City Ordinances
- Implement the agenda management program
- Assist in the transition to a new City Recorder

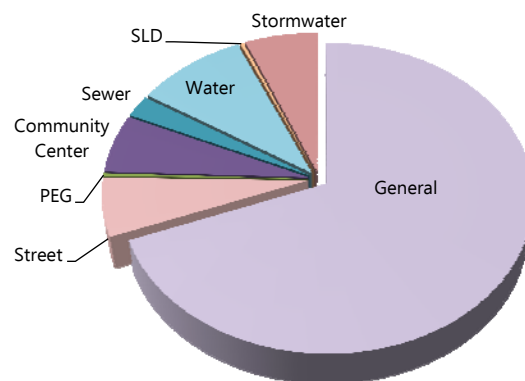
TOTAL EXPENDITURES \$328,700 (City Recorder's Department)

2.0 FTE

Personnel Services \$322,200

Materials & Services \$6,500

General	\$	260,300
Street		12,800
PEG		300
Community Center		5,800
Sewer		3,900
Water		26,600
SLD		300
Stormwater		18,700
	\$	<u>328,700</u>



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. The allocation methodology is authorized by Council Resolution.

City Recorder's Department

WORKLOAD INDICATORS

Workload Indicators	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of City Council Work and Regular Session Meetings	34	29	36	37	36
City Ordinances/ Orders reviewed and adopted	16	16	26	10	13
City Resolutions reviewed and adopted	112	75	70	104	67
Planning Commission Meetings	8	9	10	8	7
City Records Destruction (following Oregon State Retention policy guidelines)	42 cubic feet of paper	85.6 cubic feet of paper	96.8 cubic feet of paper	88 cubic feet of paper	87 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. The Department holds itself accountable to the City's Customer Service Principals, ensuring support is Friendly, Trustworthy, Empathetic, Helpful, Knowledgeable and Communicative.

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

- Personnel Policy Committee

HIGHLIGHTS

- Partnered with City Leadership to research and implement a 1.5% wage adjustment and opportunity to cash out up to 80 hours accrued leave to address excessive increases in cost of living inability to take leave during and following the pandemic.
- Continued partnership with City Leadership and all employees to respond to COVID-19 continuing through this fiscal year including employee consultation, research, purchase & provision of Personal Protective Equipment (PPE), continually changing parameters and related policy updates, all staff communications, building & vehicle safety, status checks as needed and update of policies as needed.
- Completed Open Enrollment, Performance Evaluations and Annual Training for Bloodborne Pathogens, Portable fire Extinguishers, Cyber Security Basics for all employees.
- Partnered with Keizer Police Department to provide Active Threat training to City employees and the City Council.
- Partnered with City leadership and the Safety Committee to implement After Building Closure Procedures based on concerns raised by employees regarding unauthorized persons in the facility.
- Continued work on Pay Equity Study as recommended as a necessary step by third-party consultant prior to consideration of implementation of non-represented salary survey recommendations.
- Completed classification reviews for two departments to support the reclassification of the City Recorder (removal of Community Center as primary responsibility), and Finance Director to Assistant City Manager/Finance Director.
- Provided annual Health & Wellness activities and education including a gift of custom insoles for all City employees and engraved water bottles for those attending Safety Break.
- Partnered with the Assistant City Manager/Finance Director to research and begin implementation of the Oregon Paid Family Medical Leave Act (OPFMLA), also known as Paid Leave Oregon (PLO).

Human Resources

- Partnered with the Police Department and labor attorney to represent the City in collective bargaining with the Keizer Police Association.
- Requested and received Statement of Support for the Guard and Reserve on behalf of the City of Keizer to support attracting and retaining excellent new employees.
- Received League of Oregon Cities awards for Excellence in Safety for mid-size Oregon cities and Excellence in Best Practice for the entire state.
- Presented Safety and Health Achievement Recognition Program (SHARP) certification information at the Santiam Chapter of the American Society of Safety Professionals (ASSP) and consultation to other municipalities on how to start their journey to SHARP certification.
- Partnered with the City Manager, Finance and Legal to develop, implement and evaluate candidates for a new Payroll and HRIS system.
- Partnered with City's Executive Leadership Team and labor attorneys to review and update time capture practices and procedures in light of recent case law of Eisele v. Home Depot U.S.A.
- Partnered with labor attorneys to draft, further research and present a full document draft update of the City's Personnel Policy Manual to the City's Executive Leadership Team.

GOALS AND INITIATIVES

- Upon adoption of a fully updated 2023 City Personnel Policy Manual, transition to annual planned individual policy updates as needed, beginning with leave policies related to PLO.
- 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.

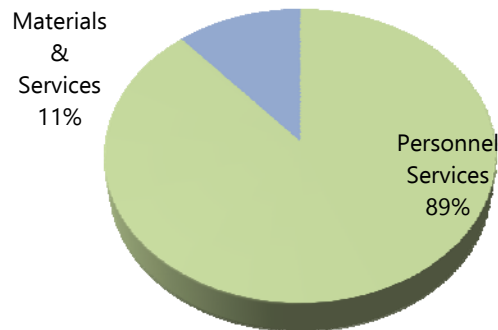
TOTAL EXPENDITURES \$444,700 – 2.0FTE

Personnel Services \$397,400

Materials & Services \$47,300

OTHER BUDGETARY RESPONSIBILITIES

Wages & Salaries	\$9,755,600
Insurance Premiums	\$2,850,500
Retirement	\$3,464,700
Workers' Compensation	\$102,300
Labor Attorney	\$46,000
Wellness Programs	\$52,000

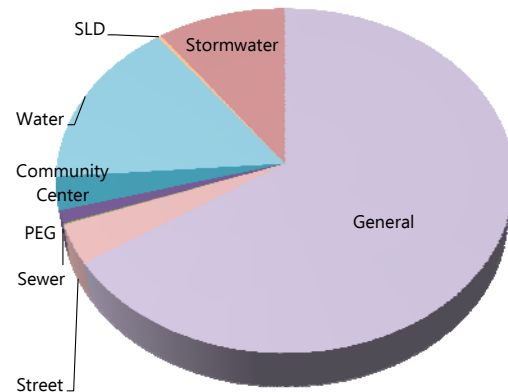


Human Resources

ALLOCATION OF HUMAN RESOURCE COSTS

Costs are allocated based on City-wide FTE allocations.

General	\$	297,100
Street		14,200
PEG		400
Community Center		9,800
Sewer		10,200
Water		67,600
SLD		900
Stormwater		44,500
	\$	444,700



Workload Indicators*	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 est.
Budgeted Positions Served	100.5	101.5	101.0	102.0	102.0
Recruitments Posted	14	6	13	10	11
Employment Applications Processed	200	100	123	142	121
Personnel Action Forms Completed	200	166	169	202	265
FMLA/OFLA Claims Managed	20	17	64	64	15
Workers' Compensation Claims Managed	4	4	6	6	8

Performance Measures	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 est.
% of Regular Status Position Employees Who Pass Probation*	82%	99%	100%	100%	100%
Percentage of Current Job Descriptions	100%	99%	99%	100%	100%
Percentage of Employees with Current Performance Evaluations	100%	100%	100%	100%	100%
Percentage of Employees Participating in Wellness Programs	73%	99%	96%	97%	95%

*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 financial regulatory 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
- administers the Event Center
- provides general office administration

ADVISORY COMMITTEES

- Audit Committee
- Budget Committee
- Long-Range Planning Committee
- Community Diversity Engagement 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	FY18-19	FY19-20	FY20-21	FY21-22	Est FY22-23
Property Taxes Levied	\$5.4 million	\$5.6 million	\$5.8 million	\$5.9 million	\$6.1 million
City Funds/ Cost Centers	19/33	19/33	19/33	20/33	20/33
Total Budget	\$45 million	\$48 million	\$48 million	\$60 million	\$64 million
Debt Outstanding	\$16 million	\$14 million	\$12 million	\$11 million	\$10 million
Total Revenues	\$28 million	\$29 million	\$30 million	\$36 million	\$34 million
Total Expenditures	\$28 million	\$30 million	\$29 million	\$29 million	\$34 million

Finance Department

TOTAL EXPENDITURES

\$654,200 Administrative Services Fund
4.0 FTE

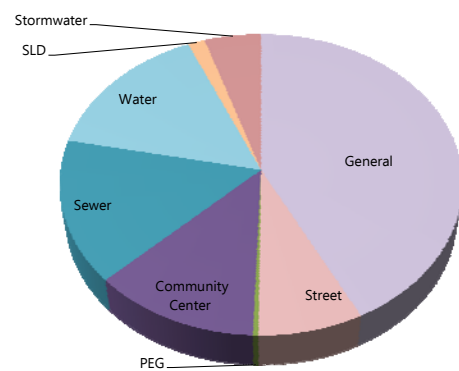
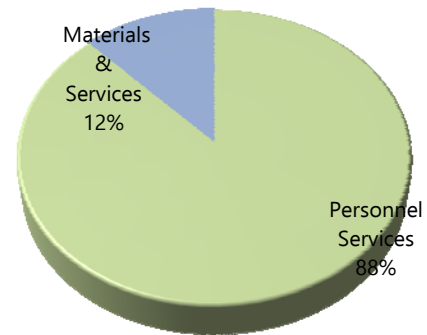
Personnel Services \$576,100

Materials & Services \$78,100

ALLOCATION OF COSTS

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

General	\$	278,000
Street		50,400
PEG		2,600
Community Center		80,500
Sewer		100,100
Water		100,100
SLD		9,800
Stormwater		32,700
	\$	<u>654,200</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 18-19	FY 19-20.	FY 20-21	FY 21-22	FY 22-23 est.
Computer Workstations supported	160	165	163	168	173
Telephones supported	118	123	121	123	123
City facilities networked	2	2	2	2	2

TOTAL EXPENDITURES

Finance Department

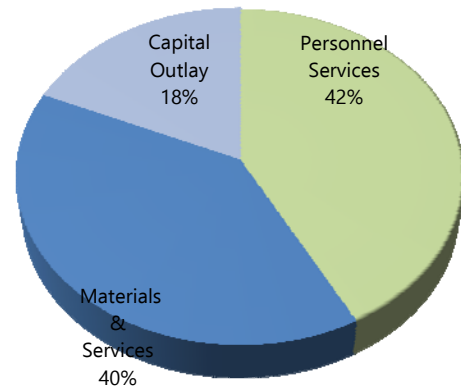
\$732,800 Administrative Services Fund

2.0 FTE

Personnel Services \$308,800

Materials & Services \$289,000

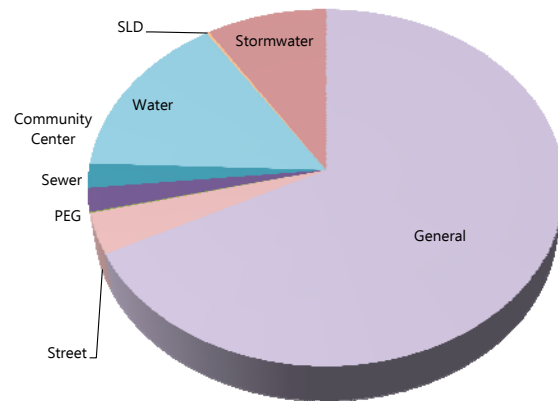
Capital Outlay \$135,000



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	\$	499,700
Street		22,000
PEG		700
Community Center		18,300
Sewer		26,400
Water		99,700
SLD		1,500
Stormwater		64,500
	\$	<u>732,800</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

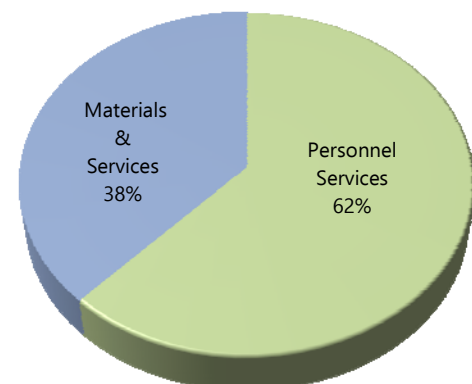
TOTAL EXPENDITURES

\$507,000 Administrative Services Fund

3.0 FTE

Personnel Services \$318,900

Materials & Services \$188,100



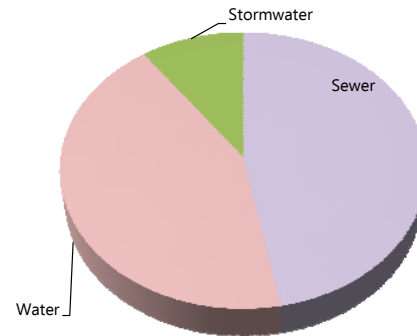
ALLOCATION OF COSTS

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

Finance Department

10% stormwater.

Sewer	\$	238,300
Water		218,000
Stormwater		50,700
	\$	<u>507,000</u>



WORKLOAD INDICATORS

Workload Indicators	FY 18-19	FY 19-20.	FY 20-21	FY 21-22	FY 22-23 est.
Utility Bills processed	68,209	58,873	68,206	66,990	66,900
Utility accounts maintained	11,200	11,245	11,212	11,165	11,200
Shut-offs processed	1,003	777	511	299	280
Service Requests	2,767	3,263	2,825	3,209	3,250

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23 est
Citations Processed	2,198	1,700	1,667	1,281	1,500
Accounts sent to Collections	598	294	415	691	540
Amounts sent to Collections	\$584,332	\$375,723	\$515,285	\$502,250	\$354,100

The City experienced a significant decrease in municipal court fines in fiscal year 2019-20, 2020-21 and 2021-22 as

Finance Department

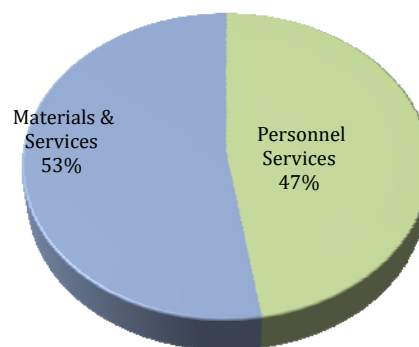
the result of the COVID-19 pandemic in which a significant number of residents remained at home rather than maintaining their regular travel patterns.

TOTAL EXPENDITURES \$232,200

FTE 1.0

Personnel Services \$110,200

Materials & Services \$122,000



EVENT 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. 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.

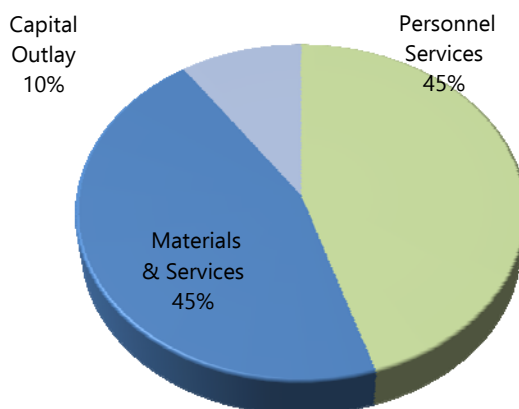
TOTAL EXPENDITURES \$518,600

FTE 2.0

Personnel Services \$233,900

Materials & Services \$234,700

Capital Outlay \$50,000



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, unsafe housing issues, parking enforcement, graffiti abatement, and other various City Ordinances. 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 in order to have a discussion of next steps regarding Urban Growth Boundary.
- 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.
- CFEC implementation as applicable

- Planning Commission

PRIMARY FUNCTIONS

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

ADVISORY COMMITTEES

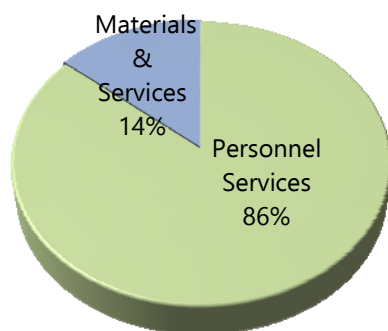
TOTAL EXPENDITURES \$634,100

4.0 FTE

Personnel Services \$545,900

Materials & Services

\$88,200



WORKLOAD INDICATORS

Workload Indicators	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY22-23 Est YTD
Land Use Applications	15	20	16	19	15
Building Permits Reviewed	119	147	144	134	81
Single Family Permits Issued	33	33	18	31	23
Multi-family Permits Issued	0	25	8	8	16
Valuation of Permits Issued (in thousands)	\$30,880	\$30,000	\$28,162	\$16,356	\$35,944
Code Enf. Violations	Not available	Not available	660	1012	800

HIGHLIGHTS

Planning

The Planning department, like all areas of the City, continues to utilize various virtual and on-line platforms to keep business operating at an optimal level. Virtual pre-application meetings and on-line building permit and land use application submissions have proven to be both effective and efficient. The updated 2019 "Buildable Lands Inventory and Housing Needs Analysis" which has yet to be adopted, identifies that needed land for housing in the 20-year planning period is significantly lower than previously identified due to changes in population projections and work the City has done to make efficient use of the limited land supply Keizer has.

The Planning Commission completed significant work to implement necessary changes to the Keizer Development Code and Comprehensive Plan mandated by HB2001 to address "middle housing" development within the City. These changes allow the development of additional housing types such as duplexes, triplexes, quadplexes, and cottage clusters in residential areas. Some projects have recently gotten underway taking advantage of these new opportunities.

The Department continues to be actively involved in coordinating the development of the Keizer Station Area and support to City development plans and activities. This includes a proposed Amendment to Keizer Station Area D that will allow for the development of the remaining area.

Significant staff time and coordination have been spent on the State mandated Climate Friendly and Equitable Communities Rules. Coordination with regional partners to complete the Scenario Planning process for our region has begun and will ultimately inform the City's future update to the Transportation System Plan. Staff is working, with the help of consultants, to complete a study on "Climate Friendly Areas" which is a requirement of the rulemaking process.

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 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. Ultimately, it is anticipated that direction will come from the Council's strategic planning efforts.

Continue coordinating and participating with regional partners to comply with Climate Friendly and Equitable Communities Rulemaking process as applicable. Continue working to complete a "Climate Friendly Area" study, with additional future work to adopt identified areas within Keizer that meet the requirements of the State mandate. Significant public involvement and engagement is anticipated.

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

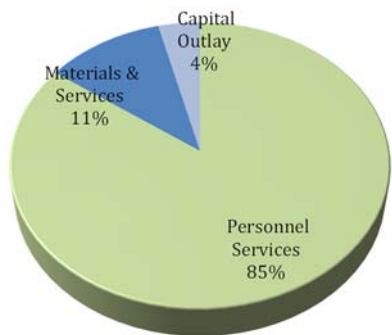
TOTAL EXPENDITURES: \$10,120,200

General Fund – Police Operations

Personnel Services \$8,597,600

Materials & Services \$1,126,500

Capital Outlay - \$396,100



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.

	2018	2019	2020	2021	2022
NIBRS Persons, Property, and Society Crimes Investigated	2,917	2,746	2,552	2,413	2,581
Traffic crashes	712	559	408	344	340
Traffic injury crashes	71	72	37	38	25
Traffic citations	1,904	2,286	1,447	1,791	1,950
Traffic written warnings	1,075	1,579	1,426	1,138	944

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

Police Department

questions. The City's last survey of its residents was in 2017, but extemporaneous conversations and unsolicited 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. Streets
 - b. Water
 - c. Stormwater
 - d. Parks
 - e. Facility Maintenance
- Administers major Capital Improvement projects for all Public Works Divisions
- Facilitates and develops Master Plans
- Directs and monitors contract engineer, construction activities, operations maintenance of each Public Works system and the regional sewer system and Street Lighting systems

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 FY 22-23

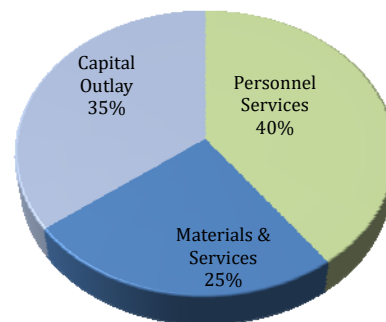
- Replaced the play structure at Ben Miller Park including ADA access upgrades.
- Expanded the road/trail to the boat in camp site at Keizer Rapids Park.
- Extended the columns and replaced 2 shade sails at the Big Toy.

TOTAL EXPENDITURES – \$1,321,000 Services Fund

Personnel Services \$525,800

Materials & Services \$329,900

Capital Outlay \$465,300



Public Works Department

PARK IMPROVEMENT FUND

Capital Outlay - \$1,542,500

HIGHLIGHTS FY 22-23

- Resurface and pave trail to boat in campground at Keizer Rapids Park.

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 FY 22-23

- Updated ADA ramps for resurfacing streets summer of 2023
- Continued streetlight LED upgrades on City owned streetlights
- Installed solar speed displays on Shoreline Dr N
- Updated ADA ramps at Manbrin and Rowan
- Continued street sign upgrades around town

TOTAL REVENUES – \$3,164,600

primary source State Fuel tax

TOTAL EXPENDITURES – \$4,152,200 Street Fund

Personnel Services \$161,000

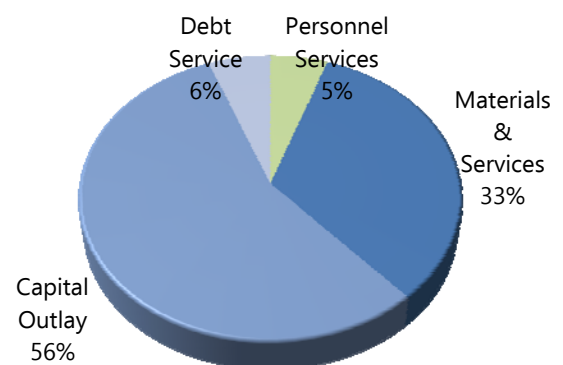
Materials & Services \$913,200

Capital Outlay \$2,926,600

Debt Service \$151,400

INFRASTRUCTURE OPERATED AND MAINTAINED

- 106.4 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 FY 22-23

- Continued updating distribution system to ensure adequate volume and pressure delivery to residents
- Continued developing a comprehensive integrated public education program with Stormwater Division
- Repaired 9 Water Main leaks
- Installed 18 new meters and 11 new water services
- Replaced roof at Willamette Manor Pump Station
- Updated all handheld radios
- Replace 67 non-functioning meters

Public Works Department

- Rehabilitated Carlhaven East Well

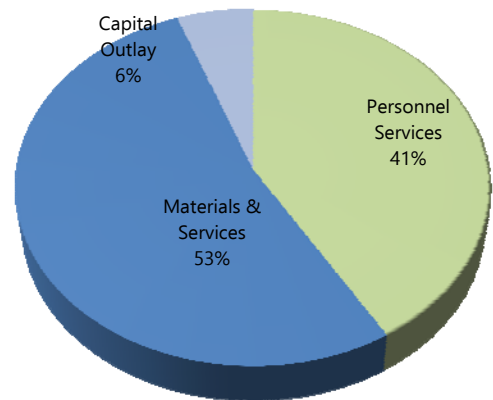
TOTAL REVENUES (Water & Water Facility Funds)
\$3,623,500- primarily user charges

TOTAL EXPENDITURES – \$3,422,700 Water Fund
Personnel Services \$1,445,700
Materials & Services \$1,831,000
Capital Outlay \$146,000

\$990,000 Water Facility Fund (Capital Outlay)

INFRASTRUCTURE OPERATED AND MAINTAINED

- 15 Individual Pump Station Facilities
- 3 Reservoirs
- 126.8 Miles of Pipe
- 956 Fire Hydrants
- 1,935 Valves
- 11,097 Metered 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 FY 22-23

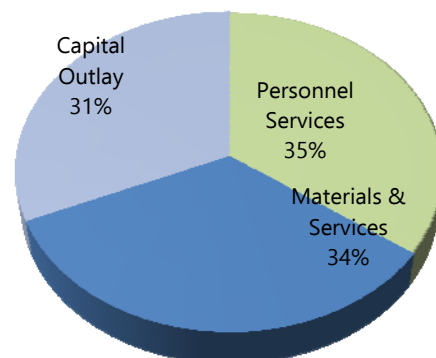
- Continued to implement the City's three federally mandated permits/plans
- Continued storm line cleaning and TV inspections contract
- Performed storm line repairs identified by the TV inspection program
- Completed 36-inch pipe lining project on McLeod Lane
- Inspected 2,328 catch basins and performed cleaning and repairs as needed
- Conducted all required sampling in accordance with the state approved stormwater monitoring plan
- Implemented the Public Education Plan
- Updated the City's Stormwater Development Code and Design Standards.

TOTAL REVENUES – \$1,616,000

TOTAL EXPENDITURES – \$3,207,200
Personnel Services - \$1,045,000
Materials & Services – \$1,049,200
Capital Outlay - \$1,113,000

INFRASTRUCTURE OPERATED AND MAINTAINED

- 78.7 miles of Storm Pipe (solid and perforated)
- 2,328 Catch Basins
- 1,236 Manholes
- 134 Underground Injection Controls
- 114 Outfalls
- 94,101 square feet of Vegetated Stormwater Facilities



Public Works Department

FACILITY MAINTENANCE

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

HIGHLIGHTS

- Purchased lift for lighting maintenance in City Hall and Community Rooms.

GOALS AND INITIATIVES

- Repair the pergolas in the employee break area at City Hall and the Police Department.
- Upgrade parking lot lighting to LED.
- Clean and seal the block wall around the Police parking area.

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

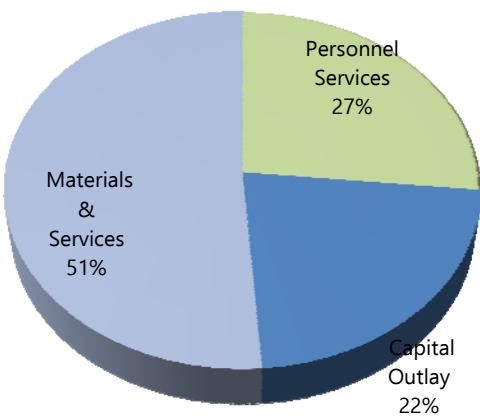
TOTAL EXPENDITURES – \$670,800 Facility Maintenance

Administrative Services Fund FTE 1.0

Personnel Services \$139,000

Materials & Services \$244,800

Capital Outlay \$287,000



ALLOCATION OF FACILITY MAINTENANCE COSTS

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

General	\$	486,500
Street		23,300
PEG		700
Community Center		16,000
Sewer		16,800
Water		110,700
SLD		1,500
Stormwater		72,800
	\$	<u>728,300</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 – \$727,100

Public Works Administrative Services Fund 4.0 FTE

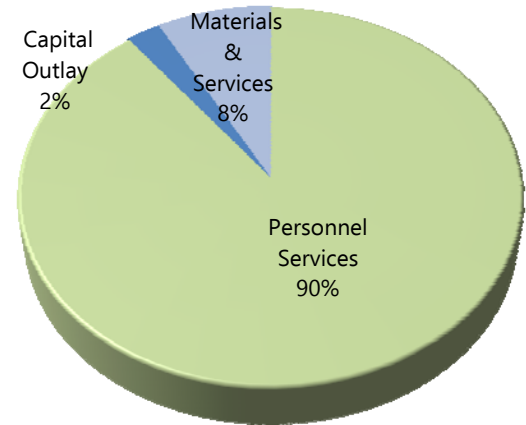
Personnel Services \$648,100

Materials & Services \$61,000

Capital Outlay - \$18,000

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	\$	28,400
Street		250,100
Sewer		25,400
Water		228,300
Street Light Districts		23,300
Stormwater		171,600
	\$	<u>727,100</u>



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

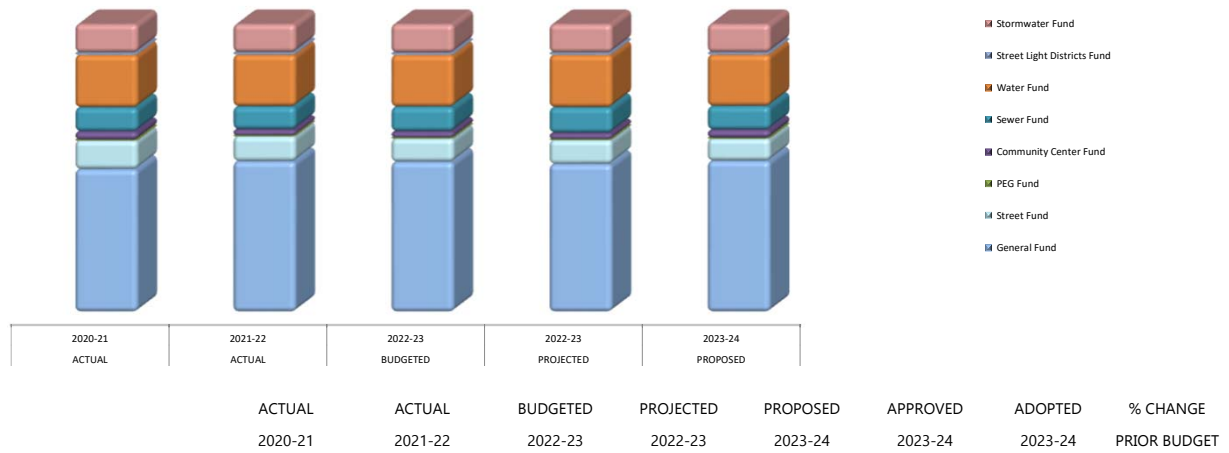
The Administrative Services Fund is an Internal Service Fund which is used to account for the financing of goods and/or services provided to various City funds on a cost-reimbursement basis.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 247,632	\$ 357,412	\$ 294,700	\$ 637,200	\$ 544,500			84.8%
3 Revenues:								
4 Charges for Services:								
5 Charges for Services	4,101,477	4,436,114	4,714,600	4,281,700	5,340,400			13.3%
Intergovernmental:								
Grants	8,497	-	-	-	-			
6 Miscellaneous:								
7 Miscellaneous Revenue	21,285	33,029	-	-	-			
8 Total Revenues	4,131,259	4,469,143	4,714,600	4,281,700	5,340,400			13.3%
9 TOTAL RESOURCES	4,378,891	4,826,555	5,009,300	4,918,900	5,884,900			17.5%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 City Manager	323,401	233,819	276,700	259,300	281,800			1.8%
14 City Attorney's Office	315,479	372,705	341,500	339,900	378,100			10.7%
15 City Recorder's Office	269,147	282,776	294,300	292,400	322,200			9.5%
16 Human Resources	331,801	374,175	356,800	356,300	397,400			11.4%
17 Finance - Non-Departmental	424,694	450,336	464,700	477,900	576,100			24.0%
18 Finance - Information Systems	255,362	288,474	287,800	283,400	308,800			7.3%
19 Finance - Utility Billing	247,701	237,602	298,300	284,000	318,900			6.9%
20 Civic Center Facilities	107,734	115,649	127,000	125,000	139,000			9.4%
21 Public Works	553,899	513,854	597,200	553,300	648,100			8.5%
22 Total Personnel Services	2,829,218	2,869,390	3,044,300	2,971,500	3,370,400			10.7%
23 Materials & Services:								
24 General Administration	284,329	328,900	365,700	360,200	399,300			9.2%
25 City Manager	35,523	67,759	18,000	13,300	8,300			-53.9%
26 City Attorney's Office	4,803	5,158	26,000	5,300	35,000			34.6%
27 City Recorder's Office	3,078	3,967	6,500	4,000	6,500			0.0%
28 Human Resources	15,096	34,687	46,700	47,300	47,300			1.3%
29 Finance - Non-Departmental	78,753	42,721	64,000	53,500	78,100			22.0%
30 Finance - Information Systems	227,122	236,823	289,000	275,500	289,000			0.0%
31 Finance - Utility Billing	161,648	169,968	182,500	178,000	188,100			3.1%
32 Civic Center Facilities	206,476	220,847	243,800	235,000	244,800			0.4%
33 Public Works	60,069	103,781	57,000	66,600	61,000			7.0%
34 Total Materials & Services	1,076,897	1,214,611	1,299,200	1,238,700	1,357,400			4.5%
35 Capital Outlay:								
36 Finance - Information Systems	98,934	70,655	135,000	100,000	135,000			0.0%
37 Public Works Administration	16,430	16,073	10,200	9,200	18,000			76.5%
38 Civic Center Facilities	-	18,669	113,000	55,000	287,000			154.0%
39 Total Capital Outlay	115,364	105,397	258,200	164,200	440,000			70.4%
40 Total Expenditures	4,021,479	4,189,398	4,601,700	4,374,400	5,167,800			12.3%
41 Other Requirements:								
42 Contingencies	-	-	407,600	-	717,100			75.9%
43 Fund Balance:								
44 Committed	357,412	637,157	-	544,500	-			
45 TOTAL REQUIREMENTS	\$ 4,378,891	\$ 4,826,555	\$ 5,009,300	\$ 4,918,900	\$ 5,884,900			17.5%

Administrative Services Fund Summary



	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2020-21	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24	PRIOR BUDGET
CHARGES FOR SERVICES BY FUND								
General Fund	\$ 2,031,140	\$ 2,318,028	\$ 2,454,300	\$ 2,195,900	\$ 2,799,300			14.1%
Street Fund	414,336	390,930	388,600	363,600	419,600			8.0%
PEG Fund	4,332	5,398	5,700	5,300	5,900			3.5%
Community Center Fund	119,537	95,311	106,900	95,200	152,300			42.5%
Sewer Fund	340,651	353,436	399,700	379,700	437,200			9.4%
Water Fund	749,938	799,899	852,600	781,900	956,400			12.2%
Street Light Districts Fund	31,659	33,580	33,600	31,800	39,000			16.1%
Stormwater Fund	409,884	439,532	473,200	428,300	530,700			12.2%
Total Allocation by Fund	\$ 4,101,477	\$ 4,436,114	\$ 4,714,600	\$ 4,281,700	\$ 5,340,400			13.3%

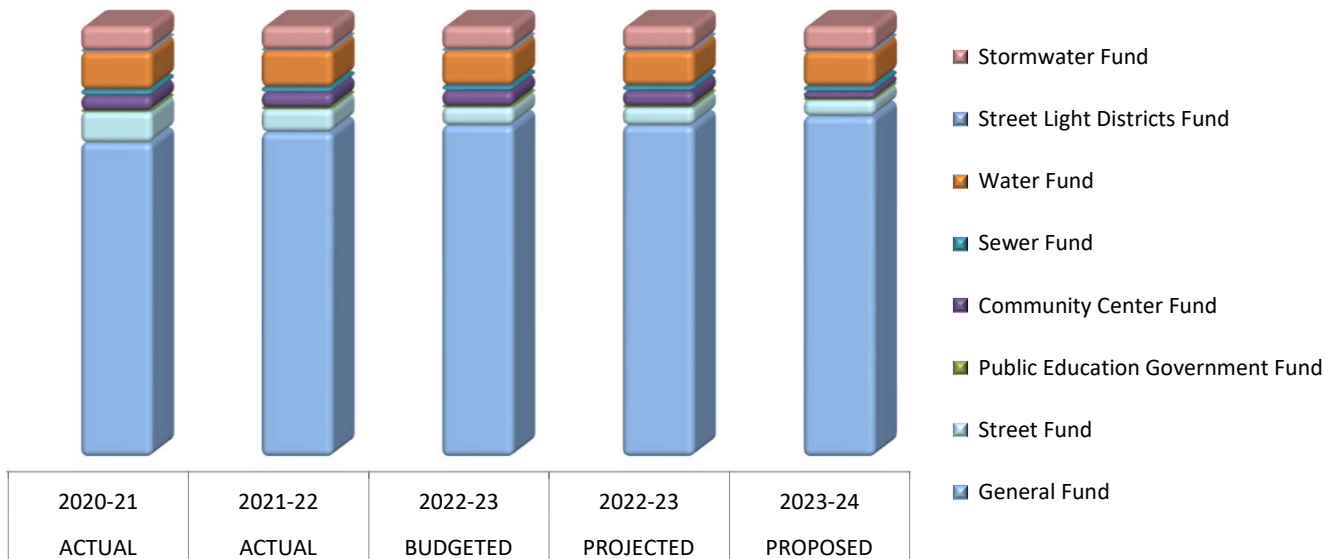
City Manager's Office

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	358,924	301,578	294,700	272,600	290,100			-1.6%
6 TOTAL RESOURCES	358,924	301,578	294,700	272,600	290,100			6.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Manager	242,361	165,137	175,000	176,800	183,000			4.6%
11 Vehicle Allowance	3,500	3,850	4,200	4,200	4,200			0.0%
12 Cell Phone Stipend	-	825	900	900	900			0.0%
13 Wellness	410	-	500	-	500			0.0%
14 Payroll Taxes	3,671	2,485	2,800	3,200	4,100			46.4%
15 Retirement	50,434	41,583	65,400	49,000	61,500			-6.0%
16 Insurance Benefits	22,624	19,734	27,400	24,900	27,200			-0.7%
17 Workers Compensation	401	205	500	300	400			-20.0%
18 Total Personnel Services	323,401	233,819	276,700	259,300	281,800			1.8%
19 Materials & Services:								
20 Meetings, Travel & Training	2,386	2,496	6,500	6,500	6,500			0.0%
21 Labor Attorney & Contractual Services	33,137	63,463	10,000	5,000	-			-100.0%
22 Liability Insurance	-	1,800	1,500	1,800	1,800			20.0%
23 Total Materials & Services	35,523	67,759	18,000	13,300	8,300			-53.9%
24 Total Expenditures:	358,924	301,578	294,700	272,600	290,100			-1.6%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-			
27 TOTAL REQUIREMENTS	\$ 358,924	\$ 301,578	\$ 294,700	\$ 272,600	\$ 290,100			-1.6%

City Manager's Office



SUMMARY OF CITY MANAGER'S OFFICE CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	FTE/ Project Time
General Fund	\$ 261,586	\$ 227,174	\$ 226,600	\$ 209,600	\$ 229,200			79.0%
Street Fund	26,159	16,597	12,700	11,700	11,300			3.9%
Public Education Government Fund	413	283	300	300	300			0.1%
Community Center Fund	12,942	11,128	10,900	10,100	5,200			1.8%
Sewer Fund	4,681	3,583	3,500	3,200	3,500			1.2%
Water Fund	31,941	25,933	23,900	22,100	23,500			8.1%
Street Light Districts Fund	688	283	600	600	300			0.1%
Stormwater Fund	20,514	16,597	16,200	15,000	16,800			5.8%
TOTAL CHARGES BY FUND	\$ 358,924	\$ 301,578	\$ 294,700	\$ 272,600	\$ 290,100			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 Labor attorney and contractual services provided for the costs associated with the recruitment of the new City Manager.

City Attorney's Office

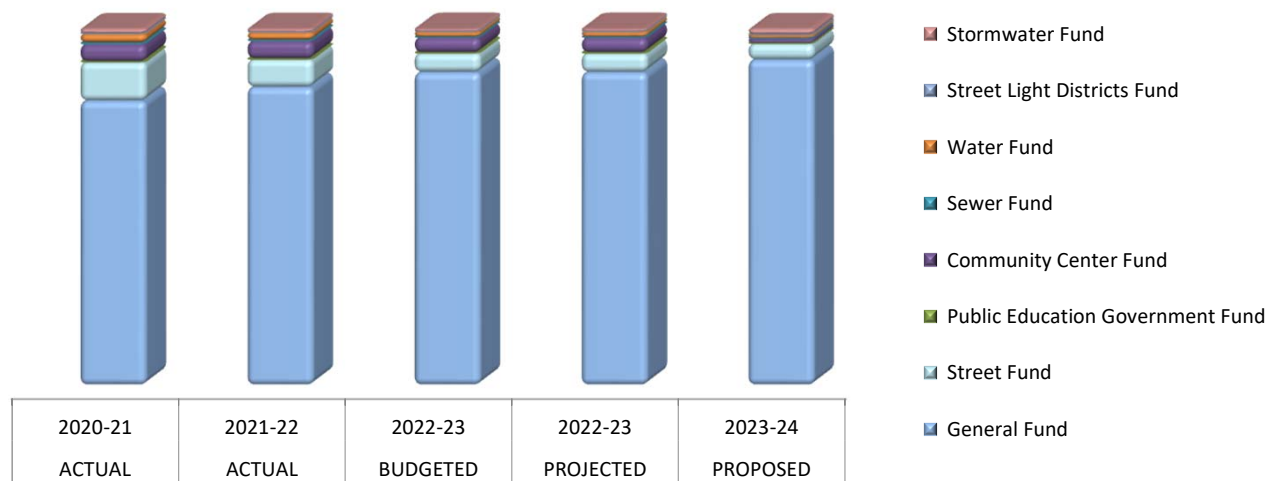
The City Attorney is a Charter officer, answering directly to the City Council. The City Attorney's Office is responsible for most legal matters involving the City, and also oversees the efforts of outside counsel for most matters requiring special expertise.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	320,282	377,863	367,500	345,200	413,100			12.4%
6 TOTAL RESOURCES	320,282	377,863	367,500	345,200	413,100			12.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Attorney	151,588	197,174	158,700	160,400	166,000			4.6%
11 Administrative Support	66,273	67,609	69,400	70,200	72,600			4.6%
12 Cell Phone Stipend	900	900	900	900	900			0.0%
13 Wellness	532	470	1,000	500	1,000			0.0%
14 Payroll Taxes	3,394	4,104	3,600	4,100	4,900			36.1%
15 Retirement	47,115	58,948	52,700	53,700	77,900			47.8%
16 Insurance Benefits	45,248	43,185	54,700	49,800	54,300			-0.7%
17 Workers Compensation	429	315	500	300	500			0.0%
18 Total Personnel Services	315,479	372,705	341,500	339,900	378,100			10.7%
19 Materials & Services:								
20 Meetings, Travel & Training	2,506	2,376	6,200	3,000	6,000			-3.2%
21 Legal Services Contracts	2,272	1,857	19,500	2,000	28,000			43.6%
22 Law Library Maintenance	25	925	300	300	1,000			233.3%
23 Total Materials & Services	4,803	5,158	26,000	5,300	35,000			34.6%
24 Total Expenditures:	320,282	377,863	367,500	345,200	413,100			12.4%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-			
27 TOTAL REQUIREMENTS	\$ 320,282	\$ 377,863	\$ 367,500	\$ 345,200	\$ 413,100			12.4%

City Attorney's Office



SUMMARY OF CITY ATTORNEY'S OFFICE CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	Project Time
General Fund	\$ 255,019	\$ 315,393	\$ 322,000	\$ 302,400	\$ 376,400			91.1%
Street Fund	34,895	29,503	19,800	18,600	19,000			4.6%
Public Education Government Fund	283	420	400	400	400			0.1%
Community Center Fund	15,656	18,898	15,800	14,800	5,400			1.3%
Sewer Fund	1,320	1,155	700	700	800			0.2%
Water Fund	8,299	8,294	5,500	5,200	3,700			0.9%
Street Light Districts Fund	283	420	400	400	400			0.1%
Stormwater Fund	4,527	3,780	2,900	2,700	7,000			1.7%
TOTAL CHARGES BY FUND	\$ 320,282	\$ 377,863	\$ 367,500	\$ 345,200	\$ 413,100			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).

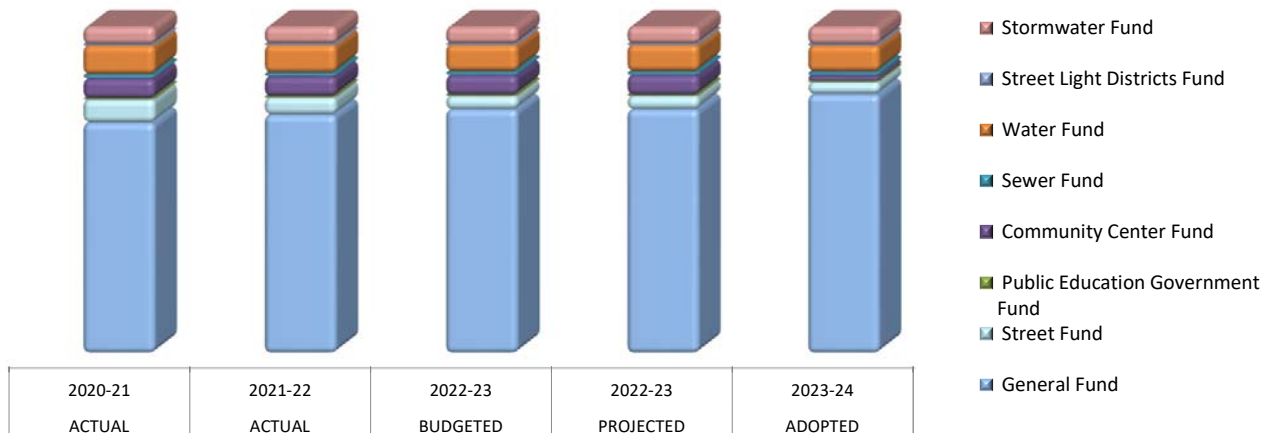
City Recorder's Department

The City Recorder's Department is responsible for the overall administration, coordination and evaluation of all City Recorder 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. The allocation methodology is authorized by Council Resolution.

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	272,225	286,743	300,800	296,400	328,700			9.3%
6 TOTAL RESOURCES	272,225	286,743	300,800	296,400	328,700			9.3%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 City Recorder	107,862	109,990	112,900	114,000	118,100			4.6%
11 Administrative Support	66,273	78,962	69,400	70,100	72,600			4.6%
12 Cell Phone Stipend	900	900	900	900	900			0.0%
13 Wellness	559	473	1,000	600	1,000			0.0%
14 Payroll Taxes	2,699	2,926	2,900	3,200	3,900			34.5%
15 Retirement	45,179	55,630	52,100	53,400	71,000			36.3%
16 Insurance Benefits	45,248	33,650	54,700	49,800	54,300			-0.7%
17 Workers Compensation	427	245	400	400	400			0.0%
18 Total Personnel Services	269,147	282,776	294,300	292,400	322,200			9.5%
19 Materials & Services:								
20 Materials & Supplies	-	-	-	-	-			
21 Meetings, Travel & Training	3,078	3,967	6,500	4,000	6,500			0.0%
22 Total Materials & Services	3,078	3,967	6,500	4,000	6,500			0.0%
23 Total Expenditures:	272,225	286,743	300,800	296,400	328,700			9.3%
24 Fund Balance:								
25 Committed for Operations	-	-	-	-	-			
26 TOTAL REQUIREMENTS	\$ 272,225	\$ 286,743	\$ 300,800	\$ 296,400	\$ 328,700			9.3%

City Recorder's Department



SUMMARY OF CITY RECORDER'S DEPARTMENT CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	Time Spent
General Fund	\$ 191,901	\$ 209,053	\$ 224,200	\$ 221,000	\$ 260,300			79.1%
Street Fund	19,862	15,752	12,900	12,700	12,800			3.9%
Public Education Government Fund	292	292	300	300	300			0.1%
Community Center Fund	16,649	17,502	18,300	18,000	5,800			1.8%
Sewer Fund	3,505	3,403	3,600	3,500	3,900			1.2%
Water Fund	24,243	24,697	24,700	24,300	26,600			8.1%
Street Light Districts Fund	292	292	300	300	300			0.1%
Stormwater Fund	15,481	15,752	16,500	16,300	18,700			5.7%
TOTAL CHARGES BY FUND	\$ 272,225	\$ 286,743	\$ 300,800	\$ 296,400	\$ 328,700			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.

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

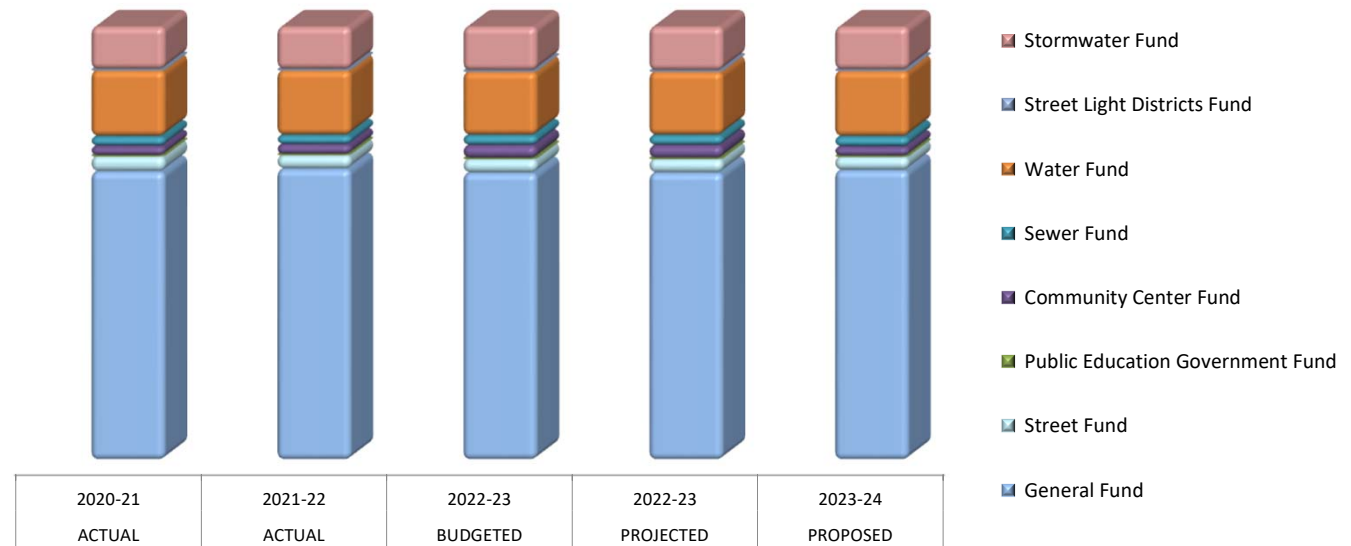
Human Resources Department

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	346,897	408,862	403,500	403,600	444,700			10.2%
6 TOTAL RESOURCES	346,897	408,862	403,500	403,600	444,700			10.2%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	80,492	82,124	84,300	85,100	88,100			4.5%
11 Human Resources Director	137,516	167,136	144,000	145,300	150,600			4.6%
12 Cell Phone Stipend	900	1,275	1,800	1,800	1,800			0.0%
13 Wellness Program	1,068	1,063	1,000	1,000	1,000			0.0%
14 Payroll Taxes	3,381	3,868	3,600	4,100	5,300			47.2%
15 Retirement	62,763	75,932	67,000	68,800	95,900			43.1%
16 Insurance Benefits	45,248	42,462	54,700	49,800	54,300			-0.7%
17 Workers Compensation	433	315	400	400	400			0.0%
18 Total Personnel Services	331,801	374,175	356,800	356,300	397,400			11.4%
19 Materials & Services:								
20 Safety & Wellness	2,779	11,163	9,400	9,400	9,400			0.0%
21 Meetings, Travel & Training	2,684	5,208	6,000	6,000	6,000			0.0%
22 Labor Attorney -- City-wide	5,386	6,705	20,000	20,000	20,000			0.0%
23 Contractual Services	3,178	10,504	10,000	10,000	10,000			0.0%
24 Medical Testing	1,069	1,107	1,300	1,900	1,900			46.2%
25 Total Materials & Services	15,096	34,687	46,700	47,300	47,300			1.3%
26 Total Expenditures:	346,897	408,862	403,500	403,600	444,700			10.2%
27 Fund Balance:								
28 Committed for Operations	-	-	-	-	-			
29 Total Fund Balance	-	-	-	-	-			
30 TOTAL REQUIREMENTS	\$ 346,897	\$ 408,862	\$ 403,500	\$ 403,600	\$ 444,700			10.2%

Human Resources Department



SUMMARY OF HUMAN RESOURCES DEPARTMENT CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	FTE
General Fund	\$ 230,719	\$ 274,388	\$ 267,100	\$ 267,200	\$ 297,100			66.8%
Street Fund	12,513	13,447	13,300	13,300	14,200			3.2%
Public Education Government Fund	385	411	400	400	400			0.1%
Community Center Fund	7,604	9,444	12,100	12,100	9,800			2.2%
Sewer Fund	7,604	8,623	9,300	9,300	10,200			2.3%
Water Fund	53,036	61,283	59,300	59,300	67,600			15.2%
Street Light Districts Fund	674	821	800	800	900			0.2%
Stormwater Fund	34,362	40,445	41,200	41,200	44,500			10.0%
TOTAL CHARGES BY FUND	\$ 346,897	\$ 408,862	\$ 403,500	\$ 403,600	\$ 444,700			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 with LCOG/LGPS.

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

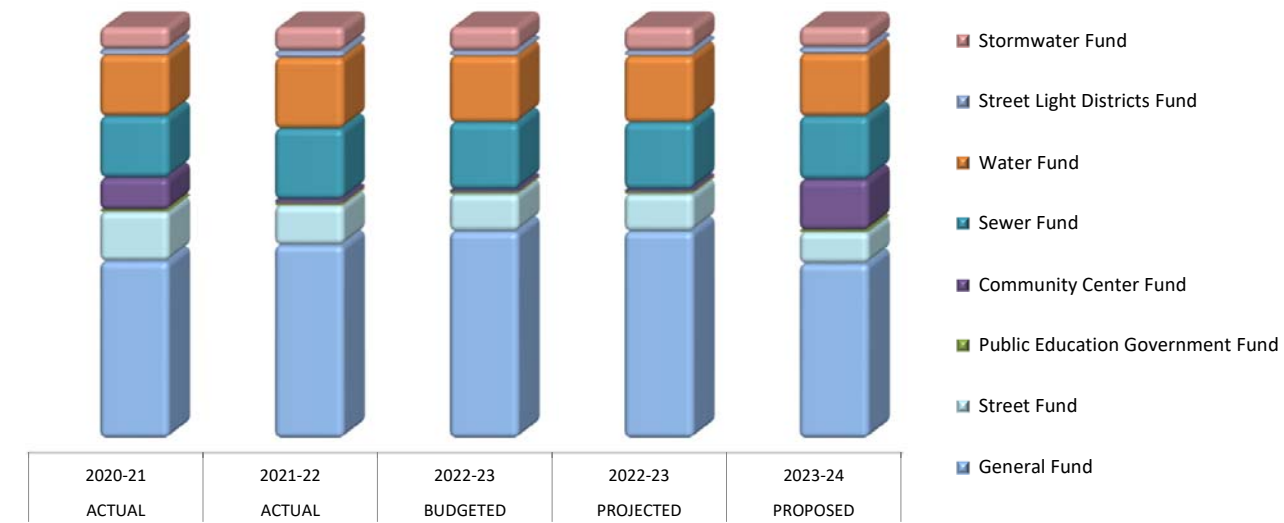
Finance - Non-Departmental

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	503,447	493,057	528,700	531,400	654,200			23.7%
6 TOTAL RESOURCES	503,447	493,057	528,700	531,400	654,200			23.7%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	149,859	147,926	142,400	148,600	181,300			27.3%
11 Finance Director	131,268	136,284	144,000	149,600	161,200			11.9%
12 Overtime	46	168	2,000	2,000	2,000			0.0%
13 Cell Phone Stipend	-	-	900	900	900			0.0%
14 Wellness	1,679	1,517	1,700	1,700	2,000			17.6%
15 Payroll Taxes	4,328	4,383	4,500	5,300	7,600			68.9%
16 Retirement	58,705	73,388	78,200	75,600	111,800			43.0%
17 Insurance Benefits	77,977	86,204	90,200	93,400	108,500			20.3%
18 Workers Compensation	832	466	800	800	800			0.0%
19 Total Personnel Services	424,694	450,336	464,700	477,900	576,100			24.0%
20 Materials & Services:								
21 Meetings, Travel & Training	1,699	1,572	4,000	3,500	4,000			0.0%
22 Audit Fees & Contractual Services	77,054	41,149	60,000	50,000	74,100			23.5%
23 Total Materials & Services	78,753	42,721	64,000	53,500	78,100			22.0%
24 Total Expenditures:	503,447	493,057	528,700	531,400	654,200			23.7%
25 Fund Balance:								
26 Committed for Operations	-	-	-	-	-			
27 Total Fund Balance	-	-	-	-	-			
28 TOTAL REQUIREMENTS	\$ 503,447	\$ 493,057	\$ 528,700	\$ 531,400	\$ 654,200			23.7%

Finance - Non-Departmental



SUMMARY OF FINANCE NON-DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	Average Revenue/ Expense
General Fund	\$ 216,779	\$ 231,670	\$ 266,000	\$ 267,500	\$ 278,000			42.5%
Street Fund	60,965	47,800	48,100	48,300	50,400			7.7%
Public Education Government Fund	1,684	2,444	2,600	2,600	2,600			0.4%
Community Center Fund	39,503	4,399	3,200	3,200	80,500			12.3%
Sewer Fund	74,990	84,848	85,600	86,000	100,100			15.3%
Water Fund	74,990	84,848	85,600	86,000	100,100			15.3%
Street Light Districts Fund	7,012	8,407	6,900	6,900	9,800			1.5%
Stormwater Fund	27,524	28,641	30,700	30,900	32,700			5.0%
TOTAL CHARGES BY FUND	\$ 503,447	\$ 493,057	\$ 528,700	\$ 531,400	\$ 654,200			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 During Fiscal year 2022-23 the Administrative Specialist position was added back mid year, the increase in 2023-24 is the annualized cost of the position.
- 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.

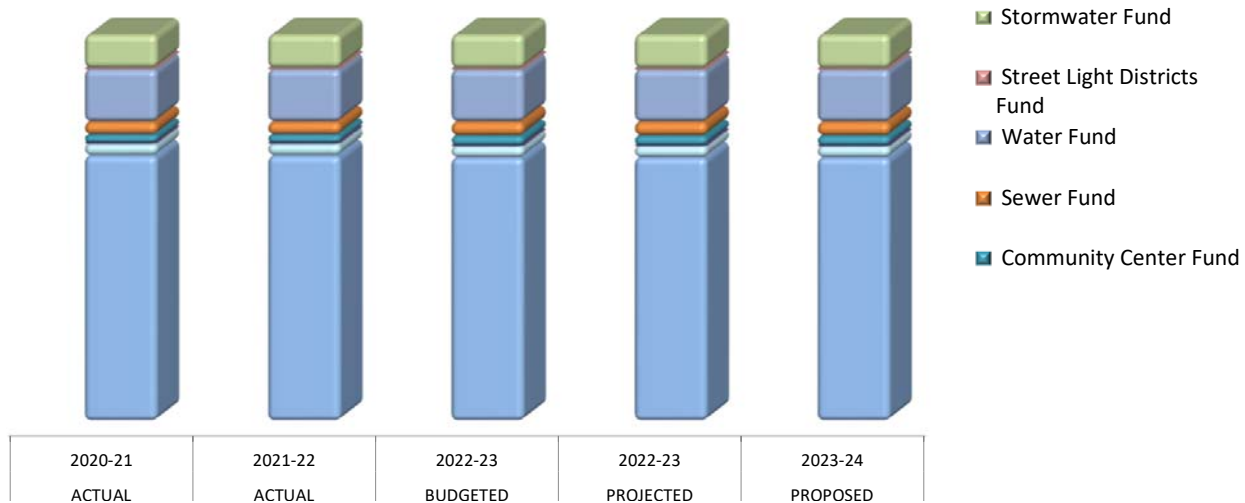
Finance - Information Systems

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -		\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	581,418	595,952	711,800	658,900	732,800			3.0%
6 TOTAL RESOURCES	581,418	595,952	711,800	658,900	732,800			3.0%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Network Support	169,830	184,680	177,300	179,100	185,300			4.5%
Overtime	290	1,165	1,000	1,000	1,000			0.0%
11 Cell Phone Stipend	1,800	1,800	1,800	1,800	1,800			0.0%
12 Wellness	502	113	1,000	200	1,000			0.0%
13 Payroll Taxes	2,614	3,568	2,800	3,200	4,100			46.4%
14 Retirement	34,565	45,352	48,800	47,900	60,900			24.8%
15 Insurance Benefits	45,248	51,483	54,700	49,800	54,300			-0.7%
16 Workers Compensation	513	313	400	400	400			0.0%
17 Total Personnel Services	255,362	288,474	287,800	283,400	308,800			7.3%
18 Materials & Services:								
19 Materials & Supplies	-	-	-	2,000	4,000			
20 Travel & Training	207	1,597	2,000	2,000	2,000			0.0%
21 Contractual Services	-	3,201	-	15,000	16,000			
22 Telephone	19,882	18,742	21,000	19,500	21,000			0.0%
23 Computer Software & Maintenance	185,578	195,983	240,000	215,000	220,000			-8.3%
24 Office Equipment Maintenance	21,455	17,300	26,000	22,000	26,000			0.0%
25 Total Materials & Services	227,122	236,823	289,000	275,500	289,000			0.0%
26 Capital Outlay:								
27 Computer Hardware	98,934	70,655	135,000	100,000	135,000			0.0%
28 Total Expenditures:	581,418	595,952	711,800	658,900	732,800			3.0%
29 Fund Balance:								
30 Committed for Operations	-	-	-	-	-			
31 Total Fund Balance	-	-	-	-	-			
32 TOTAL REQUIREMENTS	\$ 581,418	\$ 595,952	\$ 711,800	\$ 658,900	\$ 732,800			3.0%

Finance - Information Systems



SUMMARY OF FINANCE - INFORMATION SYSTEM CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	Allocation
General Fund	\$ 399,428	\$ 409,339	\$ 485,500	\$ 449,500	\$ 499,700			68.2%
Street Fund	18,574	19,093	21,400	19,800	22,000			3.0%
PEG Fund	625	605	700	600	700			0.1%
Community Center Fund	12,234	12,527	17,800	16,500	18,300			2.5%
Sewer Fund	19,199	19,698	25,600	23,700	26,400			3.6%
Water Fund	79,654	81,643	96,800	89,600	99,700			13.6%
Street Light Districts Fund	1,161	1,210	1,400	1,300	1,500			0.2%
Stormwater Fund	50,543	51,837	62,600	57,900	64,500			8.8%
TOTAL CHARGES BY FUND	\$ 581,418	\$ 595,952	\$ 711,800	\$ 658,900	\$ 732,800			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.
- 23 The increase in Computer Software is primarily associated with annual increases in software maintenance agreements for existing software packages.
- 27 The City will be updating the phone and email system while continuing to replace desktop computers.

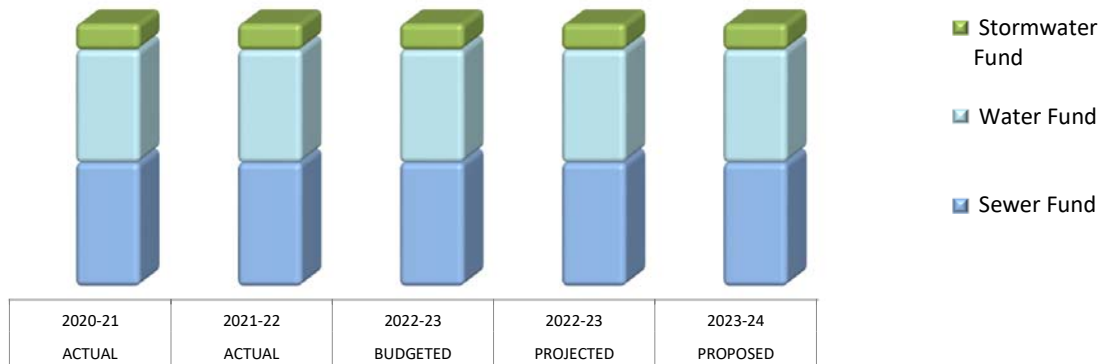
Finance - Utility Billing

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 5,958	\$ 5,958	\$ -	\$ 3,700	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	409,349	405,280	480,800	458,300	507,000			5.4%
6 TOTAL RESOURCES	415,307	411,238	480,800	462,000	507,000			5.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Administrative Support	144,529	138,200	170,100	161,700	172,900			1.6%
11 Overtime	1,476	1,509	3,000	6,000	2,000			-33.3%
12 Wellness	1,503	933	1,500	1,000	1,500			0.0%
13 Medicare	2,233	2,132	2,700	3,000	3,800			40.7%
14 Retirement	29,295	36,181	46,500	39,000	56,500			21.5%
15 Insurance Benefits	67,872	58,156	73,800	72,600	81,400			10.3%
16 Workers Compensation	793	491	700	700	800			14.3%
17 Total Personnel Services	247,701	237,602	298,300	284,000	318,900			6.9%
18 Materials & Services:								
19 Postage & Printing	44,839	52,557	60,000	58,000	62,000			3.3%
20 Contractual Services	116,791	117,356	120,000	119,000	123,600			3.0%
21 Meetings, Travel & Training	18	55	2,500	1,000	2,500			0.0%
22 Total Materials & Services	161,648	169,968	182,500	178,000	188,100			3.1%
23 Total Expenditures	409,349	407,570	480,800	462,000	507,000			5.4%
24 Fund Balance:								
25 Committed for Operations	5,958	3,668	-	-	-			
26 Total Fund Balance	5,958	3,668	-	-	-			
27 TOTAL REQUIREMENTS	\$ 415,307	\$ 411,238	\$ 480,800	\$ 462,000	\$ 507,000			5.4%

Finance - Utility Billing



SUMMARY OF FINANCE - UTILITY BILLING CHARGES BY FUND

	ACTUAL	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	Utility Account Allocation
	2020-21	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24	
Sewer Fund	\$ 192,388	\$ 190,447	\$ 226,000	\$ 215,500	\$ 238,300			47%
Water Fund	176,006	174,256	206,700	197,000	218,000			43%
Stormwater Fund	40,955	40,577	48,100	45,800	50,700			10%
TOTAL CHARGES BY FUND	\$ 409,349	\$ 405,280	\$ 480,800	\$ 458,300	\$ 507,000			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.

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.

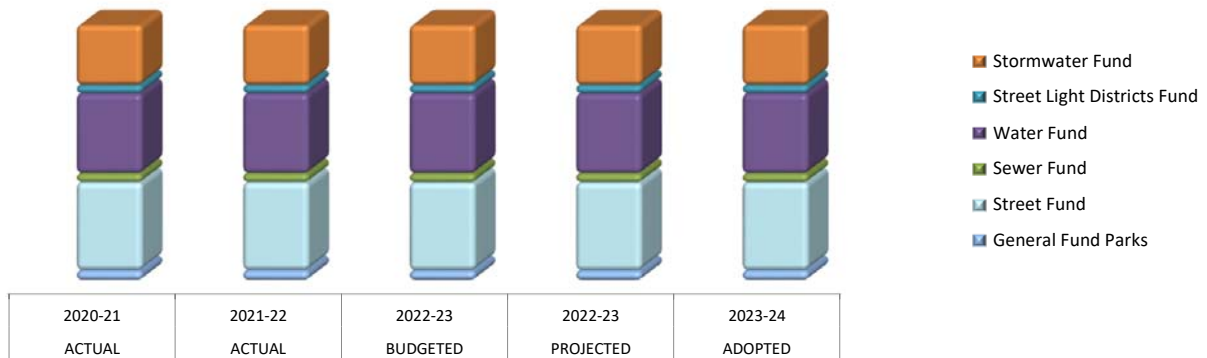
Public Works - Non-Departmental

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
	2020-21	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24	PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ -	\$ -	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	630,398	633,708	664,400	629,100	727,100			9.4%
6 TOTAL RESOURCES	630,398	633,708	664,400	629,100	727,100			9.4%
7 REQUIREMENTS:								
8 Expenditures:								
9 Personnel Services:								
10 Public Works Director	137,514	140,272	144,000	145,500	150,600			4.6%
11 Municipal Utility Workers	177,522	179,378	186,000	187,800	194,400			4.5%
12 Administrative Support	59,249	15,448	46,700	26,000	56,900			21.8%
13 Cell Phone and Clothing Stipend	2,600	2,600	1,800	2,600	2,600			44.4%
14 Wellness	1,019	487	2,000	600	2,000			0.0%
15 Payroll Taxes	5,765	5,193	6,000	6,300	8,900			48.3%
16 Retirement	75,080	83,076	94,800	88,700	117,600			24.1%
17 Insurance Benefits	90,496	83,489	109,300	89,200	108,500			-0.7%
18 Workers Compensation	4,654	3,911	6,600	6,600	6,600			0.0%
19 Total Personnel Services	553,899	513,854	597,200	553,300	648,100			8.5%
20 Materials & Services:								
21 Shop Operations and Supplies	12,264	28,581	12,500	26,000	14,000			12.0%
22 Meetings, Travel & Training	-	25	500	-	500			0.0%
23 Labor Attorney	11,673	38,828	1,000	1,000	1,000			0.0%
24 Janitorial Services	7,302	7,035	7,500	7,000	7,500			0.0%
25 Shop Utilities	10,994	11,084	11,000	11,000	11,000			0.0%
26 Telephone, Telemetry & Fire Alarm	1,810	1,576	2,000	1,500	1,000			-50.0%
27 Insurance - Auto	16,026	16,652	22,300	20,000	25,800			15.7%
28 Medical Testing	-	-	200	100	200			0.0%
29 Total Materials & Services	60,069	103,781	57,000	66,600	61,000			7.0%
30 Capital Outlay:								
31 Shop Improvements	16,430	16,073	10,200	9,200	18,000			76.5%
32 Total Expenditures	630,398	633,708	664,400	629,100	727,100			9.4%
33 Fund Balance:								
34 Committed for Operations	-	-	-	-	-			
35 Total Fund Balance	-	-	-	-	-			
36 TOTAL REQUIREMENTS	\$ 630,398	\$ 633,708	\$ 664,400	\$ 629,100	\$ 727,100			9.4%

Public Works - Non-Departmental



SUMMARY OF PUBLIC WORKS - NON DEPARTMENTAL CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	Allocation
General Fund Parks	\$ 24,692	\$ 24,975	\$ 25,800	\$ 24,300	\$ 28,400			3.9%
Street Fund	216,876	217,932	228,600	216,500	250,100			34.4%
Sewer Fund	22,015	22,153	23,300	22,100	25,400			3.5%
Water Fund	197,935	198,903	208,600	197,500	228,300			31.4%
Street Light Districts Fund	20,131	20,260	21,300	20,200	23,300			3.2%
Stormwater Fund	148,749	149,485	156,800	148,500	171,600			23.6%
TOTAL CHARGES BY FUND	\$ 630,398	\$ 633,708	\$ 664,400	\$ 629,100	\$ 727,100			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 Resurface and seal coat back area at PW shop.

Public Works - Civic Center Facilities

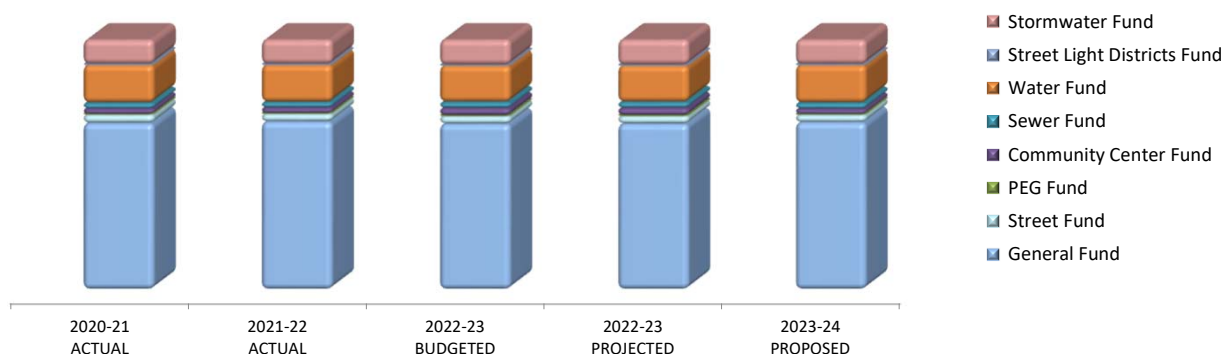
The Civic Center Facility Fund accounts for operations and maintenance of the Civic Center. Facility Maintenance staff will continue to maintain the facility at a level that allows maximum efficiency of all staff. The Facility Maintenance staff will continue refining the programming of the HVAC units 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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:								
3 Restricted for Civic Center Improvements	\$ 214,703	\$ 294,702	\$ 294,700	\$ 544,500	\$ 544,500			84.8%
4 Unrestricted	-	-	-	-	-			
5 Total Beginning Balances	214,703	294,702	294,700	544,500	544,500			84.8%
6 Revenues:								
7 Charges for Services:								
8 Administrative Service Charges	394,209	604,993	491,100	415,000	728,300			48.3%
9 TOTAL RESOURCES	608,912	899,695	785,800	959,500	1,272,800			62.0%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Municipal Utility Worker	7,733	8,125	8,600	8,700	9,300			8.1%
14 Facility Maintenance Technician	57,799	60,714	64,200	64,900	69,200			7.8%
15 Overtime	42	-	600	600	600			0.0%
16 Clothing Allowance	530	530	500	500	500			0.0%
17 Wellness	555	474	600	500	600			0.0%
18 Payroll Taxes	1,025	1,074	1,200	1,300	1,800			50.0%
19 Retirement	14,323	18,996	20,200	20,200	25,900			28.2%
20 Insurance Benefits	24,905	25,123	30,100	27,400	29,900			-0.7%
21 Workers Compensation	822	613	1,000	900	1,200			20.0%
22 Total Personnel Services	107,734	115,649	127,000	125,000	139,000			9.4%
23 Materials & Services:								
24 Contractual Services	13,287	9,281	15,000	11,000	16,000			6.7%
25 Janitorial Services	78,139	80,139	80,000	80,000	80,000			0.0%
26 Utilities	95,237	104,393	110,000	110,000	110,000			0.0%
27 Equipment Maintenance & Replacement	9,570	18,539	24,000	24,000	24,000			0.0%
28 Maintenance Supplies	3,304	3,329	7,000	5,000	7,000			0.0%
29 Janitorial Supplies	6,939	5,166	7,800	5,000	7,800			0.0%
30 Medical Testing	-	-	-	-	-			
31 Total Materials & Services	206,476	220,847	243,800	235,000	244,800			0.4%
32 Capital Outlay:								
33 Civic Center Improvements	-	18,669	113,000	55,000	287,000			154.0%
34 Total Expenditures	314,210	355,165	483,800	415,000	670,800			38.7%
35 Other Requirements:								
36 Contingency:								
37 Operating Contingency	-	-	2,000	-	2,000			0.0%
38 Civic Center Improvements	-	-	300,000	-	600,000			100.0%
39 Total Contingency	-	-	302,000	-	602,000			99.3%

Public Works - Civic Center Facilities

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
40 Fund Balance:								
41 Committed for Civic Center Improvements	294,702	544,530	-	544,500	-			
42 Committed for Operations	-	-	-	-	-			
43 Total Fund Balance	294,702	544,530	-	544,500	-			
44 TOTAL REQUIREMENTS	\$ 608,912	\$ 899,695	\$ 785,800	\$ 959,500	\$ 1,272,800			62%



PUBLIC WORKS - SUMMARY OF FACILITY MAINTENANCE CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	FTE
General Fund	\$ 261,984	\$ 405,836	\$ 325,100	\$ 274,900	\$ 486,500			66.8%
Street Fund	14,234	19,978	16,200	13,700	23,300			3.2%
PEG Fund	353	620	500	400	700			0.1%
Community Center Fund	8,705	13,898	14,700	12,400	16,000			2.2%
Sewer Fund	8,705	12,657	11,300	9,500	16,800			2.3%
Water Fund	60,349	90,830	72,200	61,000	110,700			15.2%
Street Light Districts Fund	823	1,241	1,000	800	1,500			0.2%
Stormwater Fund	39,056	59,933	50,100	42,300	72,800			10.0%
TOTAL CHARGES BY FUND	\$ 394,209	\$ 604,993	\$ 491,100	\$ 415,000	\$ 728,300			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:

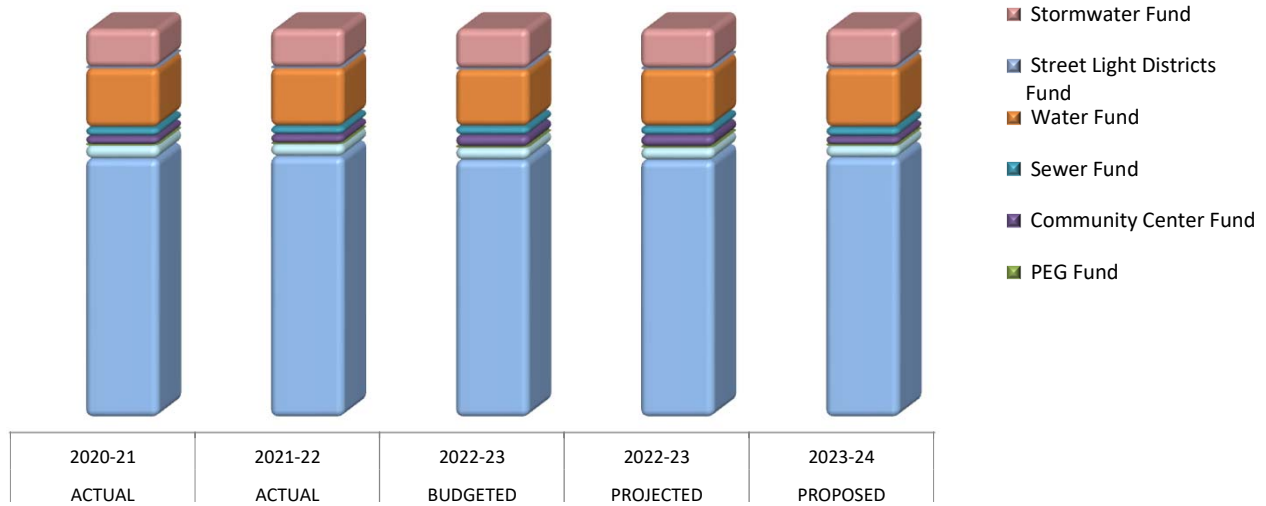
- 33 Pergola replacment, window tint for south facing windows, upgrade parking lot lighting to LED, cleaning and sealing of block wall around Police parking area.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 26,971	\$ 56,752	\$ -	\$ 89,000	\$ -			
3 Revenues:								
4 Charges for Services:								
5 Administrative Service Charges	284,328	328,078	471,300	271,200	514,400			9.1%
Intergovernmental:								
Grants	8,497	-	-	-	-			
6 Miscellaneous:								
7 Interest	21,285	33,029	-	-	-			
8 TOTAL RESOURCES	341,081	417,859	471,300	360,200	514,400			9.1%
9 REQUIREMENTS:								
10 Expenditures:								
11 Materials & Services:								
12 Office Materials & Supplies	21,932	25,816	30,000	31,000	31,500			5.0%
13 Postage & Printing	20,588	22,219	28,000	26,000	29,500			5.4%
14 Association Memberships	57,093	61,592	66,000	66,000	69,300			5.0%
15 Tuition Reimbursement	-	-	-	-	6,000			
16 City Council Expenses	3,870	8,568	13,000	14,000	14,000			7.7%
17 Committee Meeting Expense	660	1,594	1,000	800	1,000			0.0%
18 Public Notices	546	324	1,000	1,000	1,000			0.0%
19 Contractual Services	694	700	1,000	900	1,000			0.0%
20 Liability Insurance	178,944	207,980	225,200	220,000	245,500			9.0%
21 Miscellaneous Expense	2	107	500	500	500			0.0%
22 Total Materials & Services	284,329	328,900	365,700	360,200	399,300			9.2%
23 Total Expenditures	284,329	328,900	365,700	360,200	399,300			9.2%
24 Other Requirements:								
25 Contingency:								
26 Liability Retro Plan	-	-	105,600	-	115,100			9.0%
27 Fund Balance:								
28 Committed for Operations	56,752	88,959	-	-	-			
29 TOTAL REQUIREMENTS	\$ 341,081	\$ 417,859	\$ 471,300	\$ 360,200	\$ 514,400			9.1%

General Administration



SUMMARY OF CITY-WIDE ADMINISTRATIVE CHARGES BY FUND

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	FTE
General Fund	\$ 189,032	\$ 220,200	\$ 312,000	\$ 179,500	\$ 339,600			66.8%
Street Fund	10,258	10,828	15,600	9,000	16,300			3.2%
PEG Fund	297	323	500	300	500			0.1%
Community Center Fund	6,244	7,515	14,100	8,100	11,200			2.2%
Sewer Fund	6,244	6,869	10,800	6,200	11,700			2.3%
Water Fund	43,485	49,212	69,300	39,900	77,300			15.2%
Street Light Districts Fund	595	646	900	500	1,000			0.2%
Stormwater Fund	28,173	32,485	48,100	27,700	50,800			10.0%
TOTAL CHARGES BY FUND	\$ 284,328	\$ 328,078	\$ 471,300	\$ 271,200	\$ 508,400			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 subscriptions.
- 15 Funding provides for 5 council members to attend the fall League of Oregon Cities conference and the Mayor to attend the annual Mayor's Association Conference.
- 18 Contractual Services include the ASCAP and BMI licenses. American Society of Composers, Authors & Publishers (ASCAP) licenses the right to perform songs and musical works created and owned by publishers who are ASCAP members. Broadcast Music, Inc. (BMI), a global leader in rights management, collects license fees from businesses that use music, which it distributes as royalties to songwriters, composers & music publishers. Licenses apply to the City's on-hold telephone music and Amphitheater performances.
- 19 The City's Liability Insurance is expected to increase 9% from 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. FY23-24 projections expect premium rates to increase 16% over FY22-23. 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

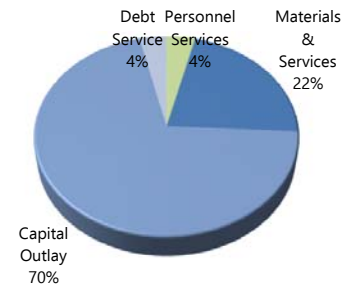
The Street Fund is managed by the Public Works Department to provide quality streets, lighting, traffic signals, sidewalks, and bike paths. The primary source of revenue is State Fuel Taxes, which are apportioned by the State based on population. Fuel tax revenues are restricted by constitutional limits 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 FY22-23

- Updated ADA ramps for resurfacing streets in summer of 2023.
- Continued the annual street resurfacing program.
- Installed solar speed displays on Shoreline Dr N.
- Updated ADA ramps at Manbrin and Rowan.

Goals for FY23-24

- 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.
- Construct a speed table on Cummings Lane N.
- Continue street sign replacement program.



	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:								
3 Unrestricted Beginning Balance	\$ 1,194,948	\$ 1,033,391	\$ 1,935,900	\$ 2,029,300	\$ 2,100,000			8.5%
4 Bike Safety Donations	742	-	-	-	-			
5 Total Beginning Balances	1,195,690	1,033,391	1,935,900	2,029,300	2,100,000			8.5%
6 Revenues:								
7 Taxes & Assessments:								
8 Assessments	492	307	-	-	-			
9 Licenses & Fees:								
10 Planning Construction Fees	12,619	12,780	9,100	13,700	9,100			0.0%
11 Driveway Permit Fees	4,104	4,204	5,000	2,700	5,000			0.0%
12 Total Licenses & Fees	16,723	16,984	14,100	16,400	14,100			0.0%
13 Intergovernmental:								
14 State Fuel Tax	2,868,600	3,132,181	2,900,000	3,145,000	3,145,000			8.4%
15 Grants	2,042	223,036	-	-	-			
16 Total Intergovernmental	2,870,642	3,355,217	2,900,000	3,145,000	3,145,000			8.4%
17 Miscellaneous:								
18 Bike Safety Donations	548	220	500	500	500			0.0%
19 Assessment Interest	6	1	-	-	-			
20 Interest	4,084	7,854	5,000	5,000	5,000			0.0%
21 Miscellaneous Revenue	150	15,188	-	65,000	-			
22 Total Miscellaneous	4,788	23,263	5,500	70,500	5,500			0.0%
23 TOTAL RESOURCES	4,088,335	4,429,162	4,855,500	5,261,200	5,264,600			8.4%

Public Works Street Fund

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
24 REQUIREMENTS:								
25 Expenditures:								
26 Personnel Services:								
27 Municipal Utility Workers	50,987	51,962	60,800	57,100	61,500			1.2%
28 GIS	2,969	3,121	3,300	3,400	3,600			9.1%
29 Community Development Director	-	-	-	-	-			
30 Code Compliance Officer	9,098	9,558	10,200	10,300	10,900			6.9%
31 Overtime	10,128	3,458	5,200	5,200	6,000			15.4%
32 Parade Overtime	-	-	2,000	-	2,000			0.0%
33 Duty Pay	10,475	10,440	10,400	10,400	10,400			0.0%
34 Clothing Allowance/Cell Phone Stipenc	535	515	700	200	200			-71.4%
35 Wellness	162	204	700	300	700			0.0%
36 Payroll Taxes	1,297	1,219	1,400	1,500	2,000			42.9%
37 Retirement	17,984	21,363	23,900	23,300	29,200			22.2%
38 Insurance Benefits	30,834	31,537	32,900	28,700	32,700			-0.6%
39 Workers Compensation	1,520	1,069	1,800	1,800	1,800			0.0%
40 Total Personnel Services	135,989	134,446	153,300	142,200	161,000			5.0%
41 Materials & Services:								
42 Helmets	473	-	1,500	1,000	1,500			0.0%
43 Meetings, Travel & Training	555	824	3,000	1,000	3,000			0.0%
44 Public Notices	-	-	500	-	500			0.0%
45 Administrative Services Charges	414,336	390,930	388,600	363,600	419,600			8.0%
46 Contractual Services	97,605	70,124	150,000	120,000	150,000			0.0%
47 Parade Traffic Control	-	1,500	2,000	-	2,000			0.0%
48 Engineering Services	19,221	23,710	50,000	25,000	50,000			0.0%
49 Traffic Engineering SDC Review	-	-	5,000	10,000	5,000			0.0%
50 Utilities	215	343	300	500	300			0.0%
51 Telephone	758	657	800	800	800			0.0%
52 Gasoline/Diesel	2,363	3,658	3,000	3,200	3,500			16.7%
53 Equipment Maintenance	1,724	408	5,000	5,000	5,000			0.0%
54 Sidewalk Maintenance	2,415	289	5,000	1,000	5,000			0.0%
55 Operating Materials and Supplies	15,330	18,746	18,000	18,000	18,000			0.0%
56 Street Maintenance & Repair	198,916	124,055	165,000	165,000	165,000			0.0%
57 Street Light Utilities	59,834	45,966	60,000	35,000	45,000			-25.0%
58 Traffic Light Utilities	26,013	27,543	27,500	27,500	27,500			0.0%
59 Medical Testing	-	-	200	-	200			0.0%
60 MPO Support/ SKATS	8,780	10,137	10,200	11,100	11,500			12.7%
61 Miscellaneous Expense	558	-	-	-	-			
62 Total Materials & Services	849,096	718,890	895,600	787,700	913,400			2.0%
63 Capital Outlay:								
64 Heavy Equipment/Vehicles	-	-	-	-	-			
65 Street Improvements	274,520	193,018	260,000	-	318,000			22.3%
66 Infill and ADA Sidewalk Completions	-	16,800	30,000	30,000	30,000			0.0%
67 Street Resurfacing	1,118,853	657,959	1,950,000	1,350,000	2,200,000			12.8%
68 Signage & Signal Upgrades	-	2,008	175,000	175,000	175,000			0.0%
69 Field Equipment	3,411	3,813	3,600	3,600	3,600			0.0%
70 Unanticipated Expense	-	-	150,000	-	200,000			33.3%
71 Total Capital Outlay	1,396,784	873,598	2,568,600	1,558,600	2,926,600			13.9%
72 Debt Service:								
73 Principal	103,000	106,000	109,000	109,000	112,000			2.8%
74 Interest	49,075	45,933	42,700	42,700	39,400			-7.7%
75 Total Debt Service	152,075	151,933	151,700	151,700	151,400			-0.2%
76 Total Expenditures	2,533,944	1,878,867	3,769,200	2,640,200	4,152,400			10.2%
77 Other Requirements:								
78 Contingency:								
79 Operating Contingency	-	-	56,100	-	54,000			-3.7%
80 Transfers Out:								
81 Stormwater Fund	521,000	521,000	521,000	521,000	521,000			0.0%

Public Works Street Fund

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
82 Fund Balance:								
83 Restricted for Debt Service Requireme	150,000	150,000	150,000	150,000	150,000			0.0%
84 Restricted for Operations	883,391	1,879,295	359,200	1,950,000	387,200			7.8%
85 Total Fund Balance	1,033,391	2,029,295	509,200	2,100,000	537,200			5.5%
86 TOTAL REQUIREMENTS	\$ 4,088,335	\$ 4,429,162	\$ 4,855,500	\$ 5,261,200	\$ 5,264,600			8.4%

Summary of Administrative Service Fund Charges

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 10,258	\$ 10,828	\$ 15,600	\$ 9,000	\$ 16,500			5.8%
City Manager	26,159	16,597	12,700	11,700	11,300			-11.0%
Information Systems	18,574	19,093	21,400	19,800	22,000			2.8%
Attorney's Office	34,895	29,503	19,800	18,600	19,000			-4.0%
City Recorder	19,862	15,752	12,900	12,700	12,800			-0.8%
Human Resources	12,513	13,447	13,300	13,300	14,200			6.8%
Finance	60,965	47,800	48,100	48,300	50,400			4.8%
Facility Maintenance	14,234	19,978	16,200	13,700	23,300			43.8%
Public Works	216,876	217,932	228,600	216,500	250,100			9.4%
Administrative Services Charges	\$ 414,336	\$ 390,930	\$ 388,600	\$ 363,600	\$ 419,600			8.0%

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 3.5% 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 annual pavement markings and other 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 and constructing a speed table on Cummings Lane N.
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
12/1/2023	\$ 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	12,520
6/1/2027	821,000	123,000	14,396	139,520
12/1/2027	821,000	-	12,520	10,584
6/1/2028	694,000	127,000	12,520	139,520
12/1/2028 through 12/1/2032	516,000	547,000	62,509	609,510
6/1/2033	147,000	147,000	2,242	149,242
		\$ 1,291,000	\$ 226,341	\$ 1,517,341

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
RESOURCES:								
Beginning Balance:	\$ 477,939	\$ 495,676	\$ 488,200	\$ 474,700	\$ 467,700			-4.2%
Revenues:								
Taxes & Assessments:								
Lighting District Assessments	397,983	402,111	410,000	410,000	438,700			7.0%
Miscellaneous:								
Interest Earnings/Miscellaneous	9,770	21,637	9,000	9,000	9,000			0.0%
Total Revenues	407,753	423,748	419,000	419,000	447,700			6.8%
TOTAL RESOURCES	885,692	919,424	907,200	893,700	915,400			0.9%
REQUIREMENTS:								
Expenditures:								
Materials & Services:								
Public Notices	517	856	1,200	1,200	1,200			0.0%
Administrative Services Charges	31,659	33,580	33,600	31,800	39,000			16.1%
Engineering Costs	339	-	3,000	3,000	3,000			0.0%
Lighting Costs	357,470	398,085	380,000	380,000	406,600			7.0%
Street Lighting Maintenance - KS Area A	-	12,214	10,000	10,000	10,700			7.0%
Miscellaneous	31	-	-	-	-			
Total Materials & Services	390,016	444,735	427,800	426,000	460,500			7.6%
Total Expenditures	390,016	444,735	427,800	426,000	460,500			7.6%
Other Requirements:								
Contingency	-	-	120,000	-	130,000			8.3%
Fund Balance:								
Restricted:								
Pole Replacement at KS Area A	40,000	40,000	-	-	-			
Pole Replacement Option B Districts	25,000	25,000	-	-	-			
Restricted for Operations	430,676	409,689	359,400	467,700	324,900			-9.6%
Total Restricted Fund Balance	495,676	474,689	359,400	467,700	324,900			-9.6%
TOTAL REQUIREMENTS	\$ 885,692	\$ 919,424	\$ 907,200	\$ 893,700	\$ 915,400			0.9%

Summary of Administrative Service Fund Charges

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 595	\$ 646	\$ 900	\$ 500	\$ 1,000			11.1%
City Manager	688	283	600	600	300			-50.0%
Information Systems	1,161	1,210	1,400	1,300	1,500			7.1%
Attorney's Office	283	420	400	400	400			0.0%
City Recorder	292	292	300	300	300			0.0%
Human Resources	674	821	800	800	900			12.5%
Finance	7,012	8,407	6,900	6,900	9,800			42.0%
Facility Maintenance	823	1,241	1,000	800	1,500			50.0%
Public Works	20,131	20,260	21,300	20,200	23,300			9.4%
Administrative Services Charges	\$ 31,659	\$ 33,580	\$ 33,600	\$ 31,800	\$ 39,000			16.1%

Budget Notes:

Revenues:

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:

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

The City is expecting one to two additional street lighting districts to form in FY2023-24.

In order to have funds available in the event pole replacement is necessary the appropriations have been moved to contingency for Fiscal Year 2023-24.

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 FY23-24:

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 FY23-24.

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$3,397,299	\$3,394,392	\$3,564,400	\$3,631,600	\$3,913,300			9.8%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	129,564	189,751	29,000	236,700	24,900			-14.1%
6 Miscellaneous:								
7 Interest	15,729	17,472	15,000	15,000	15,000			0.0%
8 Total Revenues	145,293	207,223	44,000	251,700	39,900			-9.3%
Transfers In:								
General Fund	-	30,000	30,000	30,000	30,000			0.0%
9 TOTAL RESOURCES	3,542,592	3,631,615	3,638,400	3,913,300	3,983,200			9.5%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Unanticipated Expenses	-	-	3,638,400	-	3,983,200			9.5%
14 Total Capital Outlay	-	-	3,638,400	-	3,983,200			9.5%
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	3,394,392	3,631,615	-	3,913,300	-			
22 TOTAL REQUIREMENTS	\$3,542,592	\$3,631,615	\$3,638,400	\$3,913,300	\$3,983,200			9.5%

Revenues:

5 The System Development Fee projections for Fiscal Year 2023-24 assumes 15 new single family homes developed during the year.

Expenditures:

16 No improvements are anticipated in Fiscal Year 2023-24.

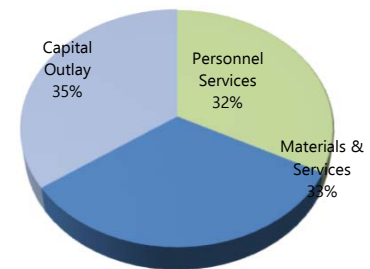
Public Works Stormwater Fund

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 FY22-23

- Continued repair work identified by the TV inspection contractor
- Continued implementation of the TV inspection contract
- Continued implementation of the City's 3 regulatory stormwater programs.
- Updated Stormwater Development Code and Design Standards.
- Hosted 12th Annual Erosion Control Summit (Virtually)
- Completed 36" Pipe lining project on McLeod Lane



Division Goals for FY23-24

- 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 L
- Renew the City's NPDES and WPCF permits; submit TMDL 5-year assessment
- Finalize the design and plans for the Claggett Creek Wetland Enhancement project

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 996,580	\$ 1,242,069	\$ 1,630,900	\$ 1,687,100	\$ 1,540,500			-5.5%
3 Revenues:								
4 Charges for Services:								
5 Planning & Construction Fees	12,693	11,715	10,000	10,000	10,000			0.0%
6 Service Fees	1,602,893	1,603,475	1,602,000	1,604,000	1,604,000			0.1%
7 Total Charges for Services	1,615,586	1,615,190	1,612,000	1,614,000	1,614,000			0.1%
Intergovernmental:								
8 Grants	8,250	-	-	-	-			
Miscellaneous:								
9 Interest	3,435	6,010	2,000	2,000	2,000			0.0%
10 Miscellaneous Revenue	-	-	-	-	-			
11 Total Miscellaneous	3,435	6,010	2,000	2,000	2,000			0.0%
12 Total Revenues	1,627,271	1,621,200	1,614,000	1,616,000	1,616,000			0.1%
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	3,144,851	3,384,269	3,765,900	3,824,100	3,677,500			-2.3%

Public Works Stormwater Fund

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
18 REQUIREMENTS:								
19 Expenditures:								
20 Personnel Services:								
21 Municipal Utility Workers	202,857	201,478	238,600	218,600	230,900			-3.2%
22 Planning Staff	939	996	1,100	1,100	1,200			9.1%
23 Environmental Program Staff	175,290	234,839	286,700	283,500	321,500			12.1%
24 GIS	28,504	29,957	31,700	32,000	34,200			7.9%
25 Overtime	188	369	3,000	1,000	3,000			0.0%
26 Duty Pay	10,475	10,440	10,400	10,400	10,400			0.0%
27 Cell Phone - Clothing Allowances	1,449	1,349	2,600	2,600	2,600			0.0%
28 Wellness	1,139	1,541	4,200	2,000	4,200			0.0%
29 Payroll Taxes	6,473	7,435	9,000	9,600	13,400			48.9%
30 Retirement	89,915	125,752	158,500	149,200	199,200			25.7%
31 Insurance Benefits	184,549	182,852	219,200	195,100	217,600			-0.7%
32 Workers Compensation	6,847	19,248	6,600	6,600	6,800			3.0%
33 Total Personnel Services	708,625	816,256	971,600	911,700	1,045,000			7.6%
34 Materials & Services:								
35 Concrete	302	515	5,000	1,000	5,000			0.0%
36 Rock & Backfill	1,474	1,674	1,200	1,500	2,000			66.7%
37 Paving	3,153	2,175	6,000	6,000	6,000			0.0%
38 Meetings, Travel & Training	3,193	4,837	8,000	6,000	9,000			12.5%
39 Public Notices	273	80	400	400	400			0.0%
40 Administrative Services Charges	409,884	439,532	473,200	428,300	530,700			12.2%
41 Contractual Services	126,079	180,130	176,000	170,000	230,000			30.7%
42 Engineering Services	34,752	34,730	35,000	55,000	35,000			0.0%
43 Storm Drain Utilities	5,452	2,327	5,800	2,000	2,500			-56.9%
44 Telephone	2,667	2,629	2,800	2,800	2,800			0.0%
45 Gasoline	5,923	9,200	7,500	9,000	8,500			13.3%
46 Diesel Fuel	1,902	2,707	5,000	5,000	5,000			0.0%
47 Vehicle Maintenance	2,255	1,171	5,000	2,500	5,000			0.0%
48 Equipment Maintenance	13,122	19,052	23,000	10,000	15,000			-34.8%
49 Permit Renewal & Registration Fees	7,863	8,232	8,500	8,600	10,500			23.5%
50 Plant Maintenance	6,859	9,099	12,500	12,500	20,000			60.0%
51 Pump Maintenance	7,890	6,332	10,000	7,000	10,000			0.0%
52 Operating Materials & Supplies	12,126	18,158	15,000	10,000	15,000			0.0%
53 Street Sweeping	102,798	105,854	105,000	106,000	110,000			4.8%
54 Medical Testing	11	48	400	-	400			0.0%
55 Lab Tests	5,004	4,888	8,000	9,200	10,000			25.0%
56 Consumer Confidence Report/ Public Education	5,432	7,244	12,000	12,000	17,000			41.7%
57 Miscellaneous	1,536	-	-	-	-			
58 Total Materials & Services	759,950	860,614	925,300	864,800	1,049,800			13.5%

Public Works Stormwater Fund

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
59 Capital Outlay:								
60 Field Equipment	3,646	2,490	7,100	7,100	15,000			111.3%
61 Heavy Equipment/Service Vehicle	-	-	375,000	361,000	15,000			-96.0%
62 Storm Sewer Pipe Extension or Repair	430,561	17,817	750,000	139,000	1,083,000			44.4%
63 Total Capital Outlay	434,207	20,307	1,132,100	507,100	1,113,000			-1.7%
64 Total Expenditures	1,902,782	1,697,177	3,029,000	2,283,600	3,207,800			5.9%
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	1,242,069	1,687,092	587,800	1,540,500	320,600			-45.5%
70 TOTAL REQUIREMENTS	\$3,144,851	\$ 3,384,269	\$3,765,900	\$ 3,824,100	\$ 3,677,500			-2.3%

Summary of Administrative Service Fund Charges

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 28,173	\$ 32,485	\$ 48,100	\$ 27,700	\$ 51,400			6.9%
City Manager	20,514	16,597	16,200	15,000	16,800			3.7%
Information Systems	50,543	51,837	62,600	57,900	64,500			3.0%
Attorney's Office	4,527	3,780	2,900	2,700	7,000			141.4%
City Recorder	15,481	15,752	16,500	16,300	18,700			13.3%
Human Resources	34,362	40,445	41,200	41,200	44,500			8.0%
Finance	27,524	28,641	30,700	30,900	32,700			6.5%
Utility Billing	40,955	40,577	48,100	45,800	50,700			5.4%
Facility Maintenance	39,056	59,933	50,100	42,300	72,800			45.3%
Public Works	148,749	149,485	156,800	148,500	171,600			9.4%
Administrative Services Charges	\$ 409,884	\$ 439,532	\$ 473,200	\$ 428,300	\$ 530,700			12.2%

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 3.5% 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. McLeod Lane realignment project and 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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
RESOURCES:								
1 Beginning Balance:	\$ 438,395	\$ 457,057	\$ 470,400	\$ 481,800	\$ 473,000			0.6%
2 Revenues:								
3 Charges for Services:								
4 Plan/Construction Fees	2,499	12,719	-	-	-			
5 Salem Sewer Billing	5,991,357	6,161,985	6,580,000	6,580,000	6,974,800			6.0%
6 Sewer Administration Fee	378,509	379,758	375,000	375,000	375,000			0.0%
7 Total Charges for Services	6,372,365	6,554,462	6,955,000	6,955,000	7,349,800			5.7%
8 Miscellaneous:								
9 Miscellaneous	-	-	-	-	-			
10 Interest Earnings	1,371	1,704	1,000	1,000	1,000			0.0%
11 Total Miscellaneous	1,371	1,704	1,000	1,000	1,000			0.0%
12 Total Revenues	6,373,736	6,556,166	6,956,000	6,956,000	7,350,800			5.7%
13 TOTAL RESOURCES	6,812,131	7,013,223	7,426,400	7,437,800	7,823,800			5.4%
REQUIREMENTS:								
14 Expenditures:								
15 Personnel Services:								
16 Planning Staff	939	996	1,000	1,100	1,000			0.0%
17 Cell Phone Stipend	9	9	100	100	100			0.0%
18 Wellness	5	4	100	100	100			0.0%
19 Payroll Taxes	15	15	100	100	100			0.0%
20 Retirement	205	275	700	700	700			0.0%
21 Insurance Benefits	448	285	300	300	300			0.0%
22 Workers Compensation	87	56	100	100	100			0.0%
23 Total Personnel Services	1,708	1,640	2,400	2,500	2,400			0.0%
24 Materials & Services:								
25 Public Notices	-	-	100	100	100			0.0%
26 Administrative Services Charges	340,651	353,436	399,700	379,700	437,200			9.4%
27 Engineering Services	-	-	500	500	500			0.0%
28 Salem Sewer Payments	6,012,374	6,176,352	6,580,000	6,580,000	6,974,800			6.0%
29 Emergency Management Expense	-	-	1,000	1,000	1,000			0.0%
30 Miscellaneous Expense	341	-	1,000	1,000	1,000			0.0%
31 Total Materials & Services	6,353,366	6,529,788	6,982,300	6,962,300	7,414,600			6.2%
32 Total Expenditures	6,355,074	6,531,428	6,984,700	6,964,800	7,417,000			6.2%
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	457,057	481,795	401,700	473,000	366,800			-8.7%
38 TOTAL REQUIREMENTS	\$ 6,812,131	\$ 7,013,223	\$ 7,426,400	\$ 7,437,800	\$ 7,823,800			5.4%

Public Works Sewer Fund

Summary of Administrative Service Fund Charges

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 6,244	\$ 6,869	\$ 10,800	\$ 6,200	\$ 11,800			9.3%
City Manager	4,681	3,583	3,500	3,200	3,500			0.0%
Information Systems	19,199	19,698	25,600	23,700	26,400			3.1%
Attorney's Office	1,320	1,155	700	700	800			14.3%
City Recorder	3,505	3,403	3,600	3,500	3,900			8.3%
Human Resources	7,604	8,623	9,300	9,300	10,200			9.7%
Finance	74,990	84,848	85,600	86,000	100,100			16.9%
Utility Billing	192,388	190,447	226,000	215,500	238,300			5.4%
Facility Maintenance	8,705	12,657	11,300	9,500	16,800			48.7%
Public Works	22,015	22,153	23,300	22,100	25,400			9.0%
Administrative Services Charges	\$ 340,651	\$ 353,436	\$ 399,700	\$ 379,700	\$ 437,200			9.4%

Budget Notes:

Revenues:

- 5 The City of Salem has been operating off an even rate slope model for setting its sewer rates. Keizer's rate increase is 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 FY23-24.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$257,879	\$273,944	\$279,900	\$ 275,300	\$290,600			3.8%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fee	14,845	-	15,000	14,300	15,000			0.0%
6 Miscellaneous:								
7 Interest	1,220	1,363	1,000	1,000	1,000			0.0%
8 Total Revenues	16,065	1,363	16,000	15,300	16,000			0.0%
9 TOTAL RESOURCES	273,944	275,307	295,900	290,600	306,600			3.6%
10 REQUIREMENTS:								
11 Expenditures:								
12 Capital Outlay:								
13 Sewer Line Extensions	-	-	145,900	-	156,600			7.3%
14 Unanticipated Expense	-	-	150,000	-	150,000			0.0%
15 Total Capital Outlay	-	-	295,900	-	306,600			3.6%
16 Fund Balance:								
17 Restricted for Improvements	273,944	275,307	-	290,600	-			
18 TOTAL REQUIREMENTS	\$273,944	\$275,307	\$295,900	\$ 290,600	\$306,600			3.6%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for FY23-24 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.

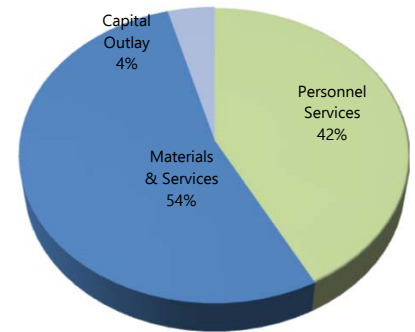
The Water Division operates under the Oregon Administrative Rules for Public Water Systems enforced by the Oregon Health Authority (OHA), Drinking Water Services (DWS) that administer and enforce drinking water quality standards for public water systems in the state of Oregon.

Accomplishments for FY22-23

- 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 67 non-functioning meters including (4) 2 inch meters and (1) 1/2 inch meter with new more accurate meters.
- Repaired 9 Water Main leaks
- Replaced the roof at Willamette Manor Pump Station
- Installed 18 new meters and 11 new water services including (4) 2 inch and (1) 1 1/2 inch meters
- Updated all handheld radios
- Replaced/Upgraded 15 Services.

Division Goals for FY23-24

- 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 a 2004 mini excavator.



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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 1,036,558	\$ 1,140,837	\$ 1,081,100	\$ 1,146,700	\$ 1,112,200			2.9%
3 Revenues:								
4 Licenses & Fees:								
5 Planning & Construction Fees	7,412	24,566	5,000	15,000	5,000			0.0%
6 Service Fees	14,158	29,216	15,000	15,000	15,000			0.0%
7 Diesel Fuel Sales	25,657	26,435	40,000	40,000	40,000			0.0%
8 Live Tap Reimbursement	15,440	24,495	15,000	25,000	15,000			0.0%
9 Total Licenses & Fees	62,667	104,712	75,000	95,000	75,000			0.0%
10 Charges for Services:								
11 Water Sales	3,347,576	3,392,658	3,476,000	3,400,500	3,536,500			1.7%
12 Intergovernmental:								
13 Grants	8,687	-	-	-	-			
14 Miscellaneous:								
15 Interest	4,852	7,151	5,000	5,000	5,000			0.0%
16 Miscellaneous	8,037	10,132	7,000	13,800	7,000			0.0%
17 Total Miscellaneous	12,889	17,283	12,000	18,800	12,000			0.0%
18 Other Resources:								
19 Transfers In:								
20 Transfer from Park Operations Fund	20,651	7,300	-	-	-			
21 Total Transfers In	20,651	7,300	-	-	-			
22 TOTAL RESOURCES	4,489,028	4,662,790	4,644,100	4,661,000	4,735,700			2.0%

Public Works Water Fund

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
23 REQUIREMENTS:								
24 Expenditures:								
25 Personnel Services:								
26 Municipal Utility Workers	638,562	671,300	730,600	710,000	746,000			2.1%
27 GIS	21,971	23,092	24,500	24,700	26,300			7.3%
28 Planning Staff	939	996	1,100	1,100	1,200			9.1%
29 Overtime	14,605	9,294	20,000	15,000	20,000			0.0%
30 Duty Pay	20,950	20,880	20,800	20,800	20,800			0.0%
31 Cell Phone/Clothing Allowance	4,569	4,289	5,200	5,200	5,200			0.0%
32 Wellness	2,639	2,639	5,800	3,000	5,800			0.0%
33 Payroll Taxes	10,826	11,264	12,700	13,600	18,300			44.1%
34 Retirement	149,650	196,048	222,900	205,000	272,100			22.1%
35 Insurance Benefits	260,357	269,362	317,400	275,700	315,000			-0.8%
36 Workers Compensation	978	17,999	10,500	20,000	15,000			42.9%
37 Total Personnel Services	1,126,046	1,227,163	1,371,500	1,294,100	1,445,700			5.4%
38 Materials & Services:								
39 Concrete	5,617	15,761	15,000	5,000	15,000			0.0%
40 Rock & Backfill	3,400	6,190	6,000	4,500	6,000			0.0%
41 Paving	12,230	15,913	20,000	20,000	20,000			0.0%
42 Sequestering Agent	11,602	11,650	15,000	13,500	15,000			0.0%
43 Fluoride	13,581	10,961	11,500	8,000	11,500			0.0%
44 Meetings, Travel & Training	21,259	11,034	24,000	15,000	24,000			0.0%
45 Public Notices	408	139	300	-	300			0.0%
46 Administrative Services Charges	749,938	799,899	852,600	781,900	956,400			12.2%
47 Contractual Services	8,525	10,788	15,000	15,000	15,000			0.0%
48 Flagging	1,590	5,081	3,500	3,500	3,500			0.0%
49 Engineering Services	34,413	13,243	20,000	10,000	20,000			0.0%
50 Electricity	267,286	269,073	275,000	275,000	275,000			0.0%
51 Natural Gas	1,477	2,577	3,000	2,700	3,000			0.0%
52 Telephone	6,189	4,715	6,000	5,000	6,000			0.0%
53 Telemetry	6,664	1,586	15,500	17,000	15,500			0.0%
54 Gasoline	8,489	13,386	15,500	15,500	15,500			0.0%
55 Diesel Fuel	29,971	53,052	55,000	65,000	55,000			0.0%
56 Vehicle Maintenance	18,858	5,510	20,000	10,000	20,000			0.0%
57 Equipment Maintenance	7,606	11,777	15,000	10,000	15,000			0.0%
58 Plant Maintenance	49,178	73,325	82,500	104,000	82,500			0.0%
59 Live Taps	22,280	16,790	15,000	35,000	15,000			0.0%
60 Pump House Maintenance	9,517	26,329	20,500	20,000	20,500			0.0%
61 Pump Maintenance	24,516	52,007	71,000	87,000	71,000			0.0%
62 Operating Materials & Supplies	22,223	43,174	30,000	22,000	30,000			0.0%
63 Medical Testing	34	143	800	-	800			0.0%
64 Water Mains	-	28,802	25,000	-	25,000			0.0%
65 Lab Tests	29,248	52,729	42,500	42,500	42,500			0.0%
66 Contract Meter Reading	39,966	40,670	42,900	42,100	42,900			0.0%
67 Consumer Confidence Report	8,256	8,701	10,000	10,000	10,000			0.0%
68 Miscellaneous	2,373	-	-	-	-			0.0%
69 Total Materials & Services	1,416,694	1,605,005	1,728,100	1,639,200	1,831,900			6.0%
70 Capital Outlay:								
71 Field Equipment	3,434	2,579	5,000	5,000	5,000			0.0%
72 Water Meters	22,404	31,372	35,000	43,500	35,000			0.0%
73 Heavy Equipment/Vehicle	-	-	215,000	117,000	90,000			-58.1%
74 Unanticipated Expense	-	-	16,000	-	16,000			0.0%
75 Total Capital Outlay	25,838	33,951	271,000	165,500	146,000			-46.1%

Public Works Water Fund

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
76 Debt Service:								
77 Principal	225,000	-	-	-	-			
78 Interest	4,613	-	-	-	-			
79 Total Debt Service	229,613	-	-	-	-			
80 Total Expenditures	2,798,191	2,866,119	3,370,600	3,098,800	3,423,600			1.6%
81 Other Requirements:								
82 Contingency	-	-	125,000	-	125,000			0.0%
83 Transfer to Water Facility Replacement Reserve	550,000	650,000	650,000	450,000	650,000			0.0%
84 Total Other Requirements	550,000	650,000	775,000	450,000	775,000			0.0%
85 Fund Balance:								
86 Restricted for Operations	1,140,837	1,146,671	498,500	1,112,200	537,100			7.7%
87 TOTAL REQUIREMENTS	\$ 4,489,028	\$ 4,662,790	\$4,644,100	\$4,661,000	\$4,735,700			2.0%

Summary of Administrative Service Fund Charges

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 43,485	\$ 49,212	\$ 69,300	\$ 39,900	\$ 78,200			12.8%
City Manager	31,941	25,933	23,900	22,100	23,500			-1.7%
Information Systems	79,654	81,643	96,800	89,600	99,700			3.0%
Attorney's Office	8,299	8,294	5,500	5,200	3,700			-32.7%
City Recorder	24,243	24,697	24,700	24,300	26,600			7.7%
Human Resources	53,036	61,283	59,300	59,300	67,600			14.0%
Finance	74,990	84,848	85,600	86,000	100,100			16.9%
Utility Billing	176,006	174,256	206,700	197,000	218,000			5.5%
Facility Maintenance	60,349	90,830	72,200	61,000	110,700			53.3%
Public Works	197,935	198,903	208,600	197,500	228,300			9.4%
Administrative Service Charges	\$ 749,938	\$ 799,899	\$ 852,600	\$ 781,900	\$ 956,400			12.2%

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 3.5% 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 service to back-up engines/generators.

Capital Outlay:

- 73 New mini excavator to replace 2004 mini excavator.

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 2023-24 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 FY22-23

- Completed design work and began construction of the filter system at Meadows Pump Station.
- Continued steel water main replacement program
- Completed drilling a new well at the Reitz site.

Capital Improvements Planned FY23-24

- Continue the steel water main replacement program
- Complete construction of the filter system at Meadows Pump Station to improve water quality.
- Install a new pump at the Reitz site.
- Install new filter plant at the Reitz site.
- Update the radio communications for the telemetry system.

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 337,026	\$ 534,995	\$ 737,500	\$ 645,400	\$ 697,900			-5.4%
3 Revenues:								
4 Licenses & Fees:								
5 System Development Fees	25,799	74,502	25,000	30,000	59,500			138.0%
6 Miscellaneous:								
7 Interest	2,390	3,768	2,500	2,500	2,500			0.0%
8 Total Miscellaneous	2,390	3,768	2,500	2,500	2,500			0.0%
9 Total Revenues	28,189	78,270	27,500	32,500	62,000			125.5%
10 Other Resources:								
11 Transfers In:								
12 Transfer from Water Fund	550,000	650,000	650,000	450,000	650,000			0.0%
13 Total Other Resources	550,000	650,000	650,000	450,000	650,000			0.0%
14 TOTAL RESOURCES	915,215	1,263,265	1,415,000	1,127,900	1,409,900			-0.4%
15 REQUIREMENTS:								
16 Expenditures:								
17 Capital Outlay:								
18 Supply/Treatment	57,963	-	450,000	15,000	500,000			11.1%
19 Transmission & Distribution Mains	322,257	617,836	300,000	415,000	300,000			0.0%
20 Unanticipated Expenses	-	-	190,000	-	190,000			0.0%
21 Total Capital Outlay	380,220	617,836	940,000	430,000	990,000			5.3%
22 Fund Balance:								
23 Restricted for Improvements	534,995	645,429	475,000	697,900	419,900			-11.6%
24 Total Fund Balance	534,995	645,429	475,000	697,900	419,900			-11.6%
25 TOTAL REQUIREMENTS	\$ 915,215	\$ 1,263,265	\$ 1,415,000	\$ 1,127,900	\$ 1,409,900			-0.4%

Budget Notes:

Revenues:

- 5 The System Development Fee projections for Fiscal Year 2023-24 assumes (2) 3 inch meters and 15 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 2022-23

Replaced the play structure at Ben Miller Park including ADA access upgrades. Expanded the road/trail to the boat in camp site at Keizer Rapids Park. Extended the columns and replaced 2 shade sails at the Big Toy.

Division Goals for FY 2023-24

Construct pickleball courts and additional parking at Keizer Rapids Park.

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balances:								
3 Unrestricted Beginning Balance	\$ 391,591	\$ 352,824	\$ 581,200	\$ 465,600	\$ 465,800			-19.9%
4 Developers Tree Reimbursements		-	-	-	-			
5 Total Beginning Balances	391,591	352,824	581,200	465,600	465,800			-19.9%
6 Revenues:								
7 Licenses & Fees:								
8 Park Services Fees	682,272	683,672	682,000	682,000	682,000			0.0%
9 Park Reservation Fees	0	2,731	3,500	4,000	3,500			0.0%
10 Amphitheater Rental Fees	-	3,268	3,500	3,500	3,500			0.0%
11 Total Licenses & Fees	682,272	689,671	689,000	689,500	689,000			0.0%
12 Intergovernmental:								
13 MAP Boat Ramp Grant	4,700	-	4,700	4,700	4,700			0.0%
14 Grants	2,074	-	-	-	-			
15 Total Intergovernmental	6,774	-	4,700	4,700	4,700			0.0%
16 Miscellaneous:								
17 Park Rental Income	82,340	81,837	84,000	86,000	87,000			3.6%
18 Park Donations	-	1,222	-	-	-			
19 Developers Tree Reimbursements	36,450	1,350	-	41,300	-			
20 Miscellaneous	7,378	1,431			-			
21 Total Miscellaneous	126,168	85,840	84,000	127,300	87,000			3.6%
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	-	-	-	-	-			
26 Total Other Resources	360,800	360,800	360,800	360,800	360,800			0.0%
27 Total Resources	1,567,605	1,489,135	1,719,700	1,647,900	1,607,300			-6.5%

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
28 Expenditures:								
29 Personnel Services:								
30 Municipal Utility Workers	215,441	219,554	242,700	237,900	299,300			23.3%
31 GIS	5,938	6,241	6,600	6,700	7,200			9.1%
32 Overtime	592	737	800	800	800			0.0%
33 Clothing/Phone Stipends	2,370	1,970	1,600	2,400	2,400			50.0%
34 Wellness	1,029	686	2,100	1,000	2,000			-4.8%
35 Payroll Taxes	3,460	3,538	4,100	4,400	6,100			48.8%
36 Retirement	47,531	62,515	71,700	67,500	90,500			26.2%
37 Insurance Benefits	93,232	94,515	113,800	99,600	113,000			-0.7%
38 Workers Compensation	38,068	18,144	4,000	4,000	4,500			12.5%
39 Total Personnel Services	407,661	407,900	447,400	424,300	525,800			17.5%
40 Materials & Services:								
41 Parks Materials & Supplies	36,305	47,529	45,000	50,000	50,000			11.1%
42 Meetings, Travel & Training	790	1,564	1,500	1,500	1,500			0.0%
43 Public Notices	248	205	400	400	400			0.0%
44 Contractual Services	132,982	66,160	70,000	80,000	80,000			14.3%
45 Temporary Labor	60,033	62,513	83,000	83,000	83,000			0.0%
46 Developers Tree Expenses	1,299	19,915	7,000	2,000	20,000			186%
47 Utilities	6,410	6,129	6,500	6,900	6,500			0.0%
48 Telephone	2,016	2,371	2,000	2,000	2,000			0.0%
49 Gasoline	7,908	12,010	12,000	12,000	12,000			0.0%
50 Diesel	568	323	1,200	1,200	1,200			0.0%
51 Vehicle Maintenance	1,273	3,287	3,500	5,500	5,000			42.9%
52 Equipment Maintenance	5,125	10,803	7,000	8,000	7,000			0.0%
53 Boat Ramp Maintenance	1,680	5,061	4,700	4,700	4,700			0%
54 Keizer Rotary Amphitheater	42	5,214	10,000	6,000	10,000			0%
55 Grant Program	14,492	8,103	15,000	15,000	15,000			0.0%
56 Park Rental Program Expenses	38,054	8,667	25,000	15,000	25,000			0.0%
57 Medical Testing	-	-	600	-	600			0.0%
58 Little League Park Maintenance	4,226	7,681	6,000	6,000	6,000			0.0%
59 Total Materials & Services	313,451	267,535	300,400	299,200	329,900			9.8%
60 Capital Outlay:								
61 Field Equipment	1,396	2,923	3,300	4,400	3,300			0.0%
62 Vehicles	-	-	-	-	-			
63 Equipment	12,819	28,651	18,500	29,300	12,000			-35.1%
64 Capital Improvements	393,803	244,206	670,000	424,900	450,000			-32.8%
65 Total Capital Outlay	408,018	275,780	691,800	458,600	465,300			-32.7%
66 Total Expenditures	1,129,130	951,215	1,439,600	1,182,100	1,321,000			-8.2%
67 Other Requirements:								
68 Contingency:								
69 Operating Contingency	-	-	100,000	-	150,000			50.0%
70 Transfers Out:								
71 Park Improvement Fund	65,000	65,000	-	-	-			
72 Water Fund	20,651	7,300	-	-	-			
73 Total Transfers Out	85,651	72,300	-	-	-			
74 Fund Balance:								
75 Restricted for Operations	352,824	465,620	180,100	465,800	136,300			-24.3%
76 Total Fund Balance	352,824	465,620	180,100	465,800	136,300			-24.3%
77 Total Requirements	\$ 1,567,605	\$1,489,135	\$ 1,719,700	\$ 1,647,900	\$ 1,607,300			-5.4%

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 FY23-24 budget is 3.0% of budgeted revenues. In addition the budget provides for hiring an additional municipal utility worker mid-way through the year.

Personnel Services:

- 29 The Budget provides a 3.0% wage and salary increase for all non-represented staff and 3.5% 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 a portable toilet, fertilization and weed control and equipment maintenance (mowers).

Capital Outlay:

- 63 Purchase a side flail mower.
64 Construct pickleball courts and additional parking at Keizer Rapids Park.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
RESOURCES:								
Beginning Balance:	\$ 853,609	\$ 977,014	\$ 1,176,500	\$ 1,229,600	\$ 1,579,900			34.3%
Revenues:								
Licenses & Fees:								
System Development Fees	38,714	182,169	40,000	367,000	40,000			0.0%
Intergovernmental:								
Grants	-	-	-	-	-			
Miscellaneous:								
Interest	3,979	5,410	4,000	4,000	4,000			0.0%
Donations	12	12	-	3,000	-			
Total Miscellaneous	3,991	5,422	4,000	7,000	4,000			0.0%
Total Revenues	42,705	187,591	44,000	374,000	44,000			0.0%
Transfers In:								
General Fund	15,700	-	-	-	-			
Park Services Fund	65,000	65,000	-	-	-			
Total Transfers In	80,700	65,000	-	-	-			
TOTAL RESOURCES	977,014	1,229,605	1,220,500	1,603,600	1,623,900			33.1%
REQUIREMENTS:								
Expenditures:								
Capital Outlay:								
Improvements	-	-	25,000	23,700	42,500			70.0%
Unanticipated Expenses	-	-	750,000	-	1,500,000			100.0%
Total Capital Outlay	-	-	775,000	23,700	1,542,500			99.0%
Transfers Out:								
General Fund	-	-	-	-	-			
Fund Balance:								
Restricted for Improvements	977,014	1,229,605	445,500	1,579,900	81,400			-81.7%
TOTAL REQUIREMENTS	\$ 977,014	\$ 1,229,605	\$ 1,220,500	\$ 1,603,600	\$ 1,623,900			33.1%

Budget Notes:

Revenues:

5 The System Development Fee projections for FY23-24 assumes 20 new single family homes during the year.

Expenditures:

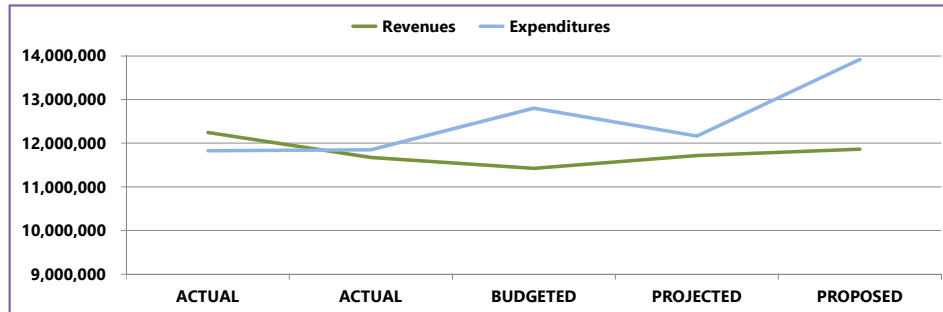
21 Pickleball Courts and additional parking at Keizer Rapids Park.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balances	\$ 2,505,196	\$ 3,381,583	\$ 3,325,300	\$ 3,614,200	\$ 3,616,200			8.7%
3 Revenues:								
4 Taxes & Assessments	6,107,527	6,246,837	6,335,000	6,374,500	6,542,600			3.3%
5 Licenses & Fees	2,960,307	3,145,160	3,013,000	3,157,500	3,189,200			5.8%
6 Intergovernmental	2,553,316	1,700,559	1,674,000	1,662,100	1,684,200			0.6%
7 Fines & Forfeitures	481,622	401,654	318,000	324,000	333,000			4.7%
8 Charges for Services	1,734	322	2,000	2,000	2,000			0.0%
9 Miscellaneous	142,324	177,094	82,800	199,100	111,500			34.7%
10 Total Revenues	12,246,830	11,671,626	11,424,800	11,719,200	11,862,500			3.8%
11 Other Resources:								
12 Transfers In	841,200	797,500	840,000	840,000	1,008,000			20.0%
13 Total Other Resources:	841,200	797,500	840,000	840,000	1,008,000			20.0%
14 TOTAL RESOURCES	15,593,226	15,850,709	15,590,100	16,173,400	16,486,700			5.8%
15 REQUIREMENTS:								
16 Expenditures:								
17 Administration	3,053,123	2,641,500	2,567,800	2,324,300	2,930,800			13.6%
18 Planning	507,685	476,622	591,300	518,900	634,100			7.2%
19 Municipal Court	221,103	193,874	230,300	215,900	232,200			0.8%
20 Police	8,049,161	8,533,661	9,409,800	9,107,300	10,120,200			7.5%
21 Revenue Sharing	-	-	-	-	-			-
22 Total Expenditures	11,831,072	11,845,657	12,799,200	12,166,400	13,917,300			8.6%
23 Other Requirements:								
24 Transfers Out	376,500	390,800	390,800	390,800	390,800			0.0%
25 Contingency	-	-	150,000	-	200,000			33.3%
26 Total Other Requirements	376,500	390,800	540,800	390,800	590,800			9.2%
27 Fund Balance:								
28 Committed	-	-	-	-	-			-
29 Unassigned	3,381,579	3,614,252	2,250,100	3,616,200	1,978,600			-11.4%
30 Total Fund Balance	3,381,579	3,614,252	2,250,100	3,616,200	1,978,600			-11.4%
31 TOTAL REQUIREMENTS	\$ 15,593,226	\$ 15,850,709	\$ 15,590,100	\$ 16,173,400	\$ 16,486,700			5.8%

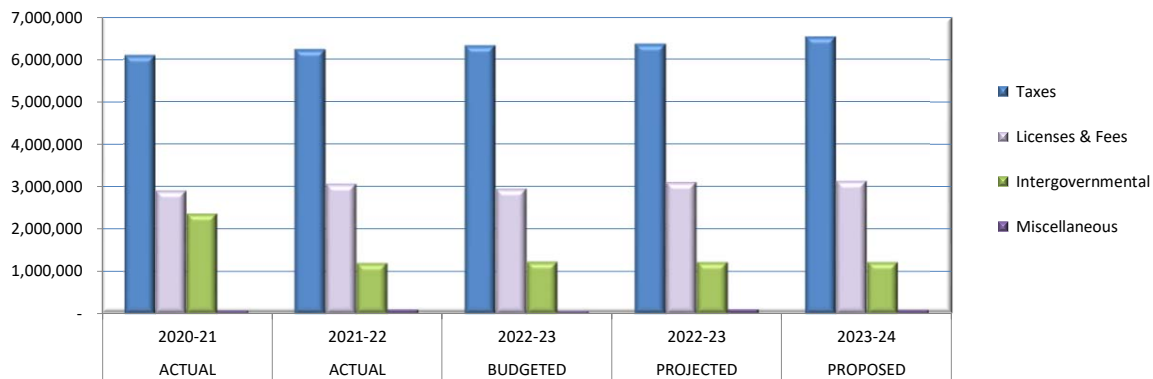
Ending Fund Balance As a Percentage of Revenue

19.7%

30.9%

16.7%

General Fund Non-Departmental Resources



	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balances	\$ 2,399,526	\$ 3,283,244	\$ 3,247,100	\$ 3,516,000	\$ 3,464,000			6.7%
3 Taxes:								
4 Current Taxes	5,767,533	5,926,104	6,075,000	6,099,500	6,282,600			3.4%
5 Prior Year Taxes	97,926	147,719	100,000	145,000	130,000			30.0%
6 Sales Taxes	242,068	173,014	160,000	130,000	130,000			-18.8%
7 Total Taxes	6,107,527	6,246,837	6,335,000	6,374,500	6,542,600			3.3%
8 Licenses & Fees:								
9 Electric Franchise	1,138,472	1,207,920	1,150,000	1,220,000	1,220,000			6.1%
10 Natural Gas Franchise	340,929	386,146	340,000	400,000	400,000			17.6%
11 Telephone Franchise	30,398	28,862	30,000	28,200	28,000			-6.7%
12 Cable Television Franchise	459,227	459,324	450,000	462,900	460,000			2.2%
13 Sanitation Franchise	323,924	347,580	340,000	357,000	370,000			8.8%
14 Water Sales Assessments	175,632	182,673	187,000	178,000	185,600			-0.7%
15 Sewer License Fee	337,612	343,953	355,000	355,400	369,600			4.1%
16 Stormwater Franchise	84,986	84,451	82,000	84,000	84,000			2.4%
17 Other Franchise	4,000	4,000	4,000	4,000	4,000			0.0%
18 Liquor Licenses	2,885	2,860	3,000	3,000	3,000			0.0%
19 Lien Search Fee	14,331	20,109	15,000	15,000	15,000			0.0%
20 Total Licenses & Fees	2,912,396	3,067,878	2,956,000	3,107,500	3,139,200			6.2%
21 Intergovernmental:								
22 Cigarette Tax	37,080	32,077	32,400	30,000	30,000			-7.4%
23 Liquor Tax	752,804	733,332	750,000	750,000	750,000			0.0%
24 State Revenue Sharing	431,566	419,590	430,000	426,700	430,000			0.0%
25 Grants - State	1,102,736	-	-	-	-			
26 Grants - County	46,245	15,000	15,000	15,000	15,000			0.0%
27 Total Intergovernmental	2,370,431	1,199,999	1,227,400	1,221,700	1,225,000			-0.2%
28 Miscellaneous:								
29 Stadium Rent	35,092	35,509	20,000	35,000	35,000			75.0%
30 Interest	16,749	20,953	15,000	15,000	15,000			0.0%
31 Rental Property Income	-	200	100	100	100			0.0%
32 Cell Tower Rent	11,358	10,887	11,500	22,000	25,200			119.1%
33 Art Walk Revenue	1,700	2,900	3,200	3,200	3,200			0.0%
34 Parks SDC Admin Fee	4,302	20,241	5,000	36,000	5,000			0.0%
35 Miscellaneous Revenue	2,827	4,589	2,000	2,000	2,000			0.0%
36 Total Miscellaneous	72,028	95,279	56,800	113,300	85,500			50.5%

General Fund

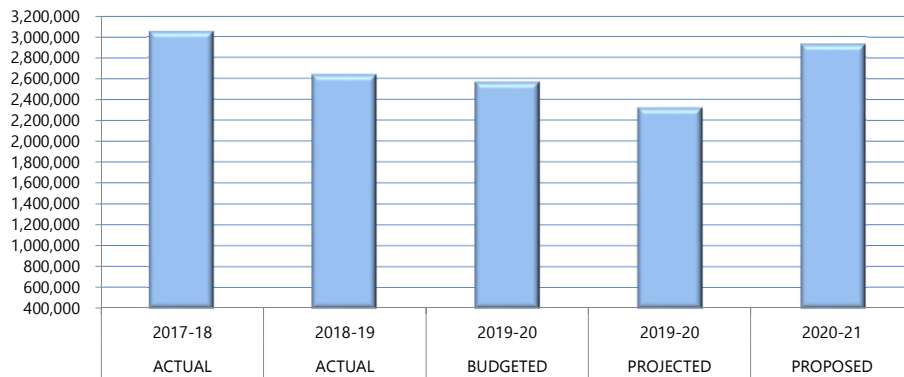
Non-Departmental Resources

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
37 Transfers In:								
38 From Police Services Fund	693,000	797,500	840,000	840,000	1,008,000			20.0%
39 From Transportation Imprc	148,200	-	-	-	-			
40 Total Transfers In	841,200	797,500	840,000	840,000	1,008,000			20.0%
41 TOTAL RESOURCES	\$ 14,703,108	\$ 14,690,737	\$ 14,662,300	\$15,173,000	\$ 15,464,300			5.5%

Budget Notes:

- 4 Property Tax Revenues are expected to increase 3% primarily from increased taxable assessed value.
- 9 PGE is proposing a 14% rate increase effective in 2024. Salem Electric is not anticipating a rate increase during FY2023-24
- 10 NW Natural is not anticipating a rate increase during FY2023-24..
- 11 Telephone franchise revenues continue to decline as more users switch from landlines to cellular phones which are not subject to franchise tax. FY2023-24 revenue projections are based on revenues bottoming out after several years of consistent declines.
- 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 FY2022-23, no additional changes are anticipated that would impact FY2023-24.
- 13-15 City Utility assessments and fees are expected to increase commensurate with the rate increases anticipated in FY2023-24.
- 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	2020-21 APPROVED	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 TOTAL REQUIREMENTS:								
2 Expenditures:								
3 Materials & Services:								
4 Public Notices	\$ 2,168	\$ 2,001	\$ 1,800	\$ 2,000	\$ 2,000			11.1%
5 Art Walk Artists' Stipends	1,700	4,400	3,200	3,200	3,200			0.0%
6 Public Art Commission	1,609	1,502	6,000	6,000	6,000			0.0%
7 Civic Center Art	-	100	500	-	500			0.0%
8 Points of Interest Commission	543	-	-	-	-			
9 Legal Services	5,963	5,781	15,000	15,000	15,000			0.0%
10 Administrative Services Charges	2,031,140	2,318,028	2,454,300	2,195,900	2,799,300			14.1%
11 Contractual Services	40,688	31,397	35,000	35,000	35,000			0.0%
12 Insurance	361	369	500	400	500			0.0%
13 Holiday Lights	807	1,347	2,000	2,100	2,000			0.0%
14 CARES Act Grant	657,169	180	-	-	-			
15 Community Prosperity Grant	62,489	-	-	15,000	15,000			
16 Off-Site Property Maintenance	6,270	29,517	8,000	8,000	8,000			0.0%
17 Neighborhood Associations	906	2,411	3,200	3,200	6,000			87.5%
18 SK Schools Tax Payment	209,000	207,205	-	-	-			
19 Volunteer Recognition	310	262	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 Alliance	10,000	15,000	15,000	15,000	15,000			0.0%
23 Emergency Management	-	-	1,000	1,200	1,000			0.0%
24 Total Materials & Services	3,053,123	2,641,500	2,567,800	2,324,300	2,930,800			13.6%
28 Total Expenditures	3,053,123	2,641,500	2,567,800	2,324,300	2,930,800			13.6%
29 Other Requirements:								
30 Contingencies:								
31 General Contingency	-	-	150,000	-	200,000			33.3%
32 Transfers Out:								
33 Park Improvement Fund	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	30,000			0.0%
36 Total Transfers Out	376,500	390,800	390,800	390,800	390,800			0.0%
37 TOTAL REQUIREMENTS	\$3,429,623	\$3,032,300	\$3,108,600	\$ 2,715,100	\$ 3,521,600			12.8%

General Fund Non-Departmental Requirements

Summary of Administrative Service Fund Charges

	ACTUAL 2015-16	ACTUAL 2016-17	BUDGETED 2017-18	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 189,032	\$ 220,200	\$ 312,000	\$ 179,500	\$ 343,700			10.2%
City Manager	261,586	227,174	226,600	209,600	229,200			1.1%
Information Systems	399,428	409,339	485,500	449,500	499,700			2.9%
Attorney's Office	255,019	315,393	322,000	302,400	376,400			16.9%
City Recorder	191,901	209,053	224,200	221,000	260,300			16.1%
Human Resources	230,719	274,388	267,100	267,200	297,100			11.2%
Finance	216,779	231,670	266,000	267,500	278,000			4.5%
Facility Maintenance	261,984	405,836	325,100	274,900	486,500			49.6%
Public Works	24,692	24,975	25,800	24,300	28,400			10.1%
Administrative Services Charges	\$ 2,031,140	\$ 2,318,028	\$ 2,454,300	\$ 2,195,900	\$ 2,799,300			14.1%

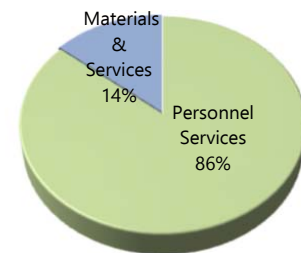
Budget Notes:

- 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.
- 17 Payment to each neighborhood association is contingent upon the association being officially recognized by the City and provided on a reimbursement basis. The payment is to provide support for the printing and postage associated with brochures and newsletters, and for yard signs.
- 20 Payment to Keizer United is subject to approval by the City of Keizer City Council upon review of a plan for expenditures.
- 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 3.0%.
- 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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 Revenues:								
2 Licenses & Fees:								
3 Sign Permits	\$ 4,690	\$ 2,442	\$ 4,000	\$ 2,000	\$ 2,000			-50.0%
4 Land Use Application Fees	21,054	16,679	20,000	15,000	15,000			-25.0%
5 Building Fees - Zoning	9,739	30,957	15,000	15,000	15,000			0.0%
6 Permit Administrative Fee	5,178	17,204	10,000	10,000	10,000			0.0%
7 Facility Fee	7,250	10,000	8,000	8,000	8,000			0.0%
8 Total Licenses & Fees	47,911	77,282	57,000	50,000	50,000			-12.3%
9 Intergovernmental:								
10 Planning Grants - State	99,230	1,719	-	-	-			
11 Total Intergovernmental	99,230	1,719	-	-	-			
12 Charges for Services:								
13 Nuisance Abatement	1,734	322	2,000	2,000	2,000			0.0%
14 Total Revenues	49,645	79,323	59,000	52,000	52,000			-11.9%
15 Expenditures:								
16 Personnel Services:								
17 Planning Director	41,513	96,630	102,200	103,200	110,000			7.6%
18 Code Compliance Officer	51,558	54,167	57,300	57,900	61,800			7.9%
19 Planning Staff	177,457	132,317	135,800	137,200	142,100			4.6%
20 GIS	-	-	3,500	-	3,500			0.0%
21 Overtime	-	-	1,000	1,000	1,000			0.0%
22 Cell Phone Stipend	1,638	1,638	1,700	1,700	1,700			0.0%
23 Wellness	1,150	1,555	2,000	2,000	2,000			0.0%
24 Payroll Taxes	4,201	4,402	4,700	5,300	7,000			48.9%
25 Retirement	65,225	83,501	87,700	87,500	112,000			27.7%
26 Insurance Benefits	107,281	81,405	106,300	95,100	103,600			-2.5%
27 Workers Compensation	1,424	6,065	1,200	1,200	1,200			0.0%
28 Total Personnel Services	451,447	461,680	503,400	492,100	545,900			8.4%

General Fund Planning

	ACTUAL	ACTUAL	APPROVED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2020-21	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24	PRIOR BUDGET
29 Materials & Services:								
30 Mapping Supplies & Services	-	-	300	-	300			0.0%
31 Uniforms	430	534	500	2,000	500			0.0%
32 Postage & Printing	-	-	3,000	-	3,000			0.0%
33 Meetings, Travel & Training	361	274	7,200	2,000	7,200			0.0%
34 Public Notices	2,165	979	2,500	1,000	2,500			0.0%
35 Hearings Officer	704	2,131	3,000	1,000	3,000			0.0%
36 Telephone	480	440	500	500	500			0.0%
37 Auto Insurance	1,093	1,202	1,600	1,400	1,900			18.8%
38 Gasoline	798	1,389	1,300	1,300	1,300			0.0%
39 Vehicle Maintenance	727	6,749	2,500	2,500	2,500			0.0%
40 Nuisance Abatement	3,565	1,005	15,000	15,000	15,000			0.0%
41 Operating Equipment	-	-	500	100	500			0.0%
42 Medical testing	-	239	-	-	-			
43 Grant/Study Expenditures	45,915	-	50,000	-	50,000			0.0%
44 Total Materials & Services	56,238	14,942	87,900	26,800	88,200			0.3%
Capital Outlay:								
Vehicles	4,075	-	-	-	-			
45 Total Expenditures	\$ 507,685	\$ 476,622	\$ 591,300	\$ 518,900	\$ 634,100			7.2%

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:

- 32 Postage & Printing costs provide for a mass mailing should legal mandates require one in FY23-24.
- 33 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	ACTUAL	BUDGETED	PROJECTED	PROPOSED	APPROVED	ADOPTED	% CHANGE
	2020-21	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24	PRIOR BUDGET
1 Revenues:								
2 Fines & Forfeits:								
3 Municipal Court Fines	\$ 226,364	\$ 164,130	\$ 150,000	\$ 165,000	\$ 165,000			10.0%
4 Past Due Collections	218,504	224,006	165,000	155,000	165,000			0.0%
5 Peer Court Fees	17,226	-	-	-	-			
6 Total Fines & Forfeits	462,094	388,136	315,000	320,000	330,000			4.8%
7 Miscellaneous:								
8 Peer Court Donations	-	-	-	-	-			
9 Total Miscellaneous	-	-	-	-	-			
10 Total Revenues	462,094	388,136	315,000	320,000	330,000			4.8%
11 Expenditures:								
12 Personnel Services:								
13 Court Clerks	58,317	55,972	57,100	57,700	59,800			4.7%
14 Overtime	569	363	1,500	500	1,500			0.0%
15 Wellness	483	312	500	400	500			0.0%
16 Payroll Taxes	913	871	1,000	1,000	1,400			40.0%
17 Retirement	12,257	15,294	15,600	15,900	19,600			25.6%
18 Insurance Benefits	23,262	20,905	27,400	24,900	27,200			-0.7%
19 Workers Compensation	299	148	200	200	200			0.0%
20 Total Personnel Services	96,100	93,865	103,300	100,600	110,200			6.7%
21 Materials & Services:								
22 Materials & Supplies	150	128	500	300	500			0.0%
23 Meetings, Travel & Training	-	-	1,000	500	1,000			0.0%
24 Judge's Services	16,028	15,841	19,000	18,000	19,000			0.0%
25 Other Contractual Services	10,850	11,037	11,500	11,500	11,500			0.0%
26 Peer Court	27,701	17,594	25,000	25,000	25,000			0.0%
27 Interagency Assessments	70,274	55,409	70,000	60,000	65,000			-7.1%
28 Total Materials & Services	125,003	100,009	127,000	115,300	122,000			-3.9%
29 Total Expenditures	\$ 221,103	\$ 193,874	\$ 230,300	\$ 215,900	\$ 232,200			0.8%

Budget Notes:

- 3 Municipal Court Fines are expected to be consistent with the prior year.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
RESOURCES:								
Beginning Balances:								
1 K-9 Donations	\$ 25,931	\$ 27,061	\$ 7,000	\$ 27,000	\$ 87,000			1142.9%
2 Civil/Criminal Forfeitures	79,739	71,278	71,200	71,200	65,200			-8.4%
3 Total Beginning Balances	105,670	98,339	78,200	98,200	152,200			94.6%
Revenues:								
Intergovernmental:								
6 Special Duty Officers	415	-	3,000	-	3,000			0.0%
7 School Resource Contract	59,053	469,144	421,100	421,100	433,700			3.0%
8 Overtime Grants	20,278	21,520	15,000	16,300	15,000			0.0%
9 Police Capital Grants	3,909	8,177	7,500	3,000	7,500			0.0%
9 Total Intergovernmental	83,655	498,841	446,600	440,400	459,200			2.8%
Fines & Forfeits:								
11 Police Impound Fees	2,835	3,774	3,000	4,000	3,000			0.0%
12 Civil/Criminal Forfeitures	16,693	9,744	-	-	-			
13 Total Fines & Forfeits	19,528	13,518	3,000	4,000	3,000			0.0%
Miscellaneous:								
15 Police Testing Reimbursements	135	285	600	300	600			0.0%
16 Cadet Donations	-	110	-	100	-			
17 Reserve Officer Donations	-	400	300	400	300			0.0%
18 Police Donations - Blast Camp	-	-	-	-	-			
19 Police Donations	-	-	-	-	-			
20 K-9 Donations	1,100	9,151	100	60,000	100			0.0%
21 Event Overtime Reimbursements	-	-	-	-	-			
22 Surplus Property Proceeds	10,909	11,600	5,000	5,000	5,000			0.0%
23 Miscellaneous	58,152	60,269	20,000	20,000	20,000			0.0%
24 Total Miscellaneous	70,296	81,815	26,000	85,800	26,000			0.0%
Other Resources:								
26 From Police Services Fund	693,000	797,500	840,000	840,000	1,008,000			20.0%
27 From General Fund	7,077,012	7,043,648	8,016,000	7,638,900	8,471,800			5.7%
28 Total Other Resources	7,910,469	8,003,983	8,907,100	8,649,700	9,530,900			7.0%
29 TOTAL RESOURCES	8,189,618	8,696,496	9,460,900	9,278,100	10,171,300			7.5%
Expenditures:								
Personnel Services:								
32 Chief of Police	151,649	181,549	158,700	160,400	166,000			4.6%
33 Lieutenants	454,717	353,234	369,600	363,700	390,300			5.6%
34 Sergeants	534,000	644,802	719,100	749,400	770,700			7.2%
35 Police Officers	2,391,420	2,477,821	2,697,900	2,744,700	2,791,500			3.5%
36 Administrative Support	479,762	534,529	540,100	486,200	549,300			1.7%
37 Overtime	133,746	209,298	200,200	235,000	215,000			7.4%
38 Overtime - Grant Programs	20,188	15,905	12,000	15,000	15,000			25.0%
39 Overtime - Community Events	16,202	28,381	11,000	6,000	11,000			0.0%
40 On Call Duty Pay	18,270	18,459	18,200	18,200	18,200			0.0%
41 Clothing, Cell Phone Stipends	44,225	45,725	43,300	43,300	45,300			4.6%
42 Wellness	10,345	12,554	25,100	15,000	25,100			0.0%
43 Payroll Taxes	66,126	69,444	71,900	84,600	102,400			42.4%
44 Retirement & VEBA	1,250,597	1,496,233	1,600,400	1,566,000	2,023,700			26.4%
45 Insurance Benefits	1,147,431	1,207,825	1,421,800	1,235,800	1,414,100			-0.5%
46 Workers Compensation	91,811	43,690	60,000	55,000	60,000			0.0%
47 Total Personnel Services	6,810,489	7,339,449	7,949,300	7,778,300	8,597,600			8.2%

General Fund

Police Operations

	ACTUAL 2020-21	ACTUAL 2021-22	APPROVED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
48 Materials & Services:								
49 Cadet Program	2,450	303	4,000	4,000	4,000			0.0%
50 Reserve Officer Program	27,602	8,932	15,000	10,000	15,000			0.0%
51 K-9 Donation Expense	-	19,890	5,800	-	5,800			0.0%
52 Clothing & Duty Gear	25,168	26,620	35,000	30,000	35,000			0.0%
53 Civil/Criminal Forfeiture Expense	10,511	22,079	5,000	6,000	5,000			0.0%
54 K-9 Program	3,421	7,943	6,000	6,000	6,000			0.0%
55 Association Memberships	1,995	1,700	4,500	4,500	4,500			0.0%
56 Meetings, Travel & Training	20,197	39,765	45,000	35,000	45,000			0.0%
57 Tuition Reimbursement	1,067	736	2,000	-	-			-100.0%
58 Public Notices	440	116	500	200	500			0.0%
59 Labor Attorney	7,801	1,380	25,000	35,000	25,000			0.0%
60 Contractual Services	4,152	9,883	18,000	18,000	18,000			0.0%
61 Telephone/Internet Service	22,700	23,834	25,000	22,000	25,000			0.0%
62 Auto Insurance	32,807	24,292	32,600	26,000	37,800			16.0%
63 Office Equipment Rental	975	731	1,400	1,400	1,400			0.0%
64 Gasoline	53,768	79,382	100,000	100,000	95,000			-5.0%
65 Vehicle Maintenance	43,531	60,428	45,000	45,000	45,000			0.0%
66 Equipment Maintenance	948	1,452	2,000	-	2,000			0.0%
67 Community Services	2,029	-	5,500	3,000	5,500			0.0%
68 Operating Materials	15,842	15,976	16,000	16,000	16,000			0.0%
69 Ammo & Weapons	15,800	16,264	17,000	17,000	17,000			0.0%
70 Durable Goods	9,096	17,017	10,000	10,000	10,000			0.0%
71 Willamette Valley Comm Center	496,954	495,585	577,500	534,000	578,300			0.1%
72 Salem Radio Bandwidth	34,997	32,774	45,000	45,000	48,600			8.0%
73 RAIN	6,295	6,196	9,000	6,200	9,000			0.0%
74 Report Management Systems	44,570	46,800	49,200	49,200	51,600			4.9%
75 Investigations	13,150	9,139	12,000	12,000	12,000			0.0%
76 Blast Camp	-	-	3,500	3,500	3,500			0.0%
77 Hiring Expense	3,469	7,461	5,000	5,000	5,000			0.0%
78 Miscellaneous Expense	-	4,204	-	1,000	-			
79 Total Materials & Services	901,735	980,882	1,121,500	1,045,000	1,126,500			0.4%
80 Capital Outlay:								
81 Radios	13,949	-	-	-	-			
82 Police Protective Vests	12,582	8,016	14,000	14,000	14,000			0.0%
83 Police Auto Video Cameras	148,354	-	-	-	-			
84 Police Vehicle Purchases	162,052	205,314	325,000	270,000	382,100			17.6%
85 Total Capital Outlay	336,937	213,330	339,000	284,000	396,100			16.8%
86 Total Expenditures	\$ 8,049,161	\$ 8,533,661	\$ 9,409,800	\$ 9,107,300	\$ 10,120,200			7.5%

Budget Notes:

Personnel Services:

- 31 The budget provides a 3.0% wage and salary increase for all non-represented and represented staff. In addition step increases for those eligible as provided for in the Union Contract and City Personnel Policies. The City is currently in negotiations with the Keizer Police Association as the applicable labor agreement expires June 30, 2023 therefore actual wage ranges for fiscal year 2023-24 are not known.
- 37 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:

- 56 One time increase of \$10,000 to send a lieutenant to PERF.
- 59 \$5,000 added as the City is bargaining with the union.
- 60 \$8,000 added for vehicle washes due to new restrictions per City Ordinance 2022-842.
- 62 Auto insurance premiums will increase up to 16%. The increase is the result of higher repair/replacement costs for vehicles in the event there is a claim.
- 64 Gasoline is based on historical average of 24,300 gallons at \$4.00 per gallon = \$103,275.
- 71 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.
- 72 The City of Salem has indicated that the radio bandwidth rental will be \$37.27 per unit with the City having approximately 96 units.

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 299,925	\$ 289,739	\$ 244,700	\$ 245,400	\$ 325,500			33.0%
3 Revenues:								
4 Licenses & Fees								
5 Police Services Fee	682,814	753,118	920,100	920,100	1,058,000			15.0%
6 TOTAL RESOURCES	982,739	1,042,857	1,164,800	1,165,500	1,383,500			18.8%
7 REQUIREMENTS:								
8 Expenditures:								
9 Transfers Out:								
10 General Fund	693,000	797,500	840,000	840,000	1,008,000			20.0%
11 Total Expenditures	693,000	797,500	840,000	840,000	1,008,000			20.0%
12 Other Requirements:								
13 Contingency	-	-	324,800	-	375,500			15.6%
14 Fund Balance:								
15 Restricted	289,739	245,357	-	325,500	-			
16 TOTAL REQUIREMENTS	\$ 982,739	\$ 1,042,857	\$ 1,164,800	\$ 1,165,500	\$ 1,383,500			18.8%

- 5 The Police Services Fee is currently \$6.00 per month for single family residences and non-residential locations and \$5.17 per unit per month for multi-family dwellings. In addition age related and low income discounts are available. The Fiscal Year 2023-24 provides for a 15% increase effective January 1, 2024.
- 10 The salary, wages and benefits for an average officer is approximately \$165,000. In addition the costs to equip a police officer with vehicle, computer and other personal protective gear is approximately \$25,000 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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ -	\$ 4,460,400	\$ 4,820,000	\$ 6,939,200			44%
3 Revenues:								
4 Intergovernmental:								
5 Grants - Federal	-	4,410,425	4,410,400	4,410,400	-			-100%
6 Grants - State	-	850,000	-	-	-			
7 Grants - County	-	-	-	-	2,000,000			
8 Total Intergovernmental	-	5,260,425	4,410,400	4,410,400	2,000,000			-55%
9 TOTAL RESOURCES	-	5,260,425	8,870,800	9,230,400	8,939,200			-3%
10 REQUIREMENTS:								
11 Expenditures:								
12 Personnel Services:								
13 Salary & Wages	-	-	700,000	100,000	400,000			300%
14 Accrued Leave Payout	-	-	395,000	120,000	-			-100%
15 Total Personnel Services	-	-	1,095,000	220,000	400,000			82%
16 Materials & Services:								
17 Office Materials & Services	-	1,252	25,000	5,000	-			-100%
18 Contractual Services	-	7,291	-	7,500	-			-100%
19 CASA of Marion County	-	150,000	-	-	-			
20 Strategic Planning	-	-	300,000	50,000	650,000			1200%
21 Employee Development and Training	-	-	125,000	60,000	100,000			67%
22 Master Plan Updates and Studies	-	-	100,000	-	-			
23 Computer Software	-	-	75,000	78,000	100,000			28%
24 Cherriots K-12 Free Fare	-	-	30,000	30,000	-			-100%
25 Keizer Community Dinner	-	-	-	7,500	-			-100%
26 Keizer Community Foundation - Keizer Klosets	-	-	14,700	14,700	-			-100%
27 Keizer Community Library	-	-	-	75,000	-			-100%
28 Keizer Heritage Foundation	-	-	25,000	55,000	-			-100%
29 Total Materials & Services	-	158,543	694,700	382,700	850,000			122%
30 Capital Outlay:								
31 Keizer Public Art Committee	-	-	15,000	15,000	-			-100%
32 Computer Equipment	-	140,108	200,000	150,000	300,000			100%
33 Vehicles - Code Enforcement	-	-	-	51,900	-			-100%
34 Police Equipment	-	71,305	70,000	70,000	-			-100%
35 Police Infrastructure Improvements	-	-	311,000	25,000	300,000			1100%
36 City Owned Property Improvements	-	-	700,000	50,000	650,000			1200%
37 Turf Field	-	-	-	75,000	5,461,300			7182%
38 Reitz Well	-	-	400,000	400,000	-			-100%
39 Meadows Pumphouse	-	22,011	700,000	200,000	977,900			389%
40 Street Resurfacing	-	48,434	700,000	651,600	-			-100%
41 Total Capital Outlay	-	281,858	3,096,000	1,688,500	7,689,200			355%
42 Total Expenditures	-	440,401	4,885,700	2,291,200	8,939,200			290%
43 Other Requirements:								
44 Contingency:								
45 General Contingency	-	-	3,985,100	-	-			
46 Fund Balance:								
47 Restricted	-	4,820,024	-	6,939,200	-			-100%
48 TOTAL REQUIREMENTS	\$ -	\$ 5,260,425	\$ 8,870,800	\$ 9,230,400	\$ 8,939,200			-3%

Budget Notes:

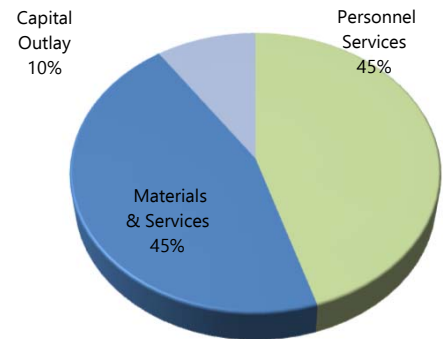
Expenditures:

- 13 To support the recruitment and backfill of critical positions.
- 20 Completion of the city-wide strategic planning process.
- 23 To provide for the implimentation costs of human resource information software.
- 32 Includes costs associated with the city-wide camera project and ongoing cybersecurity improvements.
- 35 Amount provides for adding an onsite police evidence and vehicle storage building.
- 36 Costs associated with adding on to the community center.
- 37 Provides for adding two turf fields at Keizer Rapids Park
- 39 Completion of the Meadows pumphouse filter system.

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 continue to pursue our vision of making the Community Center self-sustaining.



	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 325,151	\$ 259,192	\$ 196,400	\$ 383,000	\$ 390,700			98.9%
3 Revenues:								
4 Taxes & Assessments:								
5 Hotel/Motel Tax	161,826	297,092	200,000	250,000	250,000			25.0%
6 Charges for Services:								
7 Rental Fees	(16,578)	67,766	150,000	150,000	150,000			0.0%
Intergovernmental:								
Grants	1,807	-	-	-	-			
8 Miscellaneous:								
9 Interest	1,111	1,400	1,000	1,000	1,000			0.0%
10 Total Miscellaneous	1,111	1,400	1,000	1,000	1,000			0.0%
11 Total Revenues	148,166	366,258	351,000	401,000	401,000			14.2%
12 TOTAL RESOURCES	\$ 473,317	\$ 625,450	\$ 547,400	\$ 784,000	\$ 791,700			44.6%
13 REQUIREMENTS:								
14 Expenditures:								
15 Personnel Services:								
16 Event Center Support	21,731	35,767	91,500	79,000	97,100			6.1%
17 Temporary Help	306	8,479	30,000	20,000	30,000			0.0%
18 Overtime Costs	-	-	1,000	2,000	2,000			100.0%
19 Cell Phone Stipend	300	600	900	1,300	1,800			100.0%
20 Wellness	141	125	1,400	600	1,000			-28.6%
21 Payroll Taxes	363	1,227	3,000	2,500	4,700			56.7%
22 Retirement	4,035	10,379	33,500	30,000	41,800			24.8%
23 Insurance	20,109	18,160	46,500	43,600	54,300			16.8%
24 Unemployment	672	-	-	-	-			
25 Workers Compensation	1,014	715	1,200	1,200	1,200			0.0%
26 Total Personnel Services	48,671	75,452	209,000	180,200	233,900			11.9%

Community Center Fund

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
27 Materials & Services:								
28 Materials & Supplies	-	92	800	1,000	1,000			25.0%
29 Association Memberships	-	-	500	500	500			0.0%
30 Meetings, Travel & Training	-	(2,160)	500	500	500			0.0%
31 Legal Notices	-	-	100	-	100			0.0%
32 Chamber of Commerce	31,049	30,475	31,100	31,100	31,100			0.0%
33 Administrative Services Fund	119,537	95,311	106,900	95,200	152,300			42.5%
34 Contractual Services	399	16,861	25,000	25,000	25,000			0.0%
35 Marketing Costs	277	4,607	4,000	2,000	4,000			0.0%
36 Janitorial Services	4,925	7,282	5,500	5,500	5,500			0.0%
37 Utilities	2,503	3,523	5,600	5,600	5,600			0.0%
38 Equipment Maintenance & Repair	4,427	7,664	2,500	15,000	2,500			0.0%
39 Janitorial Supplies	127	2,682	6,500	6,500	6,500			0.0%
40 Medical Testing	-	-	200	200	200			0.0%
41 Miscellaneous	341	-	-	-	-			0.0%
42 Total Materials & Services	163,585	166,337	189,200	188,100	234,800			24.1%
43 Capital Outlay:								
44 Furnishings & Fixtures	1,869	598	50,000	25,000	50,000			0.0%
45 Total Expenditures	214,125	242,387	448,200	393,300	518,700			15.7%
46 Other Requirements:								
47 Contingency	-	-	20,000	-	20,000			0.0%
48 Fund Balance:								
49 Assigned	259,192	383,063	79,200	390,700	253,000			219.4%
50 TOTAL REQUIREMENTS	\$ 473,317	\$ 625,450	\$ 547,400	\$ 784,000	\$ 791,700			44.6%

Summary of Administrative Service Fund Charges

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
City-Wide Administration	\$ 6,244	\$ 7,515	\$ 14,100	\$ 8,100	\$ 11,300			-19.9%
City Manager	12,942	11,128	10,900	10,100	5,200			-52.3%
Information Systems	12,234	12,527	17,800	16,500	18,300			2.8%
Attorney's Office	15,656	18,898	15,800	14,800	5,400			-65.8%
City Recorder	16,649	17,502	18,300	18,000	5,800			-68.3%
Human Resources	7,604	9,444	12,100	12,100	9,800			-19.0%
Finance	39,503	4,399	3,200	3,200	80,500			2415.6%
Facility Maintenance	8,705	13,898	14,700	12,400	16,000			8.8%
Administrative Services Charges	\$ 119,537	\$ 95,311	\$ 106,900	\$ 95,200	\$ 152,300			42.5%

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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 325,533	\$ 320,186	\$ 269,900	\$ 316,400	\$ 225,500		\$ 225,500	-16.5%
3 Revenues:								
4 Licenses & Fees								
5 PEG Fees - New Contract	\$ -	\$ 13,738	\$ 68,400	\$ 54,000	\$ 54,000		\$ 54,000	-21.1%
6 PEG Fees - Old Contract	137,767	96,622	-	-	-		-	
7 Total Licenses & Fees	137,767	110,360	68,400	54,000	54,000		54,000	
8 Miscellaneous:								
9 Interest Earnings/Miscellaneous	1,601	1,522	1,500	500	500		500	-66.7%
10 TOTAL RESOURCES	464,901	432,068	339,800	370,900	280,000		280,000	-17.6%
11 REQUIREMENTS:								
12 Expenditures:								
13 Materials & Services:								
14 Public Notices	-	-	500	100	500		500	0.0%
15 Administrative Costs	4,332	5,398	5,700	5,300	5,900		5,900	3.5%
16 Production and Broadcasting	111,689	97,692	114,000	100,000	114,000		114,000	0.0%
17 Total Materials & Services	116,021	103,090	120,200	105,400	120,400		120,400	0.2%
18 Capital Outlay:								
19 Television Equipment	28,694	12,545	50,000	40,000	50,000		50,000	0.0%
20 Total Expenditures	144,715	115,635	170,200	145,400	170,400		170,400	0.1%
21 Other Requirements:								
22 Contingency	-	-	100,000	-	50,000		50,000	-50.0%
23 Restricted for Equipment	-	1,193	-	15,200	19,200		19,200	
24 Restricted for Operations	320,186	315,240	69,600	210,300	40,400		40,400	-42.0%
25 Total Other Requirements	320,186	316,433	169,600	225,500	109,600		109,600	-35.4%
26 TOTAL REQUIREMENTS	\$464,901	\$ 432,068	\$339,800	\$ 370,900	\$ 280,000		\$ 280,000	-17.6%

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 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
	2020-21	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24	PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ -	\$ 11,514	\$ 11,800	\$ 11,800	\$ 11,900			1%
3 Revenues:								
4 Miscellaneous:								
5 Peer Court Endowment Donations	11,500	200	-	-	-			
Interest Earnings/Miscellaneous	14	58	100	100	100			
6 TOTAL RESOURCES	11,514	11,772	11,900	11,900	12,000			1%
14 Other Requirements:								
15 Restricted	11,514	11,772	11,900	11,900	12,000			1%
16 TOTAL REQUIREMENTS	\$11,514	\$11,772	\$ 11,900	\$ 11,900	\$ 12,000			1%

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 19 loans outstanding totaling \$205,648 as of July 1, 2023.

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 89,547	\$ 108,040	\$124,400	\$124,400	\$ 154,400			24.1%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	18,594	16,403	30,000	30,000	30,000			0.0%
6 Total Miscellaneous	18,594	16,403	30,000	30,000	30,000			0.0%
7 TOTAL RESOURCES	108,141	124,443	154,400	154,400	184,400			19.4%
8 REQUIREMENTS:								
9 Expenditures:								
10 Materials & Services:								
11 Housing Rehabilitation Services	101	-	154,400	-	184,400			19.4%
12 Total Materials & Services	101	-	154,400	-	184,400			19.4%
13 Other Requirements:								
14 Restricted	108,040	124,443	-	154,400	-			
15 TOTAL REQUIREMENTS	\$108,141	\$ 124,443	\$154,400	\$154,400	\$ 184,400			19.4%

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 FY23-24 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 12 loans outstanding totaling \$71,369 as of July 1, 2023.

	ACTUAL 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 14,988	\$ 18,298	\$ 21,900	\$ 21,900	\$ 36,900			68.5%
3 Revenues:								
4 Miscellaneous:								
5 Loan Proceeds	3,310	3,597	15,000	15,000	15,000			0.0%
6 Total Miscellaneous	3,310	3,597	15,000	15,000	15,000			0.0%
7 TOTAL RESOURCES	18,298	21,895	36,900	36,900	51,900			40.7%
8 REQUIREMENTS:								
9 Expenditures:								
10 Materials & Services:								
11 Energy Efficiency Loans	-	-	36,900	-	51,900			40.7%
12 Total Materials & Services	-	-	36,900	-	51,900			40.7%
13 Fund Balance:								
14 Restricted	18,298	21,895	-	36,900	-			
15 TOTAL REQUIREMENTS	\$ 18,298	\$ 21,895	\$ 36,900	\$ 36,900	\$ 51,900			40.7%

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 FY23-24 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 2020-21	ACTUAL 2021-22	BUDGETED 2022-23	PROJECTED 2022-23	PROPOSED 2023-24	APPROVED 2023-24	ADOPTED 2023-24	% CHANGE PRIOR BUDGET
1 RESOURCES:								
2 Beginning Balance:	\$ 2,735,390	\$ 2,683,234	\$ 2,692,000	\$ 2,697,500	\$ 2,696,200			0.2%
3 Revenues:								
4 Taxes & Assessments:								
5 Assessments	973,345	1,030,231	1,090,400	1,090,400	1,154,000			5.8%
6 Total Taxes & Assessments	973,345	1,030,231	1,090,400	1,090,400	1,154,000			5.8%
7 Miscellaneous:								
8 Interest	14,058	15,325	10,000	15,000	15,000			50.0%
9 Assessment Interest	626,501	569,615	509,400	509,400	445,600			-12.5%
10 Total Miscellaneous	640,559	584,940	519,400	524,400	460,600			-11.3%
11 TOTAL RESOURCES	4,349,294	4,298,405	4,301,800	4,312,300	4,310,800			0.2%
12 REQUIREMENTS:								
13 Expenditures:								
14 Debt Service:								
15 Principal	1,060,000	1,050,000	1,120,000	1,120,000	1,180,000			5.4%
16 Interest	606,060	550,940	496,100	496,100	436,300			-12.1%
17 Total Debt Service	1,666,060	1,600,940	1,616,100	1,616,100	1,616,300			0.0%
18 Total Expenditures	1,666,060	1,600,940	1,616,100	1,616,100	1,616,300			0.0%
19 Fund Balance:								
20 Restricted Debt Reserve	2,683,234	2,697,465	2,685,700	2,696,200	2,694,500			0.3%
21 TOTAL REQUIREMENTS	\$ 4,349,294	\$ 4,298,405	\$ 4,301,800	\$ 4,312,300	\$ 4,310,800			0.2%

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 (\$7,521,540 currently) due June 1, 2031. The original issue date was May 21, 2008. Semi-annual interest payments of \$226,070 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 FY23-24 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
12/1/2023	7,521,540	-	226,070	226,070
6/1/2024	7,521,540	-	226,070	226,070
12/1/2024	7,521,540	-	226,070	226,070
6/1/2025	7,521,540	-	226,070	226,070
12/1/2025	7,521,540	-	226,070	226,070
6/1/2026	7,521,540	-	226,070	226,070
12/1/2026	7,521,540	-	226,070	226,070
6/1/2027	7,521,540	-	226,070	226,070
12/1/2027	7,521,540	-	226,070	226,070
6/1/2028	7,521,540	-	226,070	226,070
12/1/2028 through 6/1/31	7,521,540	7,521,540	1,356,420	1,356,420
		<u>\$7,521,540</u>	<u>\$3,617,120</u>	<u>\$11,138,660</u>



Long Range Planning

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



1

Long Range Planning Task Force

Fiscal Year 2022-23



2

Agenda

- ▶ Overview
- ▶ General Operating Fund
 - Park Service Fee
 - Police Services Fee
- ▶ Water System
- ▶ Stormwater System
- ▶ Questions



3

Overview

- ▶ Mid-year financial update
- ▶ Forecast into the future
- ▶ Warmup for the upcoming budget process



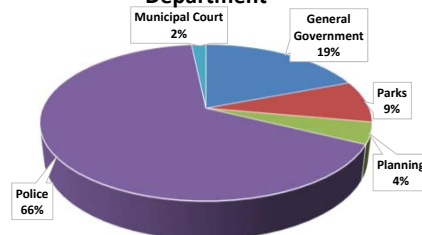
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General Operating Fund - Overview

▶ 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

General Operating Fund Expenditures by Department





5

General Operating Fund - Population

► Over the last 10 years the City has grown on average 0.75% 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.

July 1,	Population		
	Total	Increase	% Increase
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%
2022	39,561	103	0.3%

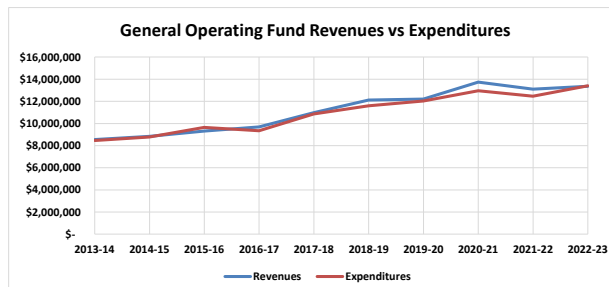


6

General Operating Fund

► 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.

► The City experienced a spike in revenues during 2020-21 as the result of receiving \$1.1 million in CARES Act revenue in response to the COVID-19 pandemic.





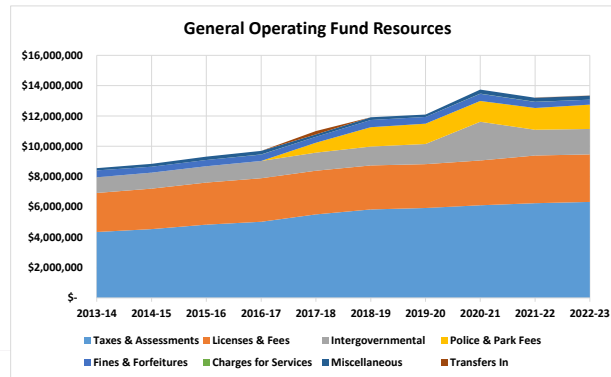
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General Operating Fund - Resources

► The primary sources of revenue are:

- Taxes and assessments
- Licenses and fees,
- Intergovernmental, and
- Police and Park fees

► The City has been intentionally trying to diversify revenues so that it is not dependent on any one source.



8

General Operating Fund – Property Taxes

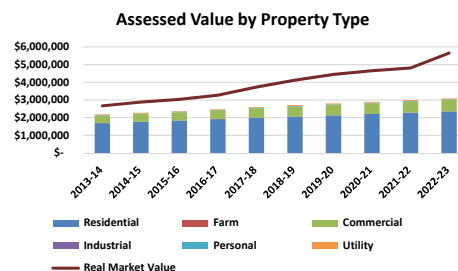
► Property taxes are assessed using a levy rate on each \$1,000 of assessed valuation.

► 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 (\$2.0838) applied to its assessed value (per \$1,000).

► The City has no local option serial levies or bonded debt levies





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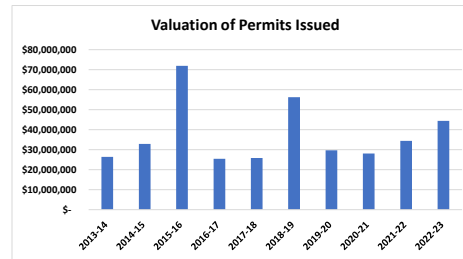
General Operating Fund – Property Taxes

► 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.

► Given the limited availability of buildable land it is expected that the increase in assessed value will be approximately 3%, the maximum allowed by law.



10

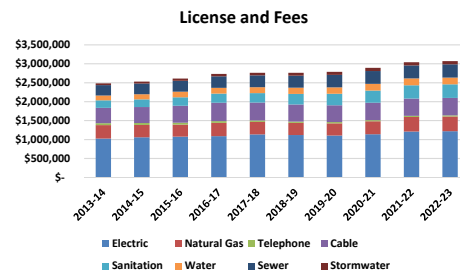
General Operating Fund – License and Fees

► 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
- 7% for telephone.

► Overall franchise fees are growing approximately 1% per year primarily as the result of rate increases associated with water, sewer 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."

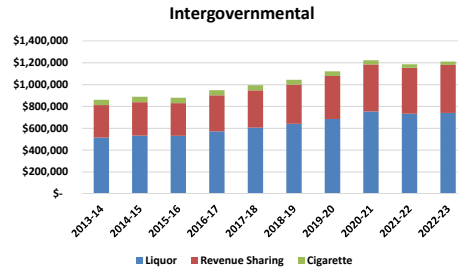




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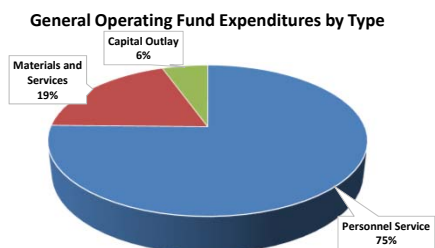
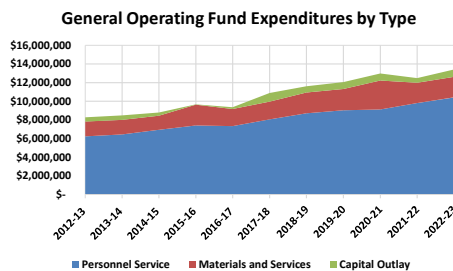
General Operating Fund - Intergovernmental

- ▶ Intergovernmental revenues include federal, state, and local grant revenues and state-shared revenues received from the State of Oregon.
- ▶ The State of Oregon collects gas, cigarette, and liquor taxes and shares these taxes with its political subdivision based upon a per capita distribution.
- ▶ To the extent that the City's population growth is lower than the rest of the state the City's proportion share of intergovernmental revenues will be less.



12

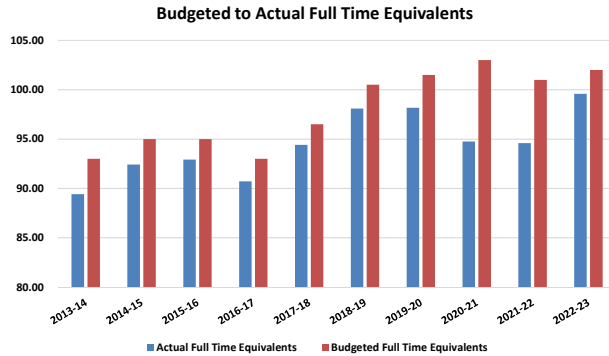
General Operating Fund - Expenditures





13

General Operating Fund - Staffing



Years of Service	# Employees	% of Total Employees
0-5	36	36%
5-10	18	18%
10-15	10	10%
15-20	16	16%
20-25	12	12%
25-30	6	6%
30+	3	3%
		101
		100%

2022-23 Average Years of Service 10.92

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%

2021-22 Average Years of Service 12.00



14

General Operating Fund - Staffing

Positions Directly and Indirectly Supported by the General Operating Fund

Department	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Direct										
Police	45.00	45.17	44.42	43.46	45.33	47.67	47.33	46.83	47.00	48.75
Planning	3.84	3.84	3.84	3.42	3.84	3.84	3.76	2.84	2.84	2.84
Code Enforcement	-	0.25	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Parks	1.48	1.90	1.90	1.90	2.73	3.73	3.90	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	1.92	1.94	1.69	1.36	1.60	1.56	1.56	1.30	1.14	1.46
Information Technology	0.66	1.05	1.36	1.31	1.31	1.36	1.35	1.35	1.35	1.35
City Recorder	1.46	1.44	1.44	1.38	1.38	1.39	1.39	1.39	1.39	1.39
City Attorney	1.74	1.74	1.71	1.64	1.64	1.60	1.60	1.60	1.60	1.60
Human Resources	1.32	1.33	1.36	1.31	1.31	1.36	1.35	1.35	1.35	1.35
City Manager	0.76	0.77	0.77	0.74	0.74	0.74	0.74	0.61	0.80	0.74
Facilities	0.66	0.66	0.68	0.66	0.65	0.68	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	59.91	61.16	61.08	59.11	62.46	65.84	65.57	63.77	63.96	65.98



15

General Operating Fund – Cost of Living

► The City periodically reviews salary and wages to ensure they are consistent with comparable agencies.

► Cost of living adjustments, are initially based on the CPI-Urban Wage Earners and Clerical Workers: West – Size Class B/C adjusted for trends from comparable agencies and subject to adequate funds available.

► The 2022-23 CPI is approximately 8.7%.

► 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
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%
2021-22	1.7%	2.0%	2.5%	2.0%
2022-23	5.5%	4.5%	4.0%	5.5%

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



16

General Operating Fund – 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.

Fiscal Year	Health Insurance	FTE	Avg Cost Per Employee	% Percent Increase
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%
2021-22	2,350,332	94.58	24,850	1.0%
2022-23 - Est	2,506,900	99.58	25,175	1.3%



17

General Operating Fund - PERS

- ▶ 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 contribution rates effective July 1, 2023 are 30.05%, 25.14% and 20.35% for Tier ½, OPSRP Police and Fire, and OPSRP General respectively.

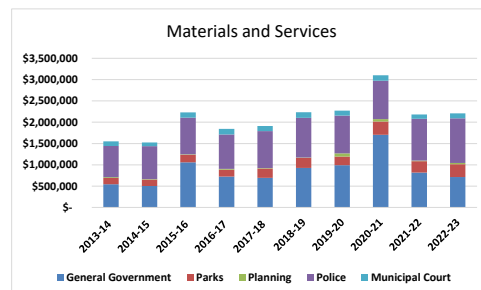
	Tier 1/2			OPSRP Police & Fire			OPSRP General			Employer Match	Total Expense
	Employees Covered	Contribution Rate	Annual Expense	Employees Covered	Contribution Rate	Annual Expense	Employees Covered	Contribution Rate	Annual Expense		
2013-14	37	10.69%	\$ 320,062	8	4.92%	\$ 30,031	40	2.19%	\$47,758	\$ 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	21	24.18%	552,723	24	19.40%	418,807	49	15.04%	523,366	431,477	1,926,373
2022-23 - Est	20	24.18%	536,500	27	19.40%	499,600	52	15.04%	584,600	466,800	2,087,500



18

General Operating Fund – 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 \$575,000 per year. This amount is the net amount after the City's share of 911 tax, approximately \$215,000, is applied against the balance.
- ▶ Other individually significant costs include property and liability insurance, information technology costs and municipal court assessments.





19

General Operating Fund – 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.



20

General Operating Fund – Financial Projection

	PROJECTED				FORECASTED					
	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	6,335,000	48%	6,517,000	47%	6,774,700	47%	6,968,000	47%	7,167,100	46%
3 Licenses & Fees	3,132,000	24%	3,175,500	23%	3,268,300	23%	3,354,600	23%	3,443,800	22%
4 Intergovernmental	1,674,000	13%	1,686,200	12%	1,719,600	12%	1,767,900	12%	1,817,800	12%
5 Fines & Forfeitures	323,000	2%	333,000	2%	334,700	2%	336,400	2%	338,100	2%
6 Other	185,700	1%	184,800	1%	186,800	1%	186,800	1%	186,800	1%
7 New Revenues	-	0%	123,600	1%	127,300	1%	131,100	1%	131,100	1%
8 TOTAL NET REVENUES	11,649,700	88%	12,020,100	87%	12,411,400	87%	12,744,800	86%	13,084,700	85%
9 Police Services Fee	920,100	7%	1,058,000	8%	1,216,700	9%	1,399,200	9%	1,609,100	10%
10 Park Services Fee	682,000	5%	682,000	5%	682,000	5%	682,000	5%	682,000	4%
11 TOTAL REVENUES	\$ 13,251,800	100%	\$ 13,760,100	100%	\$ 14,310,100	100%	\$ 14,826,000	100%	\$ 15,375,800	100%
12										
13 EXPENDITURES:										
14 General Government	\$ 2,246,500	17%	\$ 2,674,700	18%	\$ 2,668,100	18%	\$ 2,760,900	18%	\$ 2,833,600	18%
15 Planning	531,800	4%	576,400	4%	597,800	4%	627,500	4%	650,100	4%
16 Municipal Court	211,600	2%	232,400	2%	235,300	2%	244,900	2%	253,600	2%
17 Parks	1,235,600	9%	1,293,000	9%	1,020,700	7%	1,014,800	7%	1,067,500	7%
18 Police	9,190,000	69%	10,124,700	68%	10,331,100	70%	10,836,800	70%	11,214,600	70%
19 Interfund Loan Repayment	30,000	0%	30,000	0%	30,000	0%	30,000	0%	-	0%
20 TOTAL EXPENDITURES	\$ 13,415,500	100%	\$ 14,901,200	100%	\$ 14,853,000	100%	\$ 15,484,900	100%	\$ 16,019,400	100%
21										
22 REVENUES IN EXCESS OF EXPENDITURES	(163,700)		(1,141,100)		(542,900)		(658,900)		(643,600)	
23										
24 BEGINNING FUND BALANCE	4,325,200		4,161,500		3,020,400		2,477,500		1,818,600	
25										
26 ENDING FUND BALANCE	\$ 4,161,500		\$ 3,020,400		\$ 2,477,500		\$ 1,818,600		\$ 1,175,000	
			22%		17%		12%		8%	
										2%



21

General Operating Fund – Park

	PROJECTED	FORECASTED				
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
1 REVENUES:						
2 Park Service Fees *	682,000	682,000	682,000	682,000	682,000	682,000
3 General Fund Support	360,800	360,800	360,800	360,800	360,800	360,800
4 Other Revenues	97,100	95,700	98,600	101,600	104,600	107,700
5 TOTAL REVENUES	\$ 1,139,900	\$ 1,138,500	\$ 1,141,400	\$ 1,144,400	\$ 1,147,400	\$ 1,150,500
6						
7 EXPENDITURES:						
8 Personnel Services	423,400	480,800	498,400	524,500	545,200	574,100
9 Materials & Services	300,400	300,400	267,800	267,800	267,800	267,800
10 Capital Outlay	511,800	300,000	254,500	222,500	254,500	222,500
11 TOTAL EXPENDITURES	1,235,600	1,081,200	1,020,700	1,014,800	1,067,500	1,064,400
12						
13 REVENUES IN EXCESS OF EXPENDITURES	\$ (95,700)	\$ 57,300	\$ 120,700	\$ 129,600	\$ 79,900	\$ 86,100

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 2027-28.



22

General Operating Fund – Police

	PROJECTED	FORECASTED				
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
1 REVENUES:						
2 Police Service Fees	\$ 920,100	\$ 1,058,000	\$ 1,216,700	\$ 1,399,200	\$ 1,609,100	\$ 1,609,100
3 General Fund Support	7,748,400	8,592,700	8,626,200	8,939,600	9,097,500	9,646,000
4 Other Existing Revenues	521,500	474,000	488,200	498,000	508,000	518,200
5						
6 TOTAL REVENUES	\$ 9,190,000	\$ 10,124,700	\$ 10,331,100	\$ 10,836,800	\$ 11,214,600	\$ 11,773,300
7						
8 EXPENDITURES:						
9 Personnel Services	\$ 7,857,200	\$ 8,605,300	\$ 8,907,800	\$ 9,379,300	\$ 9,722,100	\$ 10,245,200
10 Materials & Services	1,048,800	1,123,300	1,123,300	1,157,500	1,192,500	1,228,100
11 Capital Outlay	284,000	396,100	300,000	300,000	300,000	300,000
12						
13 TOTAL EXPENDITURES	\$ 9,190,000	\$ 10,124,700	\$ 10,331,100	\$ 10,836,800	\$ 11,214,600	\$ 11,773,300
14						
15 REVENUES IN EXCESS OF EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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
2022-23	\$ 920,100	\$ 167,600	\$ 6.00	\$ 1.00	\$ 72.00
2023-24	1,058,000	137,900	6.90	0.90	82.80
2024-25	1,216,700	158,700	7.94	1.04	95.22
2025-26	1,399,200	182,500	9.13	1.19	109.50
2026-27	1,609,100	209,900	10.49	1.37	125.93
2027-28	1,850,500	241,400	12.07	1.57	144.82



23

Water System - Overview

- ▶ 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
 - 127.4 miles of water line.
- ▶ The water system produces approximately 172 million cubic feet of water annually with a storage capacity of 2.75 million gallons. In addition, the water system includes 954 public fire hydrants.
- ▶ The water system serves approximately 11,000 metered accounts.



24

Water System – Comparable Rates

- ▶ 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.

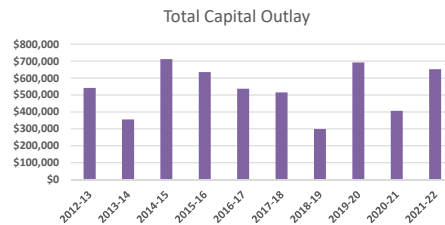
	Billing Frequency	Effective Date	Connection - Flat Rate	Consumption - Variable Rate	Average Units	Total Per Month
Salem	Monthly	1/1/2023	\$ 12.44	\$ 2.87	6.00	\$ 29.66
Albany	Monthly	1/1/2023	21.79	4.86	6.00	50.95
Corvallis	Monthly	2/1/2023	18.47	2.34	6.00	32.51
Lake Oswego	Monthly	7/1/2022	29.37	3.09	6.00	47.91
McMinnville	Monthly	10/1/2022	14.55	1.66	6.00	24.51
Oregon City	Monthly	7/21/2022	18.08	3.12	6.00	36.80
Tigard	Monthly	7/1/2022	31.67	4.41	6.00	58.13
Tualatin	Monthly	7/1/2022	4.88	3.48	6.00	25.76
West Linn	Monthly	1/1/2023	28.76	3.31	6.00	48.62
Wilsonville	Monthly	5/1/2023	18.13	4.23	6.00	43.51
Woodburn	Monthly	7/1/2021	17.44	2.11	6.00	30.10
Keizer	Binomonthly	1/1/2023	\$ 12.55	\$ 1.62	12.00	\$ 16.00



25

Water System – Capital Outlay

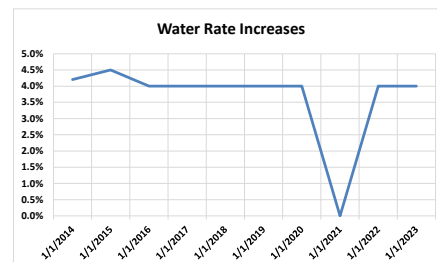
- ▶ The 2012 Water System Master Plan outlines the requirements to ensure that the water system is able to meet the expected demand over the next 20 years.
- ▶ The plan outlines approximately \$9.9 million in capital improvements. The majority of the improvements are to replace the existing steel waterlines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



26

Water System – Rate Increases

- ▶ 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 been from 0-4.5%.





27

Water System – Financial Projection

	PROJECTED		FORECASTED				
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
1 RESOURCES:							
2 Beginning Balance:	\$ 1,792,100	\$ 1,410,300	\$ 1,258,600	\$ 1,151,300	\$ 1,068,800	\$ 1,032,000	
3 Water Sales	3,536,500	3,678,000	3,825,000	3,978,000	4,137,000	4,302,000	
4 Other Revenues	134,500	134,500	136,000	137,000	138,000	139,000	
5 TOTAL RESOURCES	\$ 5,463,100	\$ 5,222,800	\$ 5,219,600	\$ 5,266,300	\$ 5,343,800	\$ 5,473,000	
6							
7 REQUIREMENTS:							
8 Expenditures:							
9 Personnel Services	\$ 1,282,400	\$ 1,443,700	\$ 1,496,200	\$ 1,572,200	\$ 1,631,700	\$ 1,716,300	
10 Materials & Services	1,670,400	1,720,500	1,772,100	1,825,300	1,880,100	1,936,500	
11 Capital Outlay	1,100,000	800,000	800,000	800,000	800,000	800,000	
12 Total Expenditures	4,052,800	3,964,200	4,068,300	4,197,500	4,311,800	4,452,800	
13 Fund Balance:							
15 Fund Balance	1,410,300	1,258,600	1,151,300	1,068,800	1,032,000	1,020,200	
16 TOTAL REQUIREMENTS	\$ 5,463,100	\$ 5,222,800	\$ 5,219,600	\$ 5,266,300	\$ 5,343,800	\$ 5,473,000	
Days Cash Supply at End of Year	174	145	129	115	107	102	

Conclusion: The update to the Water Services Long-Range plan supports a 4% rate increase for FY23-24 as anticipated when the model was presented to the Long Range Planning Committee last year (March 2022).



28

Water System – Rate Analysis

Proposed 2023-24 Rate Analysis

	Flat Rate		Variable Rate	
	Current	Proposed	Current	Proposed
Residential 5/8" meter	\$ 12.55	\$ 13.05	\$ 1.56	\$ 1.62
Multi-family 1" meter	\$ 25.50	\$ 26.52	\$ 1.56	\$ 1.62
Commercial 5/8" meter	\$ 12.55	\$ 13.05	\$ 1.51	\$ 1.57

Proposed 2023-24 Rate Increase Impact

	Bi-Monthly Bill		Incremental Cost of Rate Increase		
	Current	Proposed	Monthly	Bi-Monthly	Annual
Residential (12 ccf)	\$ 31.99	\$ 33.21	\$ 0.61	\$ 1.22	\$ 7.33
Multi-family (175 ccf)	\$ 309.00	\$ 320.52	\$ 5.76	\$ 11.52	\$ 69.12
Commercial (51 ccf)	\$ 92.62	\$ 96.18	\$ 1.78	\$ 3.56	\$ 21.37



29

Stormwater System - Overview

- ▶ 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.



30

Stormwater System - Overview

- ▶ 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.



31

Stormwater System – Comparable Rates

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

► In comparison to other cities, Keizer stormwater charges are consistent with other jurisdictions.

	Effective Date	Monthly Billing Rate
Albany	3/1/2023	\$ 12.89
Corvallis	2/1/2023	10.55
Lake Oswego	7/1/2022	20.19
Oregon City	1/1/2022	11.72
Salem	1/1/2022	19.76
Tigard	7/1/2022	15.64
Tualatin	7/1/2022	11.11
West Linn	1/1/2023	8.65
Wilsonville	1/1/2021	11.90
Keizer	1/1/2020	\$ 7.66



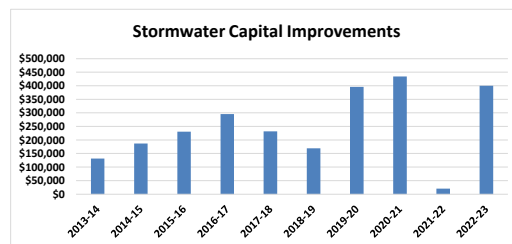
32

Stormwater System – Capital Outlay

► 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.

► Since the start of the visual inspections, the City has spent approximately \$2.7 million in capital improvements to address identified system failures.





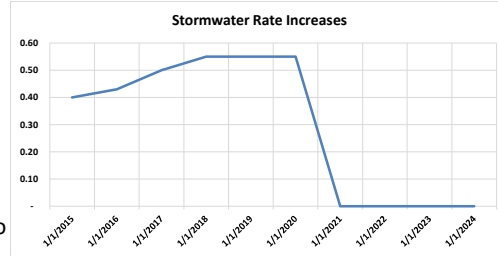
33

Stormwater System – Rate Increases

► 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.

► Based on the capital outlay requirements the billing rate has not been adjusted since January 1, 2021.



34

Stormwater System – Financial Projection

	PROJECTED	FORECASTED				
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
1 RESOURCES:						
2 Beginning Balance:	\$ 1,687,100	\$ 1,655,400	\$ 1,344,000	\$ 1,098,800	\$ 827,200	\$ 544,900
3 Service Fees	2,125,000	2,081,800	2,136,200	2,244,900	2,353,600	2,462,300
4 Other Revenues	12,000	12,000	12,000	12,000	12,000	13,000
5 TOTAL RESOURCES	\$ 3,824,100	\$ 3,749,200	\$ 3,492,200	\$ 3,355,700	\$ 3,192,800	\$ 3,020,200
6						
7 REQUIREMENTS:						
8 Expenditures:						
9 Personnel Services	904,100	1,042,500	1,078,700	1,133,600	1,176,900	1,238,100
10 Materials & Services	864,600	962,700	1,014,700	1,094,900	1,171,000	1,252,800
11 Capital Outlay	400,000	400,000	300,000	300,000	300,000	300,000
12 Total Expenditures	2,168,700	2,405,200	2,393,400	2,528,500	2,647,900	2,790,900
13 Fund Balance:						
14 Unrestricted Fund Balance	1,655,400	1,344,000	1,098,800	827,200	544,900	229,300
15 TOTAL REQUIREMENTS	\$ 3,824,100	\$ 3,749,200	\$ 3,492,200	\$ 3,355,700	\$ 3,192,800	\$ 3,020,200
Day's Cash Supply at End of Year	284	236	188	134	85	34

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
2023-24	\$ -	\$ -	0.0%
2024-25	\$ 0.40	\$ 0.40	5.2%
2025-26	\$ 0.40	\$ 0.40	5.2%
2026-27	\$ 0.40	\$ 0.40	5.0%
2027-28	\$ 0.40	\$ 0.40	4.7%



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.