

City of Stayton, Oregon

Annual Budget

Fiscal Year 2016-2017



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City of Stayton, Oregon

Fiscal Year 2016-2017 Budget



Budget Committee

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Councilor Ralph Lewis

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Chad Niegel

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City of Stayton, Oregon

Annual Budget
Fiscal Year 2016-2017

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City Administrator's Budget Message



May 16, 2016

Honorable Mayor Porter, members of the Stayton City Council, citizen members of the Budget Committee, and citizens of the City of Stayton.

I submit for your consideration the proposed 2016-2017 City of Stayton Budget, with a General Fund budget of \$5,046,858 and a total City-wide budget of \$20,815,931. The budget before you is a significant change from our past budget presentations. We are moving our budget away from simply providing numbers and spreadsheets, and are moving to a budget that follows the best practices of local government budgeting. Government Finance Officers Association's (GFOA) Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting details why the City of Stayton has changed its budgeting format. Here is what they say:

A good budget process is far more than the preparation of a legal document that appropriates funds for a series of line items. Good budgeting is a broadly defined process that has political, managerial, planning, communication, and financial dimensions. The following definition recognizes the broad scope of the budget process and provides a base for improvement of the budget process. The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets. A good budget process is characterized by several essential features.

A good budget process:

- *Incorporates a long-term perspective*
- *Establishes linkages to broad organizational goals*
- *Focuses budget decisions on results and outcomes*
- *Involves and promotes effective communication with stakeholders*
- *Provide incentives to government management and employees.*

These key characteristics of good budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.



The mission of a good budget process identifies the central goal of the budget process. It incorporates both political and managerial aspects, as well as a responsibility to report and account for the provision of services and use of resources. Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the mission allows issues to be addressed that have limited the success of budgeting in the past.

The mission of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. While governments that are not in touch and do not have involved citizens may remain in business, the results are often not pleasant for the citizens or the government. Apathy is a serious illness of government. It is in the best interests of government to have involved “stakeholders.” The term “stakeholder” refers to anyone affected by or has a stake in government. This term includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives (whether unions or other agents), businesses, other governments, and the media. It is vital that the budget process include all stakeholders.

The budget process should accomplish the following:

- *Involve stakeholders*
- *Identify stakeholder issues and concerns*
- *Obtain stakeholder support for the overall budgeting process*
- *Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization*
- *Report to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders’ view of government.*

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement is an essential component of every aspect of the budget process. The budget process consists of several broad principles that stem from the definition and mission described above. These principles encompass many functions that cut across a governmental organization. They reflect the fact that development of a budget is a political and managerial process that also has financial and technical dimensions.

The budget should be the centerpiece of a thoughtful, ongoing, decision-making process for allocating resources and setting priorities and direction.



The principles of the budget process follow. The Four Principles of the Budget Process:

- 1. **Establish Broad Goals to Guide Government Decision Making:** A government should have broad goals that provide overall direction for the government and serve as a basis for decision making.*
- 2. **Develop Approaches to Achieve Goals:** A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.*
- 3. **Develop a Budget Consistent with Approaches to Achieve Goals:** A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.*
- 4. **Evaluate Performance and Make Adjustments:** Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals. Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these and are a way to accomplish the elements. The elements of each guiding principle are identified on the following page. The principles and elements provide a structure to categorize budgetary practices. A more detailed explanation of the principles and elements is provided in the appendix.*

The Twelve Elements of the Budget Process Establish Broad Goals to Guide Government Decision Making:

- 1. Assess community needs, priorities, challenges and opportunities*
- 2. Identify opportunities and challenges for government services, capital assets, and management*
- 3. Develop and disseminate broad goals Develop Approaches to Achieve Goals*
- 4. Adopt financial policies*
- 5. Develop programmatic, operating, and capital policies and plans*
- 6. Develop programs and services that are consistent with policies and plans*
- 7. Develop management strategies Develop a Budget Consistent with Approaches to Achieve Goals*
- 8. Develop a process for preparing and adopting a budget*
- 9. Develop and evaluate financial options*



10. Make choices necessary to adopt a budget Evaluate Performance and Make Adjustments

11. Monitor, measure, and evaluate performance

12. Make adjustments as needed

This message from the GFOA should provide the direction and the guidance for approaching our budget process. The goal of the enclosed budget is meet the standards and the objectives that are detailed as the purpose and objective of best practice local budgeting. I respect and understand that this change may feel overwhelming at first blush. I expect once you dive in, you will understand and appreciate the value of the changes that we have made. I don't want this budget to be rubber stamped. I want it to be examined, considered, and questioned. This budget is just a proposal, it is, until approved, a draft. Your thoughts and feedback will only improve the quality of the final product. This budget should be the narrative and the reflection of the values of our community, and the approval of the budget committee is the approval that this budget is working to address the values of our community.

Continuously Upgrade Public Infrastructure

Our long term budget goals are to utilize a data driven approach to proactively plan, save, and budget for a priority based approach to upgrading our public infrastructure. In the past, our budget was a copy and paste from past years, fitting projects into the arbitrary budget. This is an ineffective and unrealistic way to budget for public infrastructure improvement. We have endeavored to begin a five year capital improvement plan. This budget reflects some of that work, but we still have a long way to go. I wish we were further along in the process, but good progress has been made in a short amount of time. In the future, with the exceptions of emergency situations, public infrastructure improvements should be planned and documented well in advance of the current budget year. The budget should reflect the actual system needs. Infrastructure has life cycles, and maintenance needs during its life cycle, we need to account for these needs. Major improvements can and should be planned years in advance. Our public infrastructure is the backbone of our community. We have a lot of needs, now we just need to systematically approach meeting these needs.

Projects included in the 2016-2017 Budget include:

Streets

- Reconstruction and overlay of Marion Street, from First Avenue to Seventh Avenue.
- The City will be partnering with a developer and the North Santiam School District to upgrade a portion of Shaff Road to an arterial standard.



Water Plant

- Plant improvements of \$100,000 for the design and construction of a system that provides increased contact time to disinfection water.

Wastewater Plant

- Funding to add a pressure main from Ida Street to the Wastewater Treatment Plant.
- Funding to install Turbo Blower and replace the Positive Displacement Blower. This will help the City meet criteria for the NPDES Permit.
- Increase in 2016-2017 budget year of 14% in Capital Improvements in the collection systems and Wastewater Treatment Plant improvements.

Storm water

- Funding to construct Pollution Control Manholes for storm water. This project is a requirement of the Memo of Understanding with the Santiam Water Control District.
- Funding to clean storm water detention basins and storm sewer collection lines to help storm water capacity in collections systems and reduce flooding issues in the community.
- Increase of \$10,000 (from \$25,000 to \$35,000) for storm water maintenance and operations expense.
- Increase of \$80,000 for Capital Projects in the storm water collection systems. The 2015-2016 budget includes \$230,000, which was transferred to the Santiam Water Control District as part of the City's obligation from the Memo of Understanding with the Santiam Water Control District.
- The City is still actively working to utilize a State Grant to improve the City's Storm Water system.

Parks

- Funding of \$25,000 to build a Dog Park.
- Funding of \$100,000 to repair and upgrade the Jordan Bridge.

Economic Development

- A request for funding of \$60,000 to fund a comprehensive study to explore a viable Urban Renewal District.

Enhance Quality of Life

More and more, the trend of communities is to understand that citizens want enhancement in their communities that improve their quality of life. A house can be built anywhere, but the decision on where to build that home can be influenced by the other enhancements that a community can offer.



The proposed Wildlife Meadows subdivision will provide three new acres of parkland and the opportunity to secure an area of land for our master trails program. The City needs to continue to be aggressive in looking to enhance and expands our parks and trail system.

The City was recently awarded a \$27,000 grant from Business Oregon Infrastructure Finance Authority for the preparation of an infrastructure improvement and financing strategy plan for the Wilco Road Industrial Area. The City also met with the Regional Solutions team to discuss long-term opportunities and partnerships in this key economic area. We need to remain active and aggressive in moving forward with this project.

The proposed budget has two major items that are presented with the purpose of meeting the goal of enhancing the quality of life for our citizens. Both items are nearing the end of their lifecycles, and it is time for us to make the hard decision to re-boot their lifecycle before it is too late.

The budget proposes a \$100,000 investment in the Jordan Bridge. Unfortunately, while the bridge has been recognized as an asset, it is reaching a critical point where we either need to make a significant investment now, or take the chance of losing the bridge. We have reached this critical point for two reasons. First, we have failed to properly budget and maintain the care and upkeep of the bridge since it was gifted to the City. Second, the bridge has a design flaw. The roofline fails to adequately protect the bridge from the elements, most notably the rain on the westerly side of the bridge. These two factors have left us in a position of needing to make a major investment now. We can't change the situation we are in, but we can work to be more forward thinking and properly plan and budget for the care and maintenance of our asserts in the future, including the Jordan Bridge.

The budget proposes a \$60,000 investment to hire a professional consulting company to take an in-depth look at an urban renewal district in and around our downtown. Just the mention of Urban Renewal can cause great consternation and active and vocal critics. This can be supported by the examples of communities where Urban Renewal was improperly utilized. A rational analysis of our community will highlight that we are an example, and candidate, for what Urban Renewal was designed to address. When done right, any short-term impacts will be far outweighed by long-term gains. Urban Renewal takes patience, vision, and a solid plan. The area to be examined for Urban Renewal is the oldest part of our community, and has the greatest needs. This area has the oldest infrastructures, decayed roads, poor pedestrian access, and is reaching the natural end of its lifecycle. I understand this proposal will not be without challenges and controversy. The reality is that it's time to recognize that we need to make a concerted effort to re-start the lifecycle of our oldest neighborhoods and to provide the resources to rejuvenate the urban core of our community. The proposed initial investment is steep, but if we are going to invest, we should provide the resource to do it right.



Improve Transparency and Outreach

It is critical to the success of City Government to communicate with its stakeholders. Increase in transparency has a strong correlation for the trust of our stakeholders. An increase in our outreach improves our opportunity to get feedback on the quality of work. Technology today has provided more opportunities and challenges to being more transparent, and disseminating information to all of the people of our community. Gone are the days of the local newspaper or town crier being the lone source of information. The City has focused on a multilevel approach to reach all our citizens, from the tech savvy to the luddites.

In the past two years the City of Stayton Facebook page has seen its like's increase 380%. This budget also allows for the City to move forward with a new website host and provider. This change was done after reviewing the presentations of a half dozen service providers. The new website will allow for more control over content and information, allowing for our stakeholders to quickly and easily retrieve information about the City at the time most convenient to them.

The City continues to focus on the content of the utility bill newsletter, "The Word on the Street." A renegotiation of our copier contract not only lowered our monthly invoice, but will allow us to provide the newsletter in color at no additional charge.

The City has recently completed two surveys, one from the community and one from local businesses. We will continue to focus on these forms of outreach in order to get continuous feedback to help guide us on the work we are doing, and the direction we are heading.

The local newspaper is still a valid resource and we continuously communicate with them to provide any information needed to fairly and accurately report on the operations of the community.

The change of our budget process from a collection of spreadsheets to the GFOA best practices model was designed to foster both transparency and outreach. This budget document allows for all stakeholders to be able to read and understand where their resources are being used and allocated.

Continue to Promote Efficient City Government

The City needs to do a wholesale examination, revision and updates to our policies, procedures, personnel manual, job descriptions, performance reviews, internal controls, network efficiency, network security, human resource guidelines, purchasing manual, and the Stayton Municipal Code. Work has already begun on many of these issues. Recent



events and challenges have highlighted just how much work lies ahead. We need to embrace these challenges and view them as opportunities.

Here are a few highlighted budget items that address what we propose to do in 2016-2017:

- The budget proposes \$25,000 to contract with a Human Resources professional to help guide the City as we navigate through many of the changes and legal challenges. The budget proposal also allows for us to send key staff members to trainings to improve their skillsets to avoid challenges in the future.
- The budget proposes a 50% increase in funding for Information Technology Support. The budget also proposes a \$35,000 investment in improvements to update hardware and software that is still operating on 2003 technology.
- The budget proposes a 50% increase in our budget to complete the yearly audit of our finances. An adequate and complete audit is important to city administration, the Governing Body, and the citizens and stakeholders in our community.
- The budget proposes an increase in available money allowing for all members of the Governing Body to attend at least one training or conference in the fiscal year. We should invest in our Governing Body. This is a common practice in almost every other community in the United States; it is a best practice worth following and supporting in our community.

Acknowledgements

I want to thank each of the Budget Committee members for the time and energy you are giving to be part of this important process. The budget should tell the story of the City and it should be a reflection of the values of our community. Your input, questions, and your approval of the final budget is critical to the success of our community. The service that you are providing is done as a volunteer, and as a leader of our community, your time and effort is greatly appreciated.

The changes that have been made from this year's budget to last are substantial. I consistently hear that we are a small town. The statement is made almost as an excuse to avoid operating in a progressive, or professional manner, or as an excuse to avoid following best practices for local government. This mentality and attitude needs to end. Being a small town is a poor excuse not to be progressive, professional, and a benchmark for communities wanting to study the best practices for the operation of a local government. Our community deserves the best, and we should strive to be nothing less. We need to stop being reactionary and start being proactive. We need to demand more of ourselves. The budget that is presented to you follows the Government Finance Officers (GFOA) best practices guidelines. The City intends to submit the budget to the GFOA for consideration of their Distinguished Budget Award. This award recognizes the



importance of making your budget accessible to all stakeholders in your community so that everyone can understand and remain knowledgeable and informed about the City's finances and operations.

I would like to thank the members of the management team who took on and embraced the challenge of our new budget. The cultural shift in the process, preparation, and information provided by each department was significant. Each department understood and embraced the changes that we have made, and the final product is significantly enhanced thanks to their input and work.

I want to personally thank Andy Parks, the Interim Finance Director for his knowledge, skill, and understanding of not judging where we are at, but helping us to begin to move toward where we want to go.

Finally, this budget presentation isn't a finished product. There is a significant change from where we have been to where we are headed. Our future budgets will continue to improve, to provide more information and guidance. But, make no mistake; I am proud of this budget and what we have accomplished in a short period of time.

Respectfully submitted,

Keith D. Campbell
City of Stayton
City Administrator





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City Overview

About

Stayton is a city in Marion County. It is located at the confluence of the Santiam Canyon and the Willamette Valley, 12 miles southeast of the state capital, Salem, on Oregon Route 22. It is south of Sublimity and east of Aumsville. Located on the North Santiam River, Stayton is a regional agricultural and light manufacturing center. The population was 7,644 at the 2010 census. Established in 1872, it was incorporated in 1891.

Form of Government

The City of Stayton is governed by a Mayor and a 5-member City Council. The Mayor is elected for a 2-year term and may serve no more than three consecutive terms of office.

Council members are elected at large, with three positions up for election every two years. The two receiving the highest number of votes serve for a 4-year term and the one receiving the third highest number of votes serves for a 2-year term. The mayor and Council members do not receive a salary for their service.

To be eligible for an elected City office, a candidate must be a registered voter and have resided in the City during the 30 days immediately preceding the election. No person may be a candidate for the offices of Mayor and Council member at the same election. The Council is the final judge of the qualifications and election of its own members.

The Mayor presides over Council deliberations and is responsible for preserving order, enforcing the rules of the Council, and determining the order of business under the rules of the Council. The Mayor votes only when it becomes necessary to break a tie.

The Stayton City Council holds regular meetings the first and third Mondays of each month at 7:00 p.m. in the Council Chambers located at the Stayton Community Center, 400 W. Virginia St.

The City Administrator is appointed by the Mayor, and ratified by the City Council, to manage the affairs of the City. The City Administrator's general responsibilities are attending all meetings of the Council and keeping the Council advised of the affairs and needs of the city, seeing that Council policy is implemented, seeing that all laws and ordinances are enforced, seeing that the provisions of all franchises, leases, contracts, permits and privileges granted by the city are observed, oversight and management of the annual City budget, as well as appointing and supervising all department managers and other employees except as otherwise provided by City Charter.



The Deputy City Recorder serves as the clerk of the City Council and is responsible for attending all meetings and preparing official minutes of their meetings. The Recorder is responsible for preparation of the City Council agenda, maintaining ordinance and resolution records, preparing official meeting and legal notices and processing and maintaining all official documents and minutes of the City. The Deputy City Recorder also serves as the City Elections Officer and Records Manager.

History

Stayton was founded by Drury Smith Stayton who purchased the town site in 1866 and built a carding mill and sawmill on a watercourse of the North Santiam River. In 1872, he platted the town site, and that same year the community received a post office. A ferry crossing of the Santiam River operated from 1876 until a bridge was constructed in 1888. By 1880, a laundry had been established by Kee Sing and Tom. The first newspaper, *The Stayton Sun*, was published in 1889 by T. H. McGill.

The founder of Stayton originally wanted to name the city after his daughter, Florence Stayton. After his petition was denied by the post office because another city in Oregon was named Florence, he chose Stayton and named a street after his daughter. The city was incorporated as the Town of Stayton in 1891 after a failed attempt in 1884.

Climate

Stayton experiences a temperate climate that is usually described as oceanic with mild, damp winters and relatively dry, warm summers, like most of the Pacific Northwest.

Summers in Stayton are warm and relatively sunny but can, on occasion, be wet. The warmest month is August with a daytime average of 80.8 °F (27.1 °C) and an average low of 51 °F (10.6 °C). Because of its inland location, Stayton can experience heat waves, in July and August particularly, with air temperatures sometimes rising over 90 °F (32 °C).

Winters are described as somewhat mild and very wet. Cold snaps can occur and last for several days, and snowfall occurs a few times throughout the winter season; the city has been known to see major snow and ice storms. Spring can bring rather unpredictable weather, resulting from brief warm spells, to thunderstorms rolling off the Cascade Range. The lowest temperature ever recorded in Stayton was -7 °F (-22 °C) on December 8, 1972.

Points of Interest

Local attractions include Pioneer Park with the Stayton-Jordan Bridge, a covered bridge. A copy of the Jordan Bridge that spanned Thomas Creek east of Scio, it was moved to the park in 1988. Destroyed by fire in 1994, it was rebuilt and painted white. It is used for



social occasions such as weddings. Kingston Prairie Preserve, 3 miles (5 km) southeast of Stayton, protects a remnant of the native prairie that was once common in the central Willamette Valley. Silver Falls State Park is northeast of Stayton; it is the largest state park in Oregon and a major tourist destination in the region, popular for its camping, and for its waterfalls.

General Stayton Overview

Statistics

2000 Population (Census)	6,816
2010 Population (Census)	7,644
2015 Population Estimate (PSU)	7,725

Since 2010 it is estimated that is growing at a rate of 1%. Both Marion County and the State of Oregon have grown at a rate of 3% during the same time period.

2010 Age Distribution

Under 5	614	8%
5-19	1,713	22%
20-29	1,001	13%
30-49	1,925	25%
50-69	1,694	22%
70 and over	687	9%

2010 Housing Statistics

Occupied Housing Units	2,882	
Owner Occupied Housing Units	1,679	58%
Renter Occupied Housing Units	1,203	42%
Family Households	2,031	70%
Non-Family Households	851	30%
Householder 65 years and over	450	16%

2014 Educational Attainment

17.5% of Stayton’s population has less than a high school diploma. The Marion County rate is 16.3% and it is 10.6% overall for the state of Oregon.

16.2% of Stayton’s population has a bachelor’s degree or higher as compared to 21.8% for Marion County and 30.1% for the state of Oregon.

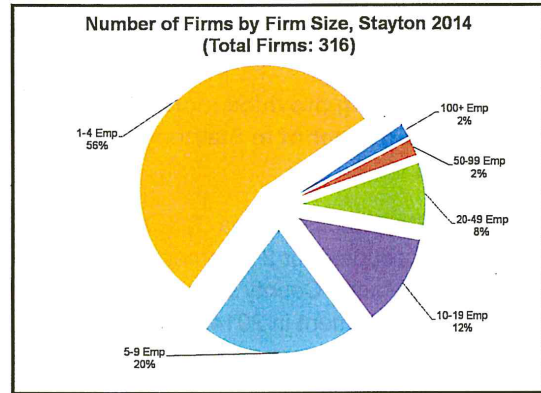


Business Overview

Covered Employment, City of Stayton: 2014

Industry	Firms	Annual		
		Employment	Payroll	Avg. Wage
Total Employment	316	3,733	\$ 124,388,508	\$ 33,319
Agriculture, Forestry, Fishing and Hunting	15	137	\$ 3,503,700	\$ 25,559
Construction	51	369	\$ 20,149,356	\$ 54,667
Manufacturing	14	1,064	\$ 33,977,114	\$ 31,933
Wholesale Trade	12	54	\$ 1,773,411	\$ 32,639
Retail Trade	32	466	\$ 10,790,008	\$ 23,175
Transportation and Warehousing	8	70	\$ 2,096,893	\$ 30,171
Finance and Insurance	19	68	\$ 2,743,712	\$ 40,103
Real Estate and Rental and Leasing	17	44	\$ 1,032,302	\$ 23,686
Professional, Scientific, and Technical Services	13	45	\$ 1,793,410	\$ 39,488
Administrative and Support and Waste Management and Remediation Services	9	43	\$ 708,851	\$ 16,646
Educational Services	7	324	\$ 10,445,367	\$ 32,239
Health Care and Social Assistance	26	459	\$ 22,381,954	\$ 48,754
Arts, Entertainment, and Recreation	4	61	\$ 344,774	\$ 5,691
Accommodation and Food Services	26	293	\$ 3,897,816	\$ 13,303
Other Services	51	108	\$ 2,361,547	\$ 21,900
Public Administration	5	68	\$ 3,024,875	\$ 44,813

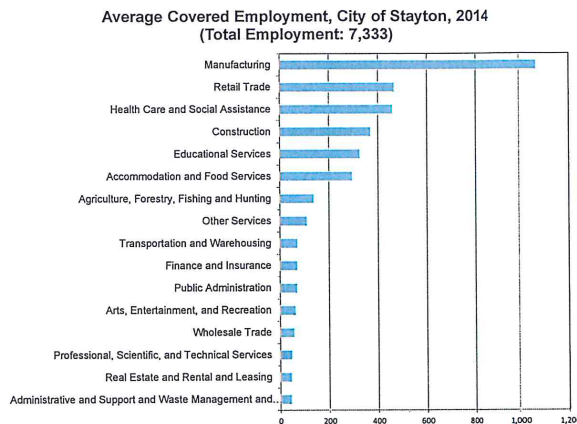
Firms 316
 Total Employment 7,333
 % of Marion County Employment 2.7%



From 2006 to 2014, the City has lost nearly 850 jobs. Stayton's total employment during that time declined by 18%. Manufacturing jobs showed the largest losses totaling 730 jobs.

Firms with less than 5 employees comprise more than half the firms in Stayton and account for 7% of total employment.

Large employers, businesses with 50 or more employees, consisting of 13 firms accounted for 48% of all employment.



Personnel

Summary

The City has maintained a steady full-time equivalent work force of approximately forty-six employees for the past few years. The proposed budget eliminates an engineering technician position that was budgeted in fiscal year 2016, but remained unfilled throughout the year. Staffing in this area will be evaluated during this year relative in conjunction with the preparation of capital improvement and maintenance schedules.

Two unions represent employees, AFSCME, which represents public works employees and administrative personnel, and the Stayton Police Officers Association, which represents police officers. The AFSCME contract expires June 30, 2016, while the SPOA agreement expires June 30, 2018, and includes a wage cost of living (COLA) increase of 2.0% effective July 1, 2016 and July 1, 2017. A COLA for AFSCME employees has been budgeted at 1.0%. The same percentage adjustment, i.e., 1.0%, in salary schedules was budgeted for management and non-represented employees.

A schedule of the full-time equivalent positions by department for the past three years and proposed budget is presented below. Similar schedules are provided in each of the departmental budgets.

Full-time Equivalent (FTE's) Employees

Department	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Budget	Proposed
Police	14.5	14.5	14.5	14.8
Planning	1.0	1.0	1.5	1.0
Parks	1.9	1.9	1.0	1.7
Municipal Court	-	-	0.6	0.6
Administration	4.0	4.0	4.0	6.0
Street	1.0	1.0	1.0	1.0
Library	6.3	6.3	6.3	6.6
Water	5.5	5.5	5.5	4.3
Wastewater	9.0	8.0	7.8	6.8
Storm water	-	0.5	0.5	0.5
Public Works Administration	4.0	4.0	4.0	3.0
Facilities Maintenance	-	-	-	0.3
Total FTE's - Citywide	47.2	46.7	46.7	46.3
Less: Contracted FTE's	(0.9)	(0.9)	(0.1)	(0.8)
Net FTE's - Citywide	46.3	45.8	46.6	45.5

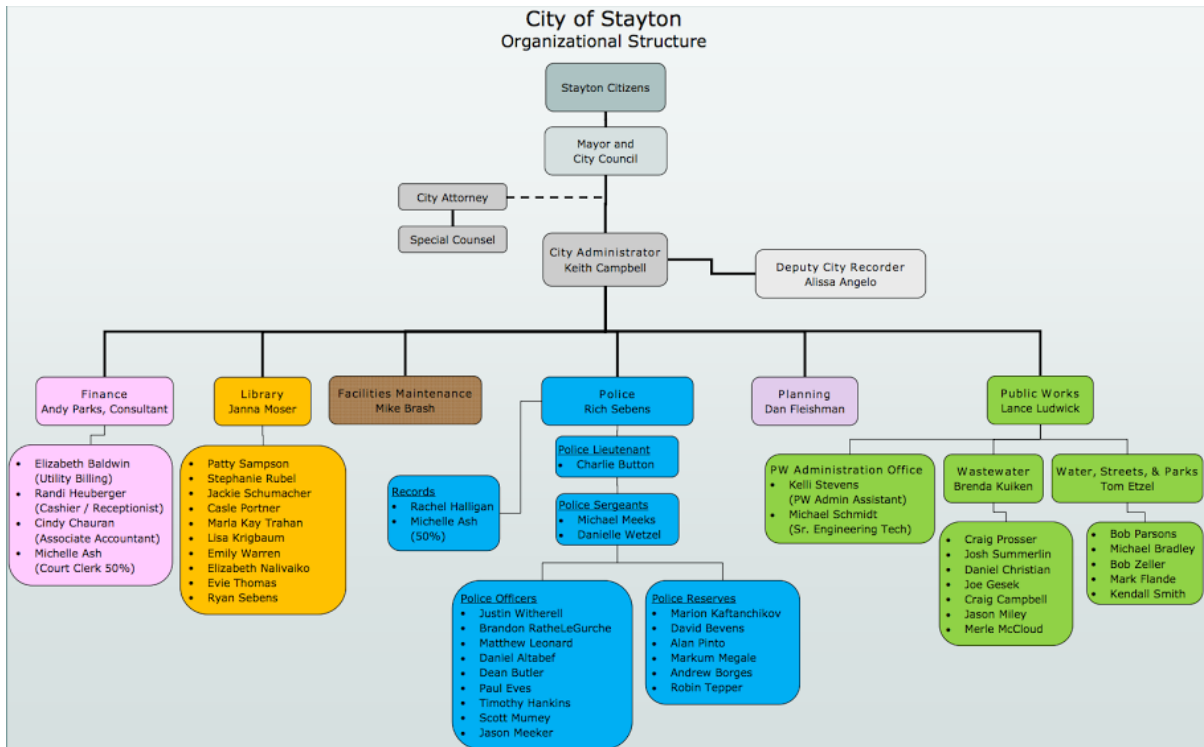


Changes from previous year

The proposed budget for fiscal year 2017 includes employees budgeted and accounted for in the department or fund to which they are assigned and managed, or as in the case of the code enforcement position, where they have been reorganized. Previously, these employees were budgeted and accounted for in the various department funds that they performed services and or their funding was accounted for. The following schedule identifies where the various positions are budgeted this year compared to last year.

Position	Fiscal Year 2015-16		Fiscal Year 2016-17		Change in FTE
	Department	FTE	Department	FTE	
Code Enforcement	Planning	0.5	Police	0.3	(0.2)
Utility Billing Clerk	Water/Sewer	1.0	Administration	1.0	-
Receptionist Cashier	Water/Sewer	1.0	Administration	1.0	-
Library Assistants	Grant Fund	0.7	Library	0.7	-
Maintenance Worker	Water	0.2	Facilities	0.3	0.1
					<u>(0.1)</u>

Organization Structure



City-Wide Budget Summary

All Funds

The city's total budget for fiscal year 2016-2017 is \$20,836,231. The planned spending totals \$13.8 million, which includes transfers between City funds of \$1,691,900.

Fund	Beginning Balance	Total		Total Expenditures	Ending Fund Balance	Total Expenditures and Ending Balance
		Current Year Resources	Total Resources			
General	1,257,258	3,789,600	5,046,858	4,014,700	1,032,158	5,046,858
Street	636,451	623,900	1,260,351	721,600	538,751	1,260,351
Parks	-	335,000	335,000	297,900	37,100	335,000
Library	134,344	475,800	610,144	525,151	84,993	610,144
Pool	49,476	181,900	231,376	167,700	63,676	231,376
Water	666,393	1,781,100	2,447,493	1,954,900	492,593	2,447,493
Sewer	2,700,867	3,004,225	5,705,092	3,738,497	1,966,595	5,705,092
Stormwater	128,234	238,400	366,634	309,200	57,434	366,634
Stormwater Construction Fund	-	1,544,000	1,544,000	1,544,000	-	1,544,000
Street SDC	413,272	25,500	438,772	-	438,772	438,772
Parks SDC	75,197	25,400	100,597	25,000	75,597	100,597
Water SDC	215,931	30,600	246,531	-	246,531	246,531
Sewer SDC	421,892	23,700	445,592	-	445,592	445,592
Stormwater SDC	20,334	18,700	39,034	-	39,034	39,034
Public Works Administration	121,042	407,500	528,542	407,000	121,542	528,542
Facilities Development	360,751	120,600	481,351	148,300	333,051	481,351
Vehicle Replacement	983,464	25,400	1,008,864	-	1,008,864	1,008,864
Totals	8,184,906	12,651,325	20,836,231	13,853,948	6,982,283	20,836,231

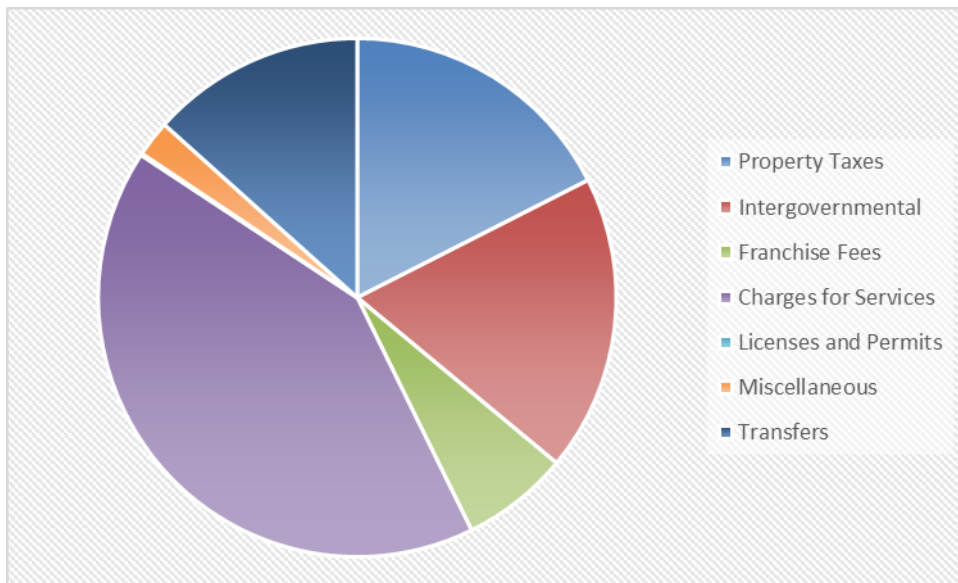


Resources

(including beginning fund balance)

All Funds

Fund	Current Year Resources							Total Current		Total Resources
	Beginning Balance	Property Taxes	Intergovernmental	Franchise Fees	Charges for Services	Licenses and Permits	Miscellaneous	Transfers	Year Resources	
General	1,257,258	1,875,100	179,000	847,600	29,300	13,000	161,900	683,700	3,789,600	5,046,858
Street	636,451	-	535,000	-	87,000	-	1,900	-	623,900	1,260,351
Parks	-	10,000	-	-	-	-	-	325,000	335,000	335,000
Library	134,344	164,100	83,300	-	13,000	-	35,400	180,000	475,800	610,144
Pool	49,476	166,800	-	-	-	-	100	15,000	181,900	231,376
Water	666,393	-	-	-	1,780,000	-	1,100	-	1,781,100	2,447,493
Sewer	2,700,867	-	-	-	2,989,225	-	15,000	-	3,004,225	5,705,092
Stormwater	128,234	-	-	-	238,000	-	400	-	238,400	366,634
Stormwater Construction Fund	-	-	1,544,000	-	-	-	-	-	1,544,000	1,544,000
Street SDC	413,272	-	-	-	24,300	-	1,200	-	25,500	438,772
Parks SDC	75,197	-	-	-	25,000	-	400	-	25,400	100,597
Water SDC	215,931	-	-	-	30,000	-	600	-	30,600	246,531
Sewer SDC	421,892	-	-	-	22,400	-	1,300	-	23,700	445,592
Stormwater SDC	20,334	-	-	-	18,600	-	100	-	18,700	39,034
Public Works Administration	121,042	-	-	-	-	-	400	407,100	407,500	528,542
Facilities Development	360,751	-	-	-	-	-	39,500	81,100	120,600	481,351
Vehicle Replacement	983,464	-	-	-	-	-	25,400	-	25,400	1,008,864
Total Resources	8,184,906	2,216,000	2,341,300	847,600	5,256,825	13,000	284,700	1,691,900	12,651,325	20,836,231



Summary

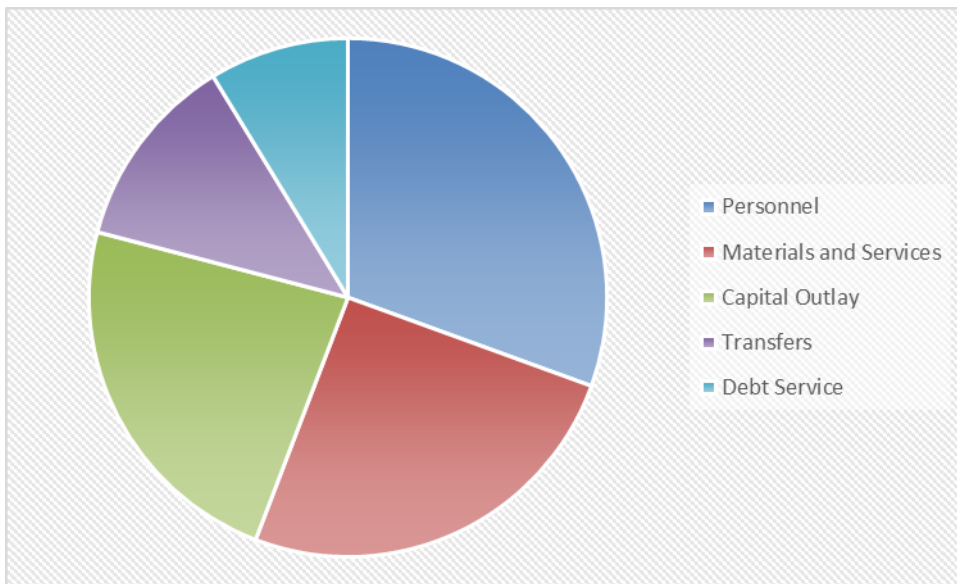
Revenue has been budgeted conservatively based upon relevant factors for each type of revenue, such as assessed value and tax rate for property taxes, estimates provided by other governments, such as intergovernmental, customer usage trends for utilities and contracts for rent and other payments.



Expenditures and Ending Fund Balance

All Funds

Fund	Current Year Expenditures					Other Requirements				Total Expenditures and Other Requirement	
	Personnel	Materials and Services	Capital Outlay	Transfers	Debt Service	Total Expenditures	Contingency	Reserved	Un-appropriated		Total Other Requirements
General	2,338,300	1,100,400	103,000	473,000	-	4,014,700	200,700	-	831,458	1,032,158	5,046,858
Street	88,600	201,900	300,000	131,100	-	721,600	538,751	-	-	538,751	1,260,351
Parks	79,200	65,900	125,000	27,800	-	297,900	37,100	-	-	37,100	335,000
Library	368,100	129,351	-	27,700	-	525,151	84,993	-	-	84,993	610,144
Pool	-	160,200	-	7,500	-	167,700	63,676	-	-	63,676	231,376
Water	398,400	517,600	260,000	420,000	358,900	1,954,900	277,800	-	214,793	492,593	2,447,493
Sewer	583,400	935,400	1,005,000	389,100	825,597	3,738,497	541,100	527,924	897,571	1,966,595	5,705,092
Stormwater	37,800	66,900	90,000	90,700	23,800	309,200	57,434	-	-	57,434	366,634
Stormwater Construction Fund	-	220,000	1,324,000	-	-	1,544,000	-	-	-	-	1,544,000
Street SDC	-	-	-	-	-	-	438,772	-	-	438,772	438,772
Parks SDC	-	-	-	25,000	-	25,000	75,597	-	-	75,597	100,597
Water SDC	-	-	-	-	-	-	246,531	-	-	246,531	246,531
Sewer SDC	-	-	-	-	-	-	445,592	-	-	445,592	445,592
Stormwater SDC	-	-	-	-	-	-	39,034	-	-	39,034	39,034
Public Works Administration	314,400	77,600	15,000	-	-	407,000	121,542	-	-	121,542	528,542
Facilities Development	23,300	25,000	-	100,000	-	148,300	333,051	-	-	333,051	481,351
Vehicle Replacement	-	-	-	-	-	-	1,008,864	-	-	1,008,864	1,008,864
Total Expenditures and Other Requirements	4,231,500	3,500,251	3,222,000	1,691,900	1,208,297	13,853,948	4,510,537	527,924	1,943,822	6,982,283	20,836,231



Expe



Functional Units

By Fund Type and Fund

The following table provides where the City’s functional units are accounted for by fund type and fund. Additionally, the functional units/funds that are in bold and italicized are the City’s major funds. Major funds are those funds that meet certain accounting requirements relative to revenue and or assets.

<i>General Fund functional units</i>	Special Revenue funds and functional units	Enterprise funds and functional units	Internal Service funds and functional units
Public safety Patrol Detectives Code enforcement Planning Community Center Municipal Court Street lights Administration	Library Parks Parks SDC Pool <i>Street</i> Street SDC	<i>Water</i> Water SDC <i>Sewer</i> Sewer SDC Stormwater Stormwater SDC	Public Works Administration Facilities <i>Vehicle Replacement</i>

Basis of Budgeting

The City budgets all funds on the modified accrual basis of accounting. Items such as depreciation are not budgeted. All financial transactions forecast to occur during the year, such as principal and interest on debt payments are budgeted. The City’s audited financial statements, the General Fund and Special Revenue funds are accounted for using the modified accrual basis of accounting. The enterprise and internal service funds utilize the full accrual method of accounting. The primary difference between the two methods of accounting, relative to the budget basis used, is depreciation, acquisition of capital assets and principal payments on debt are handled differently, i.e., depreciation is not budgeted, acquisition of capital assets and principal payments are budgeted, but are not shown as expenditures in full accrual accounting.

Budget appropriations for authorized spending are provided for all of the funds noted above. The amount of the appropriations are as presented in the “Adopted Budget” column of the budget summaries presented by fund.



General Fund

Summary

The General Fund accounts for the City's police, municipal court, planning, administration, city council, community center, street lighting, and discretionary non-departmental activities.

The primary revenue sources include property taxes, intergovernmental such as state shared revenues, cigarette and liquor taxes and various grants, franchise fees, license and permits, charges for services, transfers from other funds for administrative services benefitting those funds, and miscellaneous.

Highlights

Fund balance

- The ending fund balance June 30, 2015 of \$1,224,958, an increase of \$159,832, or 15.0%.
- The projected ending fund balance June 30, 2016 is \$1,257,258, an increase of \$32,300, or 2.6%.
- The budgeted ending fund balance as of June 30, 2017 is \$1,052,458, a reduction of \$204,800, or -16.3%.
- The budgeted ending fund balance is estimated to exceed six months of working capital, exceeding the desired minimum amount of five months.

Staffing

- There is a reduction of 0.2 FTE positions, with a 0.5 FTE code enforcement position reduced to 0.3 FTE.

Programs

- Funding is included to move forward with decisions related to the creation of an urban renewal district.
- An increase in funding is provided to address deficiencies in the City's computer system networks and related technology.

Changes from previous year

The Parks Department has been separated from the General Fund and consolidated with the Parks Construction Fund in a special revenue fund.



Certain expenditures previously recognized in various funds that are managed by others without management responsibility for that department or fund are recognized in the department that provides direct management oversight of these services. Examples include but are not limited to legal, audit, personnel, and information technology services. The costs of these services are included in the Administration Department, with the costs recovered from the funds that receive the benefit of these services through inter-fund transfers.

The inter-fund transfer methodology has been updated for Administration, Mayor and City Council. Costs are recovered from funds from all funds with operations that receive administrative services. Previously, several of these funds, such as the Swimming Pool and Library, received services; however, the costs for these services were unrecognized.

Revenue

Overall, revenue for fiscal year 2017 is budgeted to increase \$378,800, 11.1%. The primary driver of this increase is transfers from other funds, which is increased by \$326,105. The increase is primarily attributable to recognizing costs that previously were expensed directly into various funds, including personnel costs, are now recognized and managed in the Administration. These costs include two personnel, outsourced information technology services, legal, and audit. Additionally, the methodology to allocate and recover costs was replaced with a proven methodology that may be updated annually to reflect changes in activities.

Property taxes are estimated to increase 3.1%, which is the average during the past three years. Franchise fees are estimated for a small increase, less than 0.5%, representing the average during the past three years. Other revenue categories are generally flat.

Revenue that is not expected to be received is not budgeted.

Property taxes

Property taxes are received via a levy against all property within the City.

Intergovernmental

Revenue from other local, state and federal sources, such as liquor and cigarette taxes and state shared revenue.

Franchise fees

Franchise fees are received from various utilities and other companies using the public right of way.

Licenses and permits

Building permits, business licenses are included in this revenue category.



Charges for services

Charges for reports, fingerprinting, and other customer requested services provided.

Miscellaneous

Interest, facility rent are among the revenues in this category.

Transfers

Revenue from transfers from other funds for the cost of administrative related services accounted for in the general fund.

Expenditures

Budgeted expenditures total \$4,014,700, an increase of \$443,492, 12.4%. The primary driver of the increase is budgeting personnel, legal, human resources, audit, website maintenance and information technology services within the Administration Department, rather than allocating these costs directly to various funds. These costs are recovered via transfers as noted above. The increase in Administration related to these costs is approximately \$410,500.

The Police Department budget is increased \$172,500, 7.6%, which includes acquisition of a vehicle (\$56,000) and a transfer to Facilities Development Fund (\$39,000). Excluding recognition of these items in the Police Department, the budget is increased approximately \$52,559, 2.7%.



General Fund Budget

	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
Current year resources							
Property taxes	1,752,732	1,789,003	1,809,000	1,807,000	1,875,100	1,875,100	1,875,100
Charges for services	19,635	18,802	17,900	10,100	29,300	29,300	29,300
Grants and contributions	-	-	-	-	-	-	-
Franchise fees	840,194	855,286	788,000	844,200	847,600	847,600	847,600
Licenses, permits & fees	10,756	25,767	16,000	15,300	13,000	13,000	13,000
Intergovernmental	183,013	190,868	173,990	180,100	179,000	179,000	179,000
Miscellaneous	96,078	153,201	148,360	196,500	161,900	161,900	152,500
Transfers	347,335	347,335	357,595	357,600	683,700	683,700	683,700
Current year resources	3,249,743	3,380,262	3,310,845	3,410,800	3,789,600	3,789,600	3,780,200
Expenditures							
Police	1,811,230	1,883,060	1,893,841	1,868,900	2,009,400	2,009,400	2,009,400
Planning	132,942	133,772	181,340	150,600	146,700	146,700	146,700
Community Center	52,536	52,509	59,948	59,000	62,600	62,600	62,600
Parks Maintenance	130,058	123,222	156,383	134,700	-	-	-
Municipal Court	-	80,605	121,359	85,300	99,700	99,700	99,700
City Council and Administration	345,944	457,819	495,852	489,200	945,300	945,300	945,300
Non-departmental	110,116	71,933	153,300	356,600	60,000	60,000	60,000
Street Lights	103,420	107,252	116,685	100,700	115,000	115,000	115,000
Total operating expenditures	2,686,246	2,910,172	3,178,708	3,245,000	3,438,700	3,438,700	3,438,700
Capital Outlay							
Police	1,510	8,897	75,000	75,000	68,000	68,000	78,000
Community Center	-	-	30,000	28,000	-	-	-
Parks Maintenance	4,445	-	15,000	15,000	-	-	-
Municipal Court	-	-	7,500	7,500	-	-	-
City Council and Administration	-	-	-	-	35,000	35,000	35,000
Non-departmental	-	6,362	20,000	8,000	-	-	-
Total Capital Outlay	5,955	15,259	147,500	133,500	103,000	103,000	113,000
Transfers							
Police	-	-	-	-	39,000	39,000	39,000
Planning	-	-	-	-	20,300	20,300	20,300
Administration	-	-	-	-	18,700	18,700	18,700
Non-departmental	235,000	295,000	245,000	200,000	395,000	395,000	395,000
Total Transfers	235,000	295,000	245,000	200,000	473,000	473,000	473,000
Total Expenditures	2,927,201	3,220,431	3,571,208	3,578,500	4,014,700	4,014,700	4,024,700
Revenue over/(under) expenditures	322,542	159,831	(260,363)	(167,700)	(225,100)	(225,100)	(244,500)
Beginning fund balance	742,584	1,065,126	800,000	1,224,958	1,257,258	1,257,258	1,057,258
Ending fund balance	1,065,126	1,224,957	539,637	1,057,258	1,032,158	1,032,158	812,758



Police

Summary

The Stayton Police Department is a full-service, 24 hours a day law enforcement organization providing police services and records management to the city of Stayton. Our top priority is the preservation of life and property.

We strive to be relevant in our community by providing essential police services, supporting a detective unit, maintaining a school resource officer, connecting with the community, an enhanced traffic safety program, and making computer crimes a priority. In addition to these six goals, other projects include:

- Foot, motorcycle, and bicycle patrols
- Crime prevention
- Drug investigations
- A variety of investigative assignments

The department's staff consists of 13 sworn FTE, 1.5 civilian FTE, and 10 volunteers. Our numbers represent a Chief, Lieutenant, two Patrol Sergeants, nine Patrol Officers, one Detective, one and a half time Records staff, and one narcotic K9 named Brodie.



Our volunteer staff is comprised of reserve police officers and civilian office volunteers. The Stayton Police Department relies heavily on the volunteer staff to augment patrol.

As a member of a growing community, the police participate in the support of the community through area programs including “National Night Out,” “Coffee with a Cop,” a citizen Police Advisory Board, the Stayton Friends of the Family, among many others. We are also in the development stages of creating a Citizen Police Academy.

The Department also proudly sponsors and participates in many youth related programs. These programs include child car seat inspections, free bicycle helmets for kids, youth peer court, and the Junior Police Fishing Derby.



Highlights

- In the 2015-2016 budget, the Department implemented an electronic citation program in conjunction with the Stayton Municipal Court. This coming year, our department plans to expand this program.
- Implement an equipment replacement program including updating of the patrol vehicle computer system.
- Continue to improve our six goals and priorities for the Department.

Changes from previous year

- The Code Enforcement position is reorganized from the Planning Department
- The department is paying Facilities, budgeted in transfers, based on a monthly rental rate of \$0.65 per foot
- The department is purchasing vehicles, with no transfer to vehicle replacement in fiscal year 2016-17

Police Budget

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
51110	Salaries	884,091	914,419	943,261	950,300	984,800	984,800	984,800
51720	Overtime Pay	30,793	39,683	40,000	33,000	42,000	42,000	42,000
51723	Special Event Security	1,020	730	3,000	1,000	2,000	2,000	2,000
51910	FICA & Medicare	67,018	70,271	75,449	72,900	78,700	78,700	78,700
51920	Workers Compensation	22,372	21,638	26,769	29,000	33,300	33,300	33,300
51931	Health & Dental	206,613	204,865	217,422	204,000	228,300	228,300	228,300
51932	PERS Retirement	168,839	185,123	183,014	190,000	198,200	198,200	198,200
51933	Disability	3,272	3,425	4,583	3,700	4,800	4,800	4,800
51934	Life Insurance	658	667	630	600	800	800	800
51935	City Retirement Plan	7,935	9,622	11,471	11,500	12,700	12,700	12,700
51936	Flexible Benefits Administration	180	158	225	200	200	200	200
Personnel Services		1,392,791	1,450,600	1,505,824	1,496,200	1,585,800	1,585,800	1,585,800



52110	Office Supplies	5,105	4,904	5,000	2,900	4,000	4,000	4,000
52150	Volunteer Supplies	218	263	2,000	2,000	2,000	2,000	2,000
52210	Telephone/Alarms	24,463	29,385	30,000	29,100	30,000	30,000	30,000
52310	Equipment Lease/Maintenance	3,138	4,161	4,000	4,500	4,500	4,500	4,500
52330	Building Maintenance	5,875	6,052	4,000	2,500	11,100	11,100	11,100
52420	Computers	-	-	3,600	24,000	20,000	20,000	20,000
52510	Electricity	5,772	6,305	8,100	6,400	7,000	7,000	7,000
52520	Natural Gas	965	1,161	1,500	1,000	1,500	1,500	1,500
53110	Operating Supplies	9,699	9,195	10,000	9,600	13,000	13,000	13,000
54110	Uniforms	6,190	6,309	7,500	6,500	13,500	13,500	13,500
54130	Training/Conferences	5,719	7,694	8,000	9,600	12,000	12,000	12,000
57110	Firearms Training	948	6,639	5,000	6,500	6,500	6,500	6,500
57115	Emergency Management	-	-	500	-	-	-	-
57120	Investigation Expense	791	3,688	6,000	5,000	6,000	6,000	6,000
57130	Physical Exams/Recruitment	2,188	3,631	3,500	1,800	3,500	3,500	3,500
57140	IT Maintenance/Support	11,096	11,050	13,500	10,700	13,500	13,500	13,500
57150	Jail Expense	107	-	1,000	-	-	-	-
57190	Animal Control	-	-	250	-	-	-	-
57210	Ordinance Control	50	-	750	-	4,000	4,000	4,000
58110	Gasoline & Diesel	35,035	30,327	35,000	24,800	35,000	35,000	35,000
58120	Vehicle Maintenance/Repair	15,946	20,974	20,000	17,800	20,000	20,000	20,000
62120	Contract Services	21,191	21,859	30,000	31,100	34,000	34,000	34,000
62121	Contract Services (911)	230,860	239,589	163,543	158,800	166,000	166,000	166,000
62150	Contract Legal	19,736	5,983	10,000	2,500	-	-	-
63120	Insurance	13,347	13,291	15,274	15,600	16,500	16,500	16,500
	Materials and Services	418,439	432,460	388,017	372,700	423,600	423,600	423,600
	Vehicles	-	-	-	-	56,000	56,000	56,000
71200	Equipment	1,510	8,897	75,000	75,000	12,000	12,000	22,000
	Capital Outlay	1,510	8,897	75,000	75,000	68,000	68,000	78,000
90150	Transfer to Facilities Development	-	-	-	-	39,000	39,000	39,000
90155	Transfer to Vehicle Replacement	-	-	-	-	-	-	-
	Transfers	-	-	-	-	39,000	39,000	39,000
	Total Requirements	1,812,740	1,891,957	1,968,841	1,943,900	2,116,400	2,116,400	2,126,400

Performance Measures

Patrol Measure	2013	2014	2015
Police Activity	9693	8796	9510
Investigated Incidents	4184	3926	3248
Citations/Warnings	2798	1923	3182
Traffic Accidents	98	82	103
Juvenile Abuse	30	48	33
Arrests	634	559	498
Volunteer Hours	4268	3009	4502
Peer Court Cases	37	54	48
Community Events	-	-	15



Staffing

Position	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Budget	Proposed
Chief of Police	1.0	1.0	1.0	1.0
Lieutenants	1.0	1.0	1.0	1.0
Sergeants	2.0	2.0	2.0	2.0
Police Officers	9.0	9.0	9.0	9.0
Records Clerk	1.5	1.5	1.5	1.5
Code Enforcement	-	-	-	0.3
FTE's - Police	14.5	14.5	14.5	14.8

Capital Outlay

E-Ticket	\$ 12,000
Equipment	10,000
Patrol vehicle	<u>56,000</u>
Total	<u>\$ 78,000</u>



Planning

Summary

The Planning Department is a state-mandated function responsible for administering state land use laws and ordinances specific to the City of Stayton. The Department supports and advises the City Council and Planning Commission regarding all planning and land use matters, the Department is staffed by a full time Planner. Staff responsibilities include staffing Planning Commission and City Council meetings as needed, providing customer service and assistance in interpreting Stayton's municipal codes and processing a wide variety of different land use applications and actions. Long range planning activities include periodic updates of the City's Comprehensive Plan and special projects such as commercial or multi-family design standards and code improvements. The Planning Department assumes responsibilities for management of the City's Geographic Information System.

The Planning Department is responsible for long-range planning for the future of the city, preparation of amendments to land use regulations, and administration of land use ordinances for the City of Stayton. The department serves under the direction of the City Administrator, City Council, and the Planning Commission.

Long range planning programs currently in progress include fostering long term sustainable economic development and continued improvement of the Land Use and Development Code.

Some land use applications regularly handled by the Planning Department include annexations, comprehensive plan and zone map amendments, site plan reviews, conditional uses, variances, subdivisions and planned unit developments.

Planning Commission Members & Terms

Ellen Nunez (Chair)	12/2017
Dixie Ellard	12/2017
Mark Kronquist	12/2016
James Nokes	12/2016
Jackie Carmichael	12/2016
Nicole Servin (Student Position)	06/2016



Highlights

- GIS Upgrades
- Wilco Industrial Grant from Business Oregon Infrastructure Finance Authority.

Changes from previous year

- The part-time Code Enforcement Officer is shifted into the Police Department budget.
- In the past the cost of City consultants to review land use applications has been covered in the Public Works Administration budget. This year those costs are included in the Planning and Development Department Budget.

Planning Budget

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
51110	Salaries	84,935	86,124	107,022	94,900	87,900	87,900	87,900
51910	FICA & Medicare	6,117	6,304	8,187	7,300	6,700	6,700	6,700
51920	Workers Compensation	233	223	324	400	300	300	300
51931	Health & Dental	13,432	13,649	14,136	14,500	14,700	14,700	14,700
51933	Disability	276	301	434	300	400	400	400
51934	Life Insurance	35	35	45	-	100	100	100
51935	City Retirement Plan	15,373	15,588	15,747	15,900	17,100	17,100	17,100
51936	Flexible Benefits Administration	45	22	45	100	100	100	100
Personnel Services		120,447	122,247	145,940	133,400	127,300	127,300	127,300
52210	Telephone	143	334	400	300	400	400	400
52420	Computer	-	-	1,000	1,000	1,000	1,000	1,000
53110	Operating Supplies	250	296	2,600	500	500	500	500
53120	Advertising	2,440	2,149	6,000	4,100	4,000	4,000	4,000
54120	Memberships	480	490	400	500	500	500	500
54130	Training/Conferences	380	325	500	500	1,000	1,000	1,000
57210	Ordinance Enforcement	800	3,625	12,000	2,500	-	-	-
62120	Contract Services	-	-	-	-	12,000	12,000	12,000
62150	Contract-Legal	8,002	4,305	12,500	7,800	-	-	-
Materials and Services		12,495	11,525	35,400	17,200	19,400	19,400	19,400
Transfer to PW Administration		-	-	-	-	20,300	20,300	20,300
Transfers		-	-	-	-	20,300	20,300	20,300
Total Requirements		132,942	133,772	181,340	150,600	167,000	167,000	167,000

Performance Measures

- Timely land use decisions

Staffing



Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed
City Planner	1.0	1.0	1.0	1.0
Code Enforcement Officer	-	-	0.5	-
Total FTE's - Planning	1.0	1.0	1.5	1.0

Capital Outlay

There is no capital outlay in the Planning Department budget.





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Community Center

Summary

The Community Center Complex consists of 7.65 acres of park located along the Salem Ditch off of First Avenue. This site contains the Community Center building, the Stayton Family Memorial Pool, three tennis courts, horseshoe pits, a playground, library, parking, a picnic area, and an open recreation field.

The City of Stayton Community Center was dedicated in 1979 and located at 400 W. Virginia St. near the Stayton public Library. The Community Center is the official meeting place for the City Council and other groups. This facility brings people together for social and civic functions throughout the year. The Community Center's location and a floor plan are available from links on the City's website.

The Community Center has a total of 3,337 square feet available for events. The hall can be divided into two portions. The north end has 1,112 square feet available and the south end has 2,224 square feet available. There is also a kitchen facility and restrooms. During business hours, a tour of the Community Center can be arranged through Public Works.

Materials and equipment available:

- Twenty 6-foot tables
- Two 8-foot tables
- Approximately 150 chairs
- 100-cup coffee pot (available upon request w/ \$25 deposit)
- Podium/microphone setup with rental of the entire community center
- Projection Screen with rental of the entire community center

The Community Center is available for dances, weddings, receptions, parties, meetings, and concerts as well as for other events. Under certain circumstances and with additional fees, alcoholic beverages may be served in the building. Security may be required at events and there is a \$25 key deposit required for the facility.



Highlights

- Community Center was rented 109 times.
- Continues to serve Senior Community with Senior Meal Program.

Changes from previous year

No changes from the previous year.

Community Center Budget

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
52210	Telephone/Alarms	1,801	1,702	2,200	1,800	2,200	2,200	2,200
52330	Building Maintenance	3,658	1,410	5,000	4,900	5,000	5,000	5,000
52510	Electricity	3,791	5,476	5,000	5,100	5,500	5,500	5,500
52520	Natural Gas	3,352	2,943	3,700	3,100	3,500	3,500	3,500
53110	Operating Supplies	-	-	250	-	-	-	-
53150	Custodial Supplies	5,815	6,916	7,000	5,100	7,000	7,000	7,000
62120	Contract Services- Janitorial	31,434	31,193	33,500	35,700	36,000	36,000	36,000
63120	Insurance	2,685	2,870	3,298	3,300	3,400	3,400	3,400
	Materials and Services	52,536	52,509	59,948	59,000	62,600	62,600	62,600
71200	Equipment	-	-	30,000	28,000	-	-	-
	Capital Outlay	-	-	30,000	28,000	-	-	-
Total Requirements		52,536	52,509	89,948	87,000	62,600	62,600	62,600

Staffing

Staffing support is provided by Public Works Administration.

Capital Outlay

No capital outlay is planned in fiscal year 2016-17.



Municipal Court

Summary

Stayton's Municipal Court program was initiated in 2014 as Marion County closed the East Marion Justice Court. The Court has jurisdiction over traffic citations and violations of the Municipal Code. The Judge is appointed by the Mayor and works under contract for the City. This fund also covers the cost of a part-time Court Clerk.



Highlights

- 40 Court dates
- 46 Trials held
- 845 cases processed

Changes from previous year

No changes.

Performance Measures

- Timely prosecution of cases
- Timely adjudication of cases
- Timely collection of fines



Municipal Court Budget

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
51110	Salaries	-	16,896	18,468	18,700	19,600	19,600	19,600
51910	FICA & Medicare	-	1,259	1,413	1,400	1,500	1,500	1,500
51920	Workers Compensation	-	81	65	100	100	100	100
51931	Health & Dental	-	3,039	3,402	3,400	3,800	3,800	3,800
51933	Disability	-	65	98	100	100	100	100
51934	Life Insurance	-	15	45	100	100	100	100
51935	City Retirement Plan	-	1,576	3,343	3,300	3,500	3,500	3,500
51936	Flexible Benefits Administration	-	-	25	-	-	-	-
Personnel Services		-	22,932	26,859	27,100	28,700	28,700	28,700
52115	Office Supplies	-	1,286	4,000	1,500	1,500	1,500	1,500
52210	Telephones and Alarms	-	3,060	3,500	3,300	3,500	3,500	3,500
52310	Equipment Lease	-	2,030	2,500	2,300	2,500	2,500	2,500
52330	Building Maintenance	-	1,679	1,500	2,700	3,000	3,000	3,000
52420	Computer Expense	-	-	1,000	1,500	2,000	2,000	2,000
52510	Electricity	-	565	3,000	800	1,000	1,000	1,000
52520	Natural Gas	-	628	1,500	700	1,000	1,000	1,000
54130	Training/Conferences	-	559	2,500	2,200	2,500	2,500	2,500
62110	Assessments	-	22,456	30,000	24,100	30,000	30,000	30,000
62115	Bail Refund	-	1,375	5,000	-	-	-	-
62125	Contract Services Judge	-	21,990	26,000	16,200	18,000	18,000	18,000
62130	Contract Custodial	-	-	2,000	-	-	-	-
62135	Contract Interpreter Services	-	-	1,000	500	1,000	1,000	1,000
62150	Legal	-	1,175	10,000	1,500	2,000	2,000	2,000
	Peer Court	-	-	-	-	2,000	2,000	2,000
63120	Insurance	-	870	1,000	900	1,000	1,000	1,000
Materials and Services		-	57,674	94,500	58,200	71,000	71,000	71,000
71200	Equipment	-	-	7,500	7,500	-	-	-
Capital Outlay		-	-	7,500	7,500	-	-	-
Total Requirements		-	80,605	128,859	92,800	99,700	99,700	99,700

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed
Court Clerk	-	-	0.5	0.5
Municipal Judge - contract	-	-	0.1	0.1
Total FTE's - Municipal Court	-	-	0.6	0.6

Capital Outlay

No capital outlay is planned in fiscal year 2016-17.



Administration

Summary

The Administration Department represents the core function of the City organization. Administration includes the Mayor and City Council, City Administrator's Office, City Recorder, Human Resources, Finance and Information Technology.

Mayor and City Council

The Mayor and City Councilors serve as the organizations "board of directors," providing governance, appointing the City Administrator, establishing rules and regulations, policy, approving contracts, adopting the budget and setting the direction of the organization.

Highlights

- Funds for additional training included

Changes from the previous year

- The City Council budget is separated from Non-departmental (General Operations)

Mayor and City Council Budget

Account Number	Description	Information only included in GF Operations						
		13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
54120	Memberships	5,823	5,938	8,000	6,000	6,000	6,000	6,000
54150	Conferences - Council Expenses	259	951	1,500	1,000	6,000	6,000	6,000
59150	Community Grant Program	5,000	5,000	5,000	5,000	5,000	5,000	5,000
59160	Election Expense	1,753	-	6,000	6,000	-	-	-
	Materials and Services	12,836	11,889	20,500	18,000	17,000	17,000	17,000
	Total Requirements	12,836	11,889	20,500	18,000	17,000	17,000	17,000

City Administrator

The City Administrator is appointed by the Mayor, and ratified by the City Council, to manage the affairs of the City. The City Administrator's general responsibilities include:

- Attending all meetings of the Council
- Keeping the Council advised of the affairs and needs of the city



- Seeing that Council policy is implemented
- Seeing that all laws and ordinances are enforced
- Seeing that the provisions of all franchises, leases, contracts, permits and privileges granted by the City are observed
- Oversight and management of the annual city budget
- Appointing and supervising all department managers and other employees except as otherwise provided by City Charter

Deputy City Recorder

The Deputy City Recorder serves as the clerk of the City Council and is responsible for attending all meetings and preparing official minutes of their meetings. The Recorder is responsible for preparation of the City Council agenda, maintaining ordinance and resolution records, prepares official meeting and legal notices and processes and maintains all official documents and minutes of the city. The Deputy City Recorder also serves as the City Elections Officer and Records Manager.

Human Resources

Human resources are managed by the City Administrator with assistance from outside consultants.

Account Number	Description	13-14 Actual	14-15 Actual	15-16 Actual	16-17 Actual	16-17 Proposed	16-17 Approved	16-17 Adopted
62010	Contract - Human Resources	-	-	-	-	25,000	25,000	25,000

Finance

Finance related activities include City-wide support for budget development and preparation, accounting, financial reporting, billing and collection, accounts payable, and payroll. The City’s annual financial statements are audited by an independent auditor.

Changes from previous years

- Funding for outsourced human resources
- Costs associated with the City’s audit, outsourced information technology services, legal, and website are fully budgeted in Administration
- Utility billing and cashier/reception staff positions are budgeted in Administration



- A cost allocation methodology was created to support the transfers from various funds for administration, finance, information technology, and other services they receive including the costs noted above

Administration Budget

Account Number	Description	13-14 Actual	14-15 Actual	15-16 Budget	15-16 Estimated	16-17 Proposed	16-17 Approved	16-17 Adopted
51110	Salaries	209,307	270,800	284,293	287,400	369,900	369,900	369,900
51720	Overtime	-	-	1,000	1,500	2,000	2,000	2,000
51910	FICA & Medicare	15,312	19,722	21,825	20,900	28,400	28,400	28,400
51920	Workers Compensation	788	2,165	2,793	3,300	1,400	1,400	1,400
51931	Health & Dental	54,659	76,160	78,768	80,300	120,000	120,000	120,000
51933	Disability	685	1,009	1,420	1,000	1,900	1,900	1,900
51934	Life Insurance	108	142	180	100	200	200	200
51935	City Retirement Plan	26,943	44,453	51,283	51,600	72,500	72,500	72,500
51936	Flexible Benefits Administration	19	23	90	100	200	200	200
Personnel Services		307,820	414,473	441,652	446,200	596,500	596,500	596,500
52210	Telephone/Alarms	8,891	8,673	10,000	7,000	10,000	10,000	10,000
52330	Building Maintenance	2,213	1,601	5,000	2,500	2,500	2,500	2,500
52420	Computer	302	2,406	2,500	1,000	2,500	2,500	2,500
52510	Electricity	2,208	2,566	3,500	2,500	3,500	3,500	3,500
52520	Natural Gas	1,779	1,814	2,400	2,000	2,400	2,400	2,400
53110	Operating Supplies	17,218	18,433	18,500	17,500	18,500	18,500	18,500
53120	Advertising	2,246	1,941	6,000	2,500	2,500	2,500	2,500
54120	Memberships	-	-	-	-	3,000	3,000	3,000
54130	Training/Conferences	3,267	5,911	5,800	8,000	8,000	8,000	8,000
	Contract - Human Resources	-	-	-	-	25,000	25,000	25,000
62010	Contract Services - IT	-	-	-	-	96,000	96,000	96,000
62015	Website Maintenance	-	-	-	-	5,000	5,000	5,000
62120	Contract services	-	-	-	-	5,000	5,000	5,000
62140	Contract-Clerical	-	-	500	-	-	-	-
62150	Contract-legal	-	-	-	-	106,500	106,500	106,500
62195	Property Taxes	-	-	-	-	3,400	3,400	3,400
63110	Audit	-	-	-	-	38,000	38,000	38,000
Materials and Services		38,124	43,346	54,200	43,000	331,800	331,800	331,800
Network Improvements		-	-	-	-	35,000	35,000	35,000
Capital Outlay		-	-	-	-	35,000	35,000	35,000
90150	Transfer to Facilities Development Fund	-	-	-	-	18,700	18,700	18,700
90155	Transfer to Vehicle Replacement Fund	-	-	-	-	-	-	-
Transfers		-	-	-	-	18,700	18,700	18,700
Total Requirements		345,944	457,819	495,852	489,200	982,000	982,000	982,000



Performance measures

- Timely completion of Annual Financial Report and clean opinion from independent auditor
- Timely completion of Budget
- Timely and accurate processing of vendor payments
- Timely and accurate processing of payroll, including federal and state reporting
- Timely and accurate billing and collection of utilities and other accounts

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed
City Administrator	1.0	1.0	1.0	1.0
Deputy City Recorder	1.0	1.0	1.0	1.0
Finance Director	1.0	1.0	1.0	1.0
Associate Accountant	1.0	1.0	1.0	1.0
Utility Billing Clerk*	-	-	-	1.0
Receptionist Cashier*	-	-	-	1.0
Total FTE's - Administration	4.0	4.0	4.0	6.0

* Positions budgeted in Water and Wastewater



Non-departmental (Operations)

Summary

The Non-departmental area of the General Fund budget accounts for transfers to other funds to support their operation and non-recurring expenditures not specific to a department or fund. It accounts for a variety of expenses that tend to be common to the entire fund and many may not be easily identifiable in respect to any specific department. This is also the area of the General Fund budget where any funds set aside as unappropriated or for contingency purposes are reflected.

Changes from previous year

- Expenses that are specific to a department and managed by that department are recognized in that department
- Contingency is 5.0% of overall general fund expenditures
- Unappropriated fund balance is intended to be the minimum carryover for fiscal year 2017-18
- Contingency and unappropriated amounts are not included in non-departmental

Highlights

- \$60,000 is budgeted for consultants to assist the City with decisions related to creation of an urban renewal district



Non-departmental Budget

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
52210	Telephone	813	617	1,200	300	-	-	-
52220	Miscellaneous	2,894	1,258	2,500	1,300	-	-	-
52410	Theater Expense	-	-	1,000	-	-	-	-
52610	Employee Incentives	630	1,128	1,000	1,300	-	-	-
52620	Employee Health and Safety	583	195	1,000	600	-	-	-
54120	*Memberships	5,823	5,938	8,000	6,000	-	-	-
54150	Conferences - Council Expenses	259	951	1,500	1,000	-	-	-
59150	Community Grant Program	5,000	5,000	5,000	5,000	-	-	-
59140	Audio Visual Expenses	1,650	1,650	2,700	1,800	-	-	-
59160	Election Expense	1,753	-	6,000	6,000	-	-	-
61110	Unemployment	17,813	1,046	25,000	-	-	-	-
62010	Contract Services - IT	27,595	23,965	25,000	25,300	-	-	-
62015	Website Maintenance	825	1,448	3,000	1,500	-	-	-
	Consulting	-	-	-	-	60,000	60,000	60,000
62120	Contract Services	4,761	2,519	15,000	4,800	-	-	-
62150	Contract Legal	30,016	15,226	42,500	290,000	-	-	-
62195	Property Taxes	3,000	3,061	3,300	3,100	-	-	-
63110	Audit	3,182	3,263	5,000	3,400	-	-	-
63120	Insurance	3,518	4,668	4,600	5,200	-	-	-
	Materials and Services	110,116	71,933	153,300	356,600	60,000	60,000	60,000
74115	Insurance Repairs	-	-	10,000	-	-	-	-
71200	Equipment	-	6,362	10,000	8,000	-	-	-
	Capital Outlay	-	6,362	20,000	8,000	-	-	-
90110	Transfer to Pool Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000
90116	Transfer to Library Fund	119,500	139,500	119,500	119,500	180,000	180,000	180,000
90150	Transfer to Facilities Development Fund	45,000	45,000	45,000	45,000	-	-	-
90155	Transfer to Vehicle Replacement Fund	55,500	55,500	20,500	20,500	-	-	-
	Transfer to Parks Fund	-	-	-	-	200,000	200,000	200,000
90162	Transfer to Grant Fund	-	-	45,000	-	-	-	-
90185	Transfer to Parks Construction	-	40,000	-	-	-	-	-
	Transfers	235,000	295,000	245,000	200,000	395,000	395,000	395,000
	Total Requirements	345,116	373,295	418,300	564,600	455,000	455,000	455,000
95110	Contingency	-	-	300,000	-	200,700	200,700	201,200
95115	Reserved for Future Expenditure	-	-	-	-	-	-	-
99100	Unappropriated Fund Balance	1,065,126	1,224,958	239,637	-	831,458	831,458	611,558
	Total Other Requirements	1,065,126	1,224,958	539,637	-	1,032,158	1,032,158	812,758
	Total Requirements	1,410,242	1,598,253	957,937	564,600	1,487,158	1,487,158	1,267,758



Street Lights

Summary

The Street Light budget provides funds for maintenance and power costs related to Stayton's street lights. Pacific Power & Light maintains the street lights and the City pays a monthly fee for each street light, the amount of which is dependent on the type of street light installed.



Highlights

- Three street lights in Pioneer Park on Park Avenue, were rewired to be powered from underground powerlines, eliminating overhead wires.
- Began to review LED streetlight replacement program with Pacific Power.

Changes from previous years

No changes from 2015-2016 budget.

Street Lights Budget

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
52510	Electricity	103,420	107,252	114,185	100,700	115,000	115,000	115,000
52515	Street Light Installation	-	-	2,500	-	-	-	-
	Materials and Services	103,420	107,252	116,685	100,700	115,000	115,000	115,000
	Total Requirements	103,420	107,252	116,685	100,700	115,000	115,000	115,000

Note: Although not implemented by recent City Councils, the Stayton Municipal Code does provide for a "Street Light Service Charge" designed to recover the cost of this function.



Other Requirements

Summary

Contingency and unappropriated fund balances are included in other requirements.

The contingency amount budgeted is five percent (5.0%) of general fund expenditures. The balance is unappropriated for carryover to fiscal year 2017-18.

The combined totals of contingency and unappropriated amounts are in excess of the amount needed to fund general fund operations without borrowing until property taxes are received in November.

Other Requirements Budget

Account Number	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Proposed	2016-17 Approved	2016-17 Adopted
95110	Contingency			300,000		200,700	200,700	200,700
95115	Reserved for Future Expenditure	-	-	-		-	-	-
99100	Unappropriated Fund Balance	1,065,126	1,224,958	239,637		831,458	831,458	611,558
Total Other Requirements		1,065,126	1,224,958	539,637		1,032,158	1,032,158	812,258



Library Fund

Summary

The mission of the Stayton Public Library is to provide timely access to information and ideas, promote reading, knowledge and culture, and the advantages and pleasures of learning for people of all ages. The library provides a number of specialty programs and services to patrons, such as large print books, periodicals, Spanish language materials, audio books and music on CDs, and DVDs, etc. The library is a member of the Chemeketa Cooperative Regional Library System (CCRLS) which allows for on-line searching and access to eighteen other CCRLS libraries. The library is open six days per week.



Highlights

The Library's author series was well attended over the past year. We hosted 15 different authors with the added incentive of wine, cheese, and crackers. Our children's Dr. Seuss' birthday party brought in over 100 patrons. The Outreach Storyteller made 40 visits to daycares, kindergarten classes, and Head Start, reading to well over 400 kids two times a month. Another wildly popular event is the Stuffed Animal Sleepover, which will be included in next year's calendar of events. In addition, the Library also hosted an engaging talk of end-of-life care that was facilitated by Oregon Humanities.

Changes from previous year

The Stayton Library Foundation put on two fundraising programs this past year. The Brews, Bites, and Books event, as well as the Father-Daughter Ball, which were both very successful and fun was had by all. The Library's Outreach Storyteller, which is partly funded by the Foundation, was able to increase the number of visits she makes. We've also started a new monthly Art Club headed up by volunteer Misty Sears, which has become very popular.



Library Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	81,085	88,935	70,000	120,544	134,344	134,344	134,344
	30 - Beginning Fund Balance	81,085	88,935	70,000	120,544	134,344	134,344	134,344
41110	Previously Levied Taxes	8,595	7,202	4,000	4,000	6,300	6,300	6,300
41122	Library Local Option	140,669	146,228	153,262	154,500	157,800	157,800	157,800
	31 - Property Taxes	149,264	153,430	157,262	158,500	164,100	164,100	164,100
45655	Meeting Room Rent	4,130	3,770	4,000	4,500	4,000	4,000	4,000
45660	Non-Resident Library Fees	9,921	7,143	9,000	10,200	9,000	9,000	9,000
	32 - Charges for Services	14,051	10,913	13,000	14,700	13,000	13,000	13,000
43840	Library State Aid	-	1,351	1,351	1,300	1,300	1,300	1,300
46700	CCRLS Reimbursement	98,847	59,046	78,647	78,600	78,000	78,000	78,000
46710	CCRLS Net Lending	320	4,605	4,000	-	4,000	4,000	4,000
	37 - Intergovernmental	99,167	65,002	83,998	79,900	83,300	83,300	83,300
43500	Earned Interest	349	374	400	400	400	400	400
43850	Endowment Contribution	25,000	25,000	25,000	25,000	25,000	25,000	25,000
46465	Donations	655	90	200	-	-	-	-
45650	Library Fines/Miscellaneous	16,612	14,653	12,000	10,500	10,000	10,000	10,000
49500	Miscellaneous	25	-	500	-	-	-	-
	38 - Miscellaneous	42,641	40,117	38,100	35,900	35,400	35,400	35,400
47100	Transfer From General Fund	119,500	139,500	119,500	119,500	180,000	180,000	180,000
	39 - Transfers	119,500	139,500	119,500	119,500	180,000	180,000	180,000
	Total Resources	505,707	497,896	481,860	529,044	610,144	610,144	610,144

Requirements

51110	Salaries	227,845	215,596	250,711	222,200	262,600	262,600	262,600
51910	FICA & Medicare	16,144	15,990	19,179	17,000	20,100	20,100	20,100
51920	Workers Compensation	1,113	1,126	1,143	1,400	1,400	1,400	1,400
51931	Health & Dental	54,871	25,061	31,224	19,900	52,500	52,500	52,500
51933	Disability	347	319	345	200	400	400	400
51934	Life Insurance	60	41	70	100	100	100	100
51935	City Retirement Plan	14,167	8,723	12,462	7,100	30,900	30,900	30,900
51936	Flexible Benefits Administration	113	68	45	100	100	100	100
	Personnel Services	314,660	266,923	315,179	268,000	368,100	368,100	368,100



52210	Telephone/Alarms	2,973	3,709	3,000	4,100	3,200	3,200	3,200
52330	Building Maintenance	5,270	9,057	10,000	13,700	10,000	10,000	10,000
52420	Computer Maintenance	503	125	1,000	800	10,000	10,000	10,000
52510	Electricity	9,963	12,510	14,500	10,500	12,500	12,500	12,500
52520	Natural Gas	3,973	2,687	5,000	2,800	4,000	4,000	4,000
53110	Operating Supplies	4,239	4,317	6,000	3,000	5,300	5,300	5,300
53115	Book Repair & Supplies	1,394	3,147	3,000	1,800	3,000	3,000	3,000
53116	Ready to Read Program	1,750	524	1,351	1,500	1,351	1,351	1,351
53118	Postage	291	123	300	100	300	300	300
54130	Training/Conferences	162	1,968	1,500	1,500	2,000	2,000	2,000
54140	Travel	330	442	500	200	-	-	-
62010	Contract Services - Custodial	10,212	10,166	10,500	13,800	10,500	10,500	10,500
62115	Professional Services (CCRLS)	515	676	1,000	500	1,000	1,000	1,000
62120	Contract Services - IT	4,925	5,113	6,000	4,700	-	-	-
63110	Audit	576	593	1,000	700	-	-	-
63120	Insurance	8,404	8,980	10,320	10,300	10,800	10,800	10,800
	Equipment < \$5,000					3,000	3,000	3,000
	Books					27,000	27,000	27,000
	Children's Books					9,000	9,000	9,000
	Audio Visual					6,000	6,000	6,000
	Children's Audio Visual					2,400	2,400	2,400
	Periodicals					3,500	3,500	3,500
	Adult Programming					800	800	800
	Children's Programming					2,500	2,500	2,500
	Hospitality					1,200	1,200	1,200
	Materials and Services	55,479	64,137	74,971	70,000	129,351	129,351	129,351
71200	Equipment	2,894	2,179	3,000	3,000	-	-	-
72110	Books	22,443	19,957	26,500	26,500	-	-	-
72115	Children's Books	8,094	8,322	9,000	9,000	-	-	-
72120	Reference Material	-	215	300	300	-	-	-
72125	Cultural Pass Program	745	305	200	200	-	-	-
72130	Audio Visual	3,442	5,586	6,000	6,000	-	-	-
72135	Children's Audio Visual	1,871	2,608	2,400	2,400	-	-	-
72140	Periodicals	3,571	2,575	3,200	3,500	-	-	-
72142	Adult Programming	219	314	800	800	-	-	-
72145	Children's Programming	1,352	2,232	2,500	2,500	-	-	-
	Capital Outlay	44,632	44,292	53,900	54,200	-	-	-
90062	Transfer To Story Teller Grant Fund	2,000	2,000	2,500	2,500	-	-	-
	Transfer to Facilities	-	-	-	-	4,700	4,700	4,700
90110	Transfer To General Fund	-	-	-	-	23,000	23,000	23,000
	Transfers	2,000	2,000	2,500	2,500	27,700	27,700	27,700
95110	Contingency	-	-	35,310	-	84,993	84,993	84,993
99050	Reserved For Future Expenditure	-	-	-	-	-	-	-
99100	Unappropriated Funds	88,935	120,543	-	-	-	-	-
	Contingency/Unappropriated	88,935	120,543	35,310	-	84,993	84,993	84,993
	Total Requirements	505,707	497,896	481,860	394,700	610,144	610,144	610,144



Staffing

Library staffing includes a full-time Director and 10 part-time employees.

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed
Library Director	1.0	1.0	1.0	1.0
Library Youth Services	0.8	0.8	0.8	0.8
Outreach Youth Services	0.5	0.5	0.5	0.6
Library Assistant II	1.0	1.0	1.0	1.0
Library Assistant I	1.5	1.5	1.5	1.5
Library Aide	1.5	1.5	1.5	1.8
Total FTE's - Library	6.3	6.3	6.3	6.6

Capital Outlay

No capital is budgeted in fiscal year 2016-17.



Parks Fund

Summary

The City of Stayton owns and maintains pedestrian trails, mini-parks, neighborhood parks, community parks, and natural open spaces. The City maintains 12.7 acres of neighborhood parks, 7.65 acres of community parks, and 106 acres of open space parks. The City's parks system is highly valued by residents and visitors because they help make Stayton a livable community.



Jordan Bridge

The Jordan Bridge is located in Stayton's Pioneer Park at 450 N. 7th Ave. and is a beautiful location for events such as weddings, receptions, family reunions, etc.

The Bridge can be reserved for a minimum of 3 hours for \$100 with each additional hour at \$20. Under certain circumstances and with additional fees, alcoholic beverages may be served in a designated area and security may be required. Electricity is also available.

Park Shelter Rentals

The covered picnic shelters are available on a first come, first serve basis. If you wish to use the shelter you, or a person from your group, need to be present at the shelter at all times and items may not be left unattended.

Community Center Park

The Community Center Complex consists of 7.65 acres of park located along the Salem Ditch off of First Avenue. This site contains the Community Center building, the Stayton Family Memorial Pool, three tennis courts, horseshoe pits, a playground, library, parking, a picnic area, and an open recreation field.

Parks and Recreation Board Members and Terms

Dan Brummer	12/2016
Cherie Douglas	12/2017
Griffin Green	12/2016
Mark Kronquist	12/2017
Richard Lewis	12/2016
Pam Pugsley	12/2017
Dennis Vietzke	12/2017



Highlights

- The City met its goal of raising \$100,000 to match the Ford Family Foundations grant of \$100,000 for the Pioneer Park Rehabilitation Project.
- The Pioneer Park Rehabilitation Project was completed.
- The City was awarded \$72,320 from the Oregon Parks and Recreation District for the replacement of Pioneer Park Pedestrian Footbridge.



Changes from previous year

- The City will invest \$48,213 to meet the matching requirement for the Pioneer Park Pedestrian Footbridge Grant.
- New separate fund includes operations and capital activity.

Performance Measures

- 7.08 acres of neighborhood parks.
- 17 acres of community parks.
- 150 acres of open space parks.
- Mows and edges all parks, the library and court house lawns.
- Daily cleaning of maintenance of 3 restrooms.
- Monthly park play equipment inspections.
- Maintain trails and paths in parks.
- Maintain of outdoor basketball, handball and tennis courts.
- Maintain picnic shelters.
- Maintain irrigations systems in all the parks, community center, library, courthouse and community garden.
- Tills and prepares community garden for community users.



Parks Fund Budget

		Information Only Included in Gen Fund						
Account Number	Description	13-14 Actual	14-15 Actual	15-16 Budget	15-16 Estimated	16-17 Proposed	16-17 Approved	16-17 Adopted
40100	Beginning Fund Balance	-	-	-	-	-	-	-
	30 - Beginning Cash	-	-	-	-	-	-	-
41110	Previously Levied Taxes	-	-	-	-	-	-	-
41123	Local Option Levy	9,859	10,413	10,000	10,800	10,000	10,000	10,000
	31 - Property Taxes	9,859	10,413	10,000	10,800	10,000	10,000	10,000
49500	Miscellaneous	25	-	500	-	-	-	-
	38 - Miscellaneous	25	-	500	-	-	-	-
47100	Transfer from General Fund	119,500	139,500	1,200	300	200,000	200,000	200,000
	Transfer from Facility Development					100,000	100,000	100,000
	Transfer from Parks SDC					25,000	25,000	25,000
	39 - Transfers	119,500	139,500	1,200	300	325,000	325,000	325,000
Total Resources		129,359	149,913	11,200	11,100	335,000	335,000	335,000
	Salaries	64,600	50,710	46,956	47,000	47,400	47,400	47,400
51380	SR. Parks Maintenance Worker (1)	47,432	46,594	46,956	47,000	-	-	-
51390	Seasonal Maintenance Workers (0)	17,168	4,116	-	-	-	-	-
51720	Overtime Pay	399	218	1,500	400	1,500	1,500	1,500
51910	FICA & Medicare	4,733	3,647	3,707	3,400	3,700	3,700	3,700
51920	Workers Compensation	2,105	2,140	1,707	1,900	2,000	2,000	2,000
51931	Health & Dental	13,826	13,649	16,200	14,200	14,700	14,700	14,700
51933	Disability	193	196	238	200	200	200	200
51934	Life Insurance	35	35	45	100	100	100	100
51935	City Retirement Plan	8,299	8,415	8,499	8,500	9,500	9,500	9,500
51936	Flexible Benefits Administration	45	45	45	-	100	100	100
	Personnel Services	94,236	79,056	78,897	75,700	79,200	79,200	79,200
52510	Electricity	2,443	2,386	2,600	2,400	2,600	2,600	2,600
54110	Uniforms	712	480	500	500	500	500	500
54130	Training/Conferences	175	269	750	500	800	800	800
55130	Park Maintenance	20,069	18,316	23,200	24,300	25,000	25,000	25,000
56140	Jordan Bridge Maintenance	702	777	1,500	700	-	-	-
58110	Gasoline & Diesel	4,369	2,935	5,000	2,400	4,000	4,000	4,000
58120	Vehicle Maintenance/Repair	4,148	3,900	4,000	3,000	4,000	4,000	4,000
62120	Contract Services	-	11,678	36,000	21,300	25,000	25,000	25,000
63120	Insurance	3,205	3,425	3,936	3,900	4,000	4,000	4,000
	Materials and Services	35,822	44,166	77,486	59,000	65,900	65,900	65,900



	Improvements	-	-	-	-	125,000	125,000	125,000
71200	Equipment (playground)	4,445	-	15,000	15,000	-	-	-
	Capital Outlay	4,445	-	15,000	15,000	125,000	125,000	125,000
90110	Transfer to General Fund	-	-	-	-	7,500	7,500	7,500
90110	Transfer to PW Administration	-	-	-	-	20,300	20,300	20,300
	Transfers	-	-	-	-	27,800	27,800	27,800
95110	Contingency	-	-	-	-	37,100	37,100	37,100
99050	Reserved For Future Expenditure	-	-	-	-	-	-	-
99100	Unappropriated Funds	-	-	-	-	-	-	-
	Contingency/Unappropriated	-	-	-	-	37,100	37,100	37,100
Total Requirements		134,503	123,222	171,383	149,700	335,000	335,000	335,000

Staffing

Position	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Budget	Proposed
Senior Maintenance Worker	1.0	1.0	1.0	1.0
Seasonal - contract services	0.9	0.9	-	0.7
Total FTE's - Parks	1.9	1.9	1.0	1.7

Capital Outlay

Jordan Bridge	\$ 100,000
Dog Park	<u>25,000</u>
Total	\$125,000



Parks SDC Fund

Summary

The Park System Development Fund receives revenues from parks System Development Charges (SDC) assessed against residential development only, as outlined in Chapter 13.2 of the Stayton Municipal Code. Residential developers pay a flat fee SDC in an amount based on the adopted Parks System Master Plan.

Highlights

- Positive outlook for Parks SDC collection.
- Transfer to the Parks Fund for a dog park
- The City collected \$21,362 in SDCs for the Parks Fund.
- Transferred \$400 to the General Fund.
- Transferred \$30,000 to the Parks Construction Fund.

Changes from the previous year

- The administrative portion of the SDC fee is recognized directly in the General Fund, eliminating the transfer to the General Fund.

Parks SDC Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	64,139	55,241	45,000	51,197	75,197	75,197	75,197
	30 - Beginning Fund Balance	64,139	55,241	45,000	51,197	75,197	75,197	75,197
43100	Park Development Fees	21,149	25,991	23,050	24,000	25,000	25,000	25,000
	35 - Licenses, Permits and Fees	21,149	25,991	23,050	24,000	25,000	25,000	25,000
43500	Interest Earned	353	365	120	400	400	400	400
43811	Grants			-	-	-	-	-
	38 - Interest	353	365	120	400	400	400	400
Total Resources		85,641	81,597	68,170	75,597	100,597	100,597	100,597



Requirements

62130	Park Master Plan	-	-	2,500	-	-	-	-
62150	Contract Legal	-	-	-	-	-	-	-
62190	Contract-Facilities/Rate	-	-	1,000	-	-	-	-
	Materials and Services	-	-	3,500	-	-	-	-
73110	Land Acquisition	-	-	-	-	-	-	-
75500	Park Development	-	-	25,000	-	-	-	-
	Capital Outlay	-	-	25,000	-	-	-	-
90110	Transfer To General Fund	400	400	400	400	-	-	-
90185	Transfer To Parks Construction	30,000	30,000	30,000	-	-	-	-
	Transfer to Parks Fund					25,000	25,000	25,000
	Transfers	30,400	30,400	30,400	400	25,000	25,000	25,000
95110	Contingency			-	-	75,597	75,597	75,597
99100	Unappropriated	55,241	51,197	9,270	-	-	-	-
	Contingency/Unappropriated	55,241	51,197	9,270	-	75,597	75,597	75,597
	Total Requirements	85,641	81,597	68,170	400	100,597	100,597	100,597

Did you know?

The City of Stayton will add a 3+ acre park to their inventory when the Wildlife Meadows subdivision is complete. The parks will include a walking path, a pond and a variety of new plantings.



Pool Fund

Summary

The Swimming Pool Fund provides funding to maintain and operate Stayton's covered swimming pool located at 333 W. Burnett Street. The pool budget is designed to provide annual operation and maintenance objectives (chemicals, pump repair, supplies, electrical, gas expenses, etc.) Revenues for this fund are received from a combination of local option tax levy funds, General Fund subsidy. The YMCA manages the day to day operations and programs for the pool.



Highlights

- Repair work will be completed on the slide during the summer shutdown.

Changes from previous year

- Expenditures include a transfer to General Fund for administrative services
- Audit expenditure is accounted for in the General Fund Administration

Pool Fund Budget

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	117,352	127,076	35,000	32,704	49,476	49,476	49,476
	30 - Beginning Fund Balance	117,352	127,076	35,000	32,704	49,476	49,476	49,476
41110	Previously Levied Taxes	9,414	8,114	4,000	3,400	6,400	6,400	6,400
41121	Local Option Tax Levy	145,248	150,445	155,750	155,800	160,400	160,400	160,400
	31 - Property Taxes	154,662	158,559	159,750	159,200	166,800	166,800	166,800
46440	Pool-Rental	290	-	-	-	-	-	-
	32 - Charges For Services	290	-	-	-	-	-	-
43500	Earned Interest	481	279	250	500	100	100	100
	Endowment Contribution	30,000	25,000	10,000	10,000	-	-	-
	Donations	-	-	-	-	-	-	-
	38 - Interest	30,481	25,279	10,250	10,500	100	100	100
47100	Transfer From General Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	39 - Miscellaneous/Transfers	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Resources		317,785	325,914	220,000	217,404	231,376	231,376	231,376



Requirements

52210 Telephone/Alarm	1,722	1,989	3,000	2,000	3,000	3,000	3,000
52330 Building Maintenance	8,132	12,556	16,000	21,100	16,000	16,000	16,000
52510 Electricity	26,272	35,519	26,500	29,000	30,000	30,000	30,000
52520 Natural Gas	32,024	31,177	40,000	25,000	40,000	40,000	40,000
57200 YMCA Support	68,742	63,537	65,000	65,000	65,000	65,000	65,000
63110 Audit	865	889	1,500	928	-	-	-
63120 Insurance	4,827	5,158	5,928	5,900	6,200	6,200	6,200
Materials and Services	142,584	150,825	157,928	148,928	160,200	160,200	160,200
71200 Equipment	48,125	20,050	30,000	-	-	-	-
71210 Levy Funded Equipment	-	122,335	18,000	19,000	-	-	-
Capital Outlay	48,125	142,385	48,000	19,000	-	-	-
90110 Transfer To General Fund					7,500	7,500	7,500
Transfers	-	-	-	-	7,500	7,500	7,500
95110 Contingency	-	-	14,072	-	63,676	63,676	63,676
99100 Unappropriated Fund Balance	127,076	32,703	-	-	-	-	-
Contingency/Unappropriated	127,076	32,703	14,072	-	63,676	63,676	63,676
Total Requirements	317,785	325,913	220,000	167,928	231,376	231,376	231,376

Staffing

The City contracts with the YCMA to staff the pool.



Street Fund

Summary

The City of Stayton maintains 33.3 miles of streets. There are 26.3 miles of fully improved streets (curb and gutter on both sides, partially improved), 3.1 miles of partially improved streets (only one curb and gutter), and 3.87 miles of unimproved streets (paving, but no curb or gutter).



Stayton's Mayor and City Council have agreed Stayton's streets need to be improved. In fact, every City Council since 1984 has identified "Street Maintenance" as a priority. In 2007, the City completed a pavement management study which evaluated the condition of every street in the city. The report recommended the City spend \$350,000 to \$500,000 annually to preserve the city's street system and prevent further deterioration of the pavement. Existing revenues don't generate enough money to make this level of investment. In a 2009 community survey more than half of Stayton residents rated the city's streets as "poor" or "very poor" and 75% agreed the City should spend more money on street maintenance. This sentiment was reaffirmed again in the spring of 2015 when in a City Survey 7 of 10 Stayton residents answered Street Maintenance should be one of Stayton's top three priorities. The challenge has been finding funds to pay for routine street maintenance and reconstruction. The Mayor and City Council have considered several funding options including a local gas tax, bond issues, and local option tax levies. In December 2010, the Council adopted the Transportation Maintenance Fee to raise \$80,000 to \$90,000 annually for street maintenance.

Each year the City receives a portion of state gasoline taxes (\$400,000/year) to help pay for the on-going maintenance of the City's street system. Gas taxes pay for personnel, materials, vehicles, public works shop facility, administrative and capital expenses related to the 34.6 miles of City-owned streets inside the city limits. The City has one full-time public works employee assigned to street operations and maintenance. Services include regular sweeping, traffic signal maintenance, sign installation and replacement, striping, sanding, and minor street repair and improvements. The City spends about \$135,000 annually for gravel and paved street maintenance. For example in 2016, the City completed a Pavement Management Project which removed just under a half a miles of degraded asphalt in Ida Street. The City spends about \$175,000 annually for street overlay projects. The City has for example in 2016 repaved (overlaid) Western Avenue from Gardner west to the end of Western Place. Street reconstruction projects rarely



happen in Stayton but the City budgeted \$250,000 for a street reconstruction project in 2015-2016 budget cycle and it was not used.

For a brand-new street, the expected service life is between 20 to 40 years, which is how long the street will hold up before full reconstruction is typically needed. However, with



proper application of pavement maintenance processes (such as crack sealing, slurry sealing or grind/inlay) at the proper time, the service life can be extended two to three times longer. Once a street deteriorates to the point that it requires major repairs, it's typically six times costlier to fix it than to do timely pavement maintenance.

And even though pavement maintenance is done on more frequent intervals than reconstruction, it still saves money. You can best understand why pavement maintenance is so important by understanding how a street deteriorates. Vehicle traffic and weather break down the surface of a street, causing cracks to appear. The cracks allow water to get below the surface, to the structure of the street, weakening it and breaking it down. As the subsurface erodes, "alligator" cracks appear on the surface, indicating the foundation is beginning to fail. When the damage reaches the critical stage, potholes appear, meaning the subsurface has fallen apart causing the surface to collapse. Even though temporary pothole patches are done, by the time potholes appear, the surrounding paving and subsurface are so deteriorated that patching materials won't properly adhere or withstand traffic loads, and the patches quickly fail. Regular pavement maintenance can add life to a street by repairing the surface layer to prevent water from getting to the substructure below. And since pavement maintenance costs a fraction of street reconstruction, action now saves a lot of money later.

The Transportation Maintenance Fee is charged monthly to every utility customer in Stayton. The key concept of a TMF is that everyone benefits from the transportation system (we all use city streets) and everyone should pay part of the cost of preserving them. The amount of the fee is based on the impact a property has on the transportation system. For example, a single family home generates an average of 10 vehicle trips per day in and out of the house; an apartment generates 6 vehicle trips per day. A typical business would pay more than a residence because it generates more traffic and has more of an impact on the system. The City Council agreed a single family home should pay \$2.00 per month and the TMF for commercial, industrial and non-residential uses should be capped at \$20 per month.



Highlights

- Completed the Western Avenue Overlay Project.
- Completed the 2016 Street Maintenance Project.

Changes from previous year

- No Significant changes.
- The City will be reconstructing/ Overlaying Marion Street from First Avenue to 7th Street.
- The City will be partnering with a developer to construct Shaff Road to an Arterial Standard.

Street Fund Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	161,850	262,968	400,000	547,463	636,451	636,451	636,451
	30 - Beginning Fund Balance	161,850	262,968	400,000	547,463	636,451	636,451	636,451
44200	Street Maintenance Fee	85,760	85,969	84,000	86,300	87,000	87,000	87,000
	32 - Charges For Services	85,760	85,969	84,000	86,300	87,000	87,000	87,000
41300	State Gas Tax	440,752	478,862	430,000	451,500	450,000	450,000	450,000
43870	ODOT/STP Grant	90,301	126,534	81,876	82,000	85,000	85,000	85,000
	37 - Intergovernmental	531,053	605,396	511,876	533,500	535,000	535,000	535,000
43500	Earned Interest	936	1,926	900	3,700	1,900	1,900	1,900
43100	Sidewalk Maintenance Reimbursement	36,135	3,095	40,000	6,000	-	-	-
43200	Assessment Principal	-	-	250	-	-	-	-
47251	Insurance Proceeds	-	-	10,000	-	-	-	-
49500	Miscellaneous	249	745	-	1,000	-	-	-
	38 - Miscellaneous	37,320	5,766	51,150	10,700	1,900	1,900	1,900
	Total Resources	815,983	960,099	1,047,026	1,177,963	1,260,351	1,260,351	1,260,351

Requirements

51110	Salaries	48,777	48,608	49,092	49,300	49,600	49,600	49,600
51720	Overtime	1,815	806	2,500	2,100	2,500	2,500	2,500
51910	FICA & Medicare	3,560	3,497	3,947	3,600	4,000	4,000	4,000
51920	Workers Compensation	3,115	2,761	3,345	3,900	4,000	4,000	4,000
51931	Health & Dental	16,502	16,765	17,352	17,400	18,000	18,000	18,000
51933	Disability	203	205	248	200	300	300	300
51934	Life Insurance	35	35	45	-	-	-	-
51935	City Retirement Plan	8,677	8,798	8,886	8,900	10,200	10,200	10,200
51936	Flexible Benefits Administration	45	45	45	100	-	-	-
	Personnel Services	82,728	81,521	85,460	85,500	88,600	88,600	88,600



52110	Office Supplies	100	-	100	-	500	500	500
52510	Electricity	3,462	2,234	3,000	2,300	2,500	2,500	2,500
52600	Bad Debt Expense	1	33	-	-	-	-	-
54110	Uniforms	432	411	500	400	500	500	500
54120	Memberships	-	-	100	-	-	-	-
54130	Training/Conferences	1,220	215	1,750	500	1,500	1,500	1,500
55170	Storm Drain Maintenance / Repair	1,006	-	-	-	-	-	-
55180	Street Tree Maintenance	7,685	-	-	-	1,000	1,000	1,000
55190	Street Maintenance/Repair	123,423	55,266	135,000	135,000	135,000	135,000	135,000
56120	Sidewalk/Bikeway Maintenance	68,282	4,026	60,000	5,800	30,000	30,000	30,000
58110	Gasoline & Diesel	7,601	5,142	7,500	4,400	7,500	7,500	7,500
58120	Vehicle Maintenance/Repair	6,296	5,866	10,000	10,700	10,000	10,000	10,000
62170	Contract Engineer	3,997	3,393	10,000	2,300	10,000	10,000	10,000
63110	Audit	894	919	1,550	1,000	-	-	-
63120	Insurance	3,205	2,854	3,280	3,300	3,400	3,400	3,400
Materials and Services		227,606	80,359	232,780	165,700	201,900	201,900	201,900
74115	Insurance Repairs	-	-	10,000	-	-	-	-
75400	Street Reconstruction	111,838	-	250,000	-	-	-	-
75410	Street Reconstruction and Overlays	7,906	127,818	175,000	165,000	300,000	300,000	300,000
Capital Outlay		119,744	127,818	435,000	165,000	300,000	300,000	300,000
90110	Transfer To General Fund	14,180	14,180	14,605	14,605	50,000	50,000	50,000
90115	Transfer To Public Works Admin Fund	65,000	65,000	66,950	66,950	76,400	76,400	76,400
90083	Transfer To 10th Ave Fund	-	-	-	-	-	-	-
90150	Transfer To Facility Maintenance	4,922	4,922	4,922	4,922	4,700	4,700	4,700
90155	Transfer To Vehicle Replacement Fund	38,835	38,835	38,835	38,835	-	-	-
90155	Transfer to Street SDC fund	-	-	-	-	-	-	-
Transfers		122,937	122,937	125,312	125,312	131,100	131,100	131,100
95110	Contingency	-	-	93,474	-	538,751	538,751	538,751
99050	Reserved For Future Expenditure	-	-	-	-	-	-	-
99100	Unappropriated Funds	262,968	547,463	75,000	-	-	-	-
Contingency/Unappropriated		262,968	547,463	168,474	-	538,751	538,751	538,751
Total Requirements		815,983	960,099	1,047,026	541,512	1,260,351	1,260,351	1,260,351

Performance Measures

- Curb miles swept by Stayton Street Sweeper.
- Material / debris removed from streets.
- Cold Mix Applied to Potholes.

Effectiveness Measures

- 1,743 curb miles swept.
- 1,457 cubic yards of material removed and hauled to the dump.
- 7,170 pounds of cold mix applied to potholes around the City.
- Ida Street pavement patching.



- Street Vision Clearance-vegetation control at intersections and along public streets.
- Collected 391 pounds of food through the Fall Yard Debris Drop Off Project.
- Repaired railing on Second Avenue and High Street Bridge.
- The number of complaints regarding the conditions of the streets in Stayton continues to be an issue. The City just does not have the funds available to keep up with the demand.

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed
Maintenance Worker	1.0	1.0	1.0	1.0

Capital Outlay

Reconstruct/Overlay Marion Street from First W Avenue to 7 th Street	\$ 300,000
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Street SDC Fund

Summary

The Street System Development Fund receives revenues from Transportation System Development Charges (SDC), as outlined in Chapter 13.12 of the Stayton Municipal Code. Developers pay a Street SDC based on the adopted Transportation System Master Plan.

Highlights

- The City collected \$46,284 in SDCs in the 2015-2016 Budget cycle to go to future Master Plan Improvements.
- Transferred \$2,100 to the General Fund.

Changes from previous year

- The City collected 31% more SDCs than the previous year.
- The City did not distribute and SDC funds for Street improvements in the 2015-2016 budget year.

Street SDC Budget

Resources		13-14	14 -15	15 - 16	15 - 16	16 - 17	16 - 17	16 - 17	16 - 17
Account Number	Description	Actual	Actual	Budget	Estimated	Requested	Proposed	Approved	Adopted
40100	Beginning Fund Balance	312,349	359,634	389,000	394,072	413,272	413,272	413,272	413,272
	30 - Beginning Fund Balance	312,349	359,634	389,000	394,072	413,272	413,272	413,272	413,272
43100	System Development Fees	48,035	35,303	83,000	19,500	24,290	24,300	24,300	24,300
	32 - Charges for Services	48,035	35,303	83,000	19,500	24,290	24,300	24,300	24,300
43500	Interest Earned	1,550	1,863	1,200	1,800	2,000	1,200	1,200	1,200
45230	Developer Reimbursement	-	-	-	-	-	-	-	-
	38 - Miscellaneous	1,550	1,863	1,200	1,800	2,000	1,200	1,200	1,200
47130	Transfer From Street Fund	-	-	-	-	-	-	-	-
	39 - Transfers	-	-	-	-	-	-	-	-
Total Resources		361,934	396,800	473,200	415,372	439,562	438,772	438,772	438,772
Requirements									
62150	Contract - Legal	-	608	-	-	-	-	-	-
62170	Engineer	180	-	3,500	-	-	-	-	-
62190	Contract-Facilities/Rate	-	-	50,000	-	-	-	-	-
64200	Developer Refunds	-	-	100,000	-	-	-	-	-
	Materials and Services	180	608	153,500	-	-	-	-	-



73110	Land Acquisition	-	-	100,000	-	-	-	-	-
75500	Transportation Improvements	-	-	150,000	-	-	-	-	-
	Capital Outlay	-	-	250,000	-	-	-	-	-
90110	Transfer To General Fund	2,120	2,120	2,120	2,100	-	-	-	-
	Transfers	2,120	2,120	2,120	2,100	-	-	-	-
95110	Contingency	-	-	-	-	439,562	438,772	438,772	438,772
99100	Unappropriated Balance	359,634	394,072	67,580	-	-	-	-	-
	Contingency/Unappropriated	359,634	394,072	67,580	-	439,562	438,772	438,772	438,772
Total Requirements		361,934	396,800	473,200	2,100	439,562	438,772	438,772	438,772





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Water Fund

Summary

The Water Department provides water treatment and delivery of clean drinking water to residential, commercial, and industrial customers. Fresh water is delivered from the North Santiam River via the Stayton Power Canal, into the City's slow sand filtration system. Once the water is treated, it is then delivered to residential, commercial, and industrial customers through 44 miles of water distribution lines.



This budget provides funding to meet annual maintenance objectives (line repairs; meter reading; replacement and new installation of meters; repair, maintenance, and replacement of hydrants; treatment plant maintenance; pump repair; slow sand filter cleaning; treatment chemicals; tracking and billing water charges, etc.). Revenues for this budget are received from water utility fees. Staff includes three Maintenance Worker positions, a Chief Operator, Public Works Supervisor, and portions of the salaries of the Receptionist/Cashier, and Utility Billing Clerk.

Highlights

- Funding to replace services along the Western Avenue, from Gardner to the west end of Western Place.
- Install new 8-inch water line and two fire hydrants on High Street.
- Funding to fully integrate our water meters into radio read technology.
 - Currently 88% are radio read meters, 12% are the older manually read meters.
 - Upgrading to a fully integrated radio read system will reduce time to read meters and make the entire process more efficient, thereby saving the taxpayers money.
- The City entered into an outside services contract to perform leak detection on the east side of Stayton.

Changes from previous year

- Rates are to remain neutral but the administration may propose adjustments at a future date.



- Plant improvements were increased \$100,000 for the design and construction of a system that provides more contact time to increase disinfection of water prior to leaving the Water Treatment Plant.

Water Fund Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	714,002	685,804	700,000	701,868	666,393	666,393	666,393
	30 - Beginning Fund Balance	714,002	685,804	700,000	701,868	666,393	666,393	666,393
44200	Customer Receipts	1,750,731	1,731,851	1,754,000	1,751,000	1,750,000	1,750,000	1,750,000
44300	Hook Up Fees	12,793	17,533	10,000	8,100	10,000	10,000	10,000
49501	Late Fees	21,120	22,517	20,000	21,200	20,000	20,000	20,000
	32 - Charges For Services	1,784,644	1,771,901	1,784,000	1,780,300	1,780,000	1,780,000	1,780,000
43500	Earned Interest	3,603	3,351	4,000	4,800	100	100	100
47251	Insurance Proceeds	-	-	1,000	-			
49500	Miscellaneous	8,985	3,446	1,000	1,000	1,000	1,000	1,000
	38 - Miscellaneous	12,588	6,797	6,000	5,800	1,100	1,100	1,100
	Total Resources	2,511,234	2,464,503	2,490,000	2,487,968	2,447,493	2,447,493	2,447,493

Requirements

51110	Salaries	259,704	256,418	293,561	284,800	255,900	255,900	255,900
51720	Overtime Pay	2,622	2,845	6,000	1,000	4,000	4,000	4,000
51910	FICA & Medicare	18,924	18,702	23,337	20,900	19,900	19,900	19,900
51920	Workers Compensation	8,701	7,301	8,828	10,300	10,600	10,600	10,600
51931	Health & Dental	56,161	57,053	75,600	65,800	49,100	49,100	49,100
51933	Disability	1,041	1,045	1,423	1,200	1,300	1,300	1,300
51934	Life Insurance	161	157	270	200	200	200	200
51935	City Retirement Plan	45,885	44,123	48,338	48,400	57,300	57,300	57,300
51936	Flexible Benefits Administration	158	135	180	100	100	100	100
	Personnel Services	393,356	387,781	463,037	432,700	398,400	398,400	398,400



52110	Office Supplies	814	934	1,200	1,300	1,300	1,300	1,300
52120	Billing Supplies	12,157	14,038	18,000	14,100	15,000	15,000	15,000
52210	Telephone/Alarms	5,751	6,495	8,000	6,000	8,000	8,000	8,000
52330	Building Maintenance	1,322	2,236	1,000	3,600	1,000	1,000	1,000
52420	Computer Expense	8,804	2,778	7,000	4,700	7,000	7,000	7,000
52510	Electricity	90,525	98,884	105,000	104,000	105,000	105,000	105,000
52520	Natural Gas	1,909	1,625	3,000	1,900	3,000	3,000	3,000
52600	Bad Debt Expense	-	405	1,000	800	1,000	1,000	1,000
54110	Uniforms	2,334	2,659	2,500	2,700	2,500	2,500	2,500
54130	Training/Conferences	2,111	3,130	3,500	5,100	4,300	4,300	4,300
55110	Plant Operating Expense	61,711	54,903	65,000	58,700	62,500	62,500	62,500
55120	System Operating Expense	169,863	140,944	150,000	144,000	150,000	150,000	150,000
56130	Water Supply	30,054	33,653	34,669	40,700	35,700	35,700	35,700
58110	Gasoline & Diesel	14,672	10,474	18,000	7,200	18,000	18,000	18,000
58120	Vehicle Maintenance/Repair	18,526	18,079	16,000	22,700	18,000	18,000	18,000
62010	Contract Services - IT	6,171	6,117	7,500	7,800	-	-	-
62013	Website Maintenance	-	-	1,500	-	-	-	-
62120	Contract Services	7,821	1,909	25,000	5,000	25,000	25,000	25,000
62170	Contract Engineer	9,960	6,915	22,000	10,000	22,000	22,000	22,000
63110	Audit	4,324	4,444	7,500	4,700	-	-	-
63120	Insurance	29,540	32,095	36,884	36,500	38,300	38,300	38,300
Materials and Services		478,366	442,717	534,253	481,500	517,600	517,600	517,600
71200	Equipment	3,164	32,500	10,000	10,000	10,000	10,000	10,000
74110	Plant Improvements	-	-	25,000	-	100,000	100,000	100,000
74115	Insurance Repairs	38,596	-	10,000	-	-	-	-
74120	System Improvements	117,776	141,908	300,000	130,000	150,000	150,000	150,000
Capital Outlay		159,535	174,408	345,000	140,000	260,000	260,000	260,000
81140	OEDD Principal (1993)	41,930	-	-	-	-	-	-
81240	OEDD Interest (1993)	2,176	-	-	-	-	-	-
81320	OECD Principal (2011)	190,268	196,738	203,427	203,427	210,400	210,400	210,400
81340	OECD Interest (2011)	168,542	162,073	155,384	155,384	148,500	148,500	148,500
Debt Service		402,916	358,811	358,811	358,811	358,900	358,900	358,900
90110	Transfer To General Fund	147,500	147,500	151,925	151,925	275,500	275,500	275,500
90115	Transfer To Public Works Admin	174,000	174,000	179,220	179,220	137,500	137,500	137,500
90150	Transfer To Facilities Fund	22,419	22,419	22,419	22,419	7,000	7,000	7,000
90155	Transfer To Vehicle Replacement	47,338	55,000	55,000	55,000	-	-	-
Transfers		391,257	398,919	408,564	408,564	420,000	420,000	420,000
95110	Contingency	-	-	190,335	-	277,800	277,800	277,800
99100	Unappropriated Balance	685,804	701,868	190,000	-	214,793	214,793	214,793
Contingency/Unappropriated		685,804	701,868	380,335	-	492,593	492,593	492,593
Total Requirements		2,511,234	2,464,503	2,490,000	1,821,575	2,447,493	2,447,493	2,447,493

Performance Measures

- Operate and maintain sand filter water treatment plant.
- Operate and maintain 44.5 miles of water lines.
- Repair water lines, water meters, replace fire hydrants, repair leaking lines, flush lines and meter reading.



Effectiveness Measures

- The Water Treatment Plant treated and produced 39,618,000 gallons of water.
- Replaced 58 water meters.
- Repaired leaking lines found during the leak check project. The water loss prior to repairs was approximately 1.5 million gallons per month.
- Installed 215 radio meters.
- Installed new water services along Western Avenue in conjunction with the Western Avenue Overlay project.
- Installed 660 l.f. of 8-inch waterline on High Street.
- Installed 4 fire hydrants.
- Cleaned 3 sand filter beds.

Staffing

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed
Water Plant Operator	1.0	1.0	1.0	1.0
Maintenance Workers	2.5	2.5	2.5	2.3
Field Assistant	1.0	1.0	1.0	1.0
Receptionist Cashier*	0.5	0.5	0.5	-
Utility Clerk*	0.5	0.5	0.5	-
Total FTE's Water	5.5	5.5	5.5	4.3

Finance employees - moved to Administration

Capital Outlay

- Replace services along the Western Avenue, from Gardner to the west end of Western Place
- Install new 8-inch water line and two fire hydrants on High Street
- Complete water meter radio read technology program



Water SDC Fund

Summary

The Water System Development Fund receives revenues from water System Development Charges (SDC), as outlined in Chapter 13.12 of the Stayton Municipal Code. Developers pay a Water SDC based on the adopted Water System Master Plan.

Highlights

- The City collected \$31,160.172 in SDCs in the 2015-2016 budget year.
- Transferred \$870 to the General Fund.

Changes from the previous year

- The City experience a 54% drop in SDCs from what it received in 2014-2015.
- The Administrative Fee portion of the SDC fee will be received directly to the General Fund, eliminating the transfer to the General Fund.

Water SDC Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	139,599	162,899	200,680	208,271	215,931	215,931	215,931
	30 - Beginning Fund Balance	139,599	162,899	200,680	208,271	215,931	215,931	215,931
43100	System Development Fees	24,030	47,662	21,360	22,100	30,000	30,000	30,000
	32 - Charges for Services	24,030	47,662	21,360	22,100	30,000	30,000	30,000
43500	Interest Earned	728	954	700	1,300	600	600	600
	38 - Miscellaneous	728	954	700	1,300	600	600	600
Total Resources		164,357	211,515	222,740	231,671	246,531	246,531	246,531



Requirements

62130	Water Master Plan	-	-	-	-	-	-	-
62171	Engineering	588	2,374	2,000	-	-	-	-
62190	Contract-Facilities/Rate	-	-	5,000	-	-	-	-
64200	Developer Reimbursements	-	-	100,000	-	-	-	-
	Materials and Services	588	2,374	107,000	-	-	-	-
74120	System Improvements	-	-	100,000	-	-	-	-
	Capital Outlay	-	-	100,000	-	-	-	-
90110	Transfer To General Fund	870	870	870	870	-	-	-
	Transfers	870	870	870	870	-	-	-
95110	Contingency	-	-	-	-	246,531	246,531	246,531
99100	Unappropriated Balance	162,899	208,271	14,870	14,870	-	-	-
	Contingency/Unappropriated	162,899	208,271	14,870	14,870	246,531	246,531	246,531
Total Requirements		164,358	211,515	222,740	15,740	246,531	246,531	246,531



Sewer Fund

Summary

The Sewer Enterprise Fund provides funding to transport and treat raw sewerage for residential, commercial, and industrial customer in Stayton and Sublimity. Sewerage is delivered to the Wastewater Treatment Plant via 33 miles of sanitary sewer collection lines and 5 sanitary sewer lift stations in Stayton. Annual maintenance objectives include sewer line cleaning, televising, repair, replacement, lift station maintenance, treatment plant maintenance, pump maintenance, sludge disposal, tracking and billing sewer charges, etc. Revenues for this fund are received from Stayton sewer user fees as well as monthly flow-related fees from the City of Sublimity. Current staffing includes the Wastewater Supervisor Chief Operator, 4.5 Maintenance worker positions, and portions of the salaries of the Receptionist/Cashier and Utility Billing Clerk.

Highlights

- Funding to add pressure main from Ida Street to Waste Treatment Plant. This is a Sanitary Sewer Master Plan Priority.
- Funding to install Turbo Blower and replace the Positive Displacement Blower. This will help the City meet criteria form the NPDES Permit.

Sewer Fund Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	2,689,919	2,589,427	2,650,000	3,086,258	2,700,867	2,700,867	2,700,867
30 - Beginning Fund Balance		2,689,919	2,589,427	2,650,000	3,086,258	2,700,867	2,700,867	2,700,867
44100	Sublimity Contract	296,057	295,413	300,000	299,500	300,000	300,000	300,000
44101	Sublimity Loan Repayment	197,713	202,357	199,948	199,900	199,225	199,225	199,225
44200	Customer Receipts	2,467,161	2,488,207	2,497,550	2,450,600	2,490,000	2,490,000	2,490,000
32 - Charges For Services		2,960,931	2,985,977	2,997,498	2,950,000	2,989,225	2,989,225	2,989,225
43500	Earned Interest	11,382	13,028	12,500	18,600	12,500	12,500	12,500
45230	Developer Reimbursements	-	-	-	-	-	-	-
47251	Insurance Proceeds	4,063	-	10,000	-	-	-	-
49500	Miscellaneous	2,482	15,224	2,500	200	2,500	2,500	2,500
38 - Miscellaneous		17,927	28,252	25,000	18,800	15,000	15,000	15,000
Transfer from Sublimity RD Reserve		-	-	-	96,477	-	-	-
39 - Transfers		-	-	-	96,477	-	-	-
Total Resources		5,668,777	5,603,656	5,672,498	6,151,535	5,705,092	5,705,092	5,705,092



Requirements

51110	Salaries	355,401	330,663	416,255	393,000	358,800	358,800	358,800
51720	Overtime Pay	558	550	10,000	600	1,500	1,500	1,500
51910	FICA & Medicare	25,960	24,081	31,057	28,500	27,600	27,600	27,600
51920	Workers Compensation	10,495	10,044	12,917	14,100	13,400	13,400	13,400
51931	Health & Dental	87,808	82,056	132,300	118,200	112,100	112,100	112,100
51933	Disability	1,335	1,230	2,042	1,600	1,900	1,900	1,900
51934	Life Insurance	222	197	360	200	300	300	300
51935	City Retirement Plan	55,372	52,634	73,010	54,100	67,700	67,700	67,700
51936	Flexible Benefits Administration	157	127	180	100	100	100	100
Personnel Services		537,308	501,582	678,121	610,400	583,400	583,400	583,400
52110	Office Supplies	500	1,102	1,200	1,200	1,200	1,200	1,200
52120	Billing Supplies	12,157	13,765	14,000	14,000	14,000	14,000	14,000
52210	Telephone/Alarms	8,399	9,753	8,500	7,000	8,500	8,500	8,500
52330	Building Maintenance	-	-	10,000	200	1,000	1,000	1,000
52420	Computer Expense	6,270	34,894	15,600	12,500	15,600	15,600	15,600
52510	Electricity	212,968	207,866	215,000	206,000	220,000	220,000	220,000
52520	Natural Gas	35,895	63,140	120,000	40,500	50,000	50,000	50,000
52600	Bad Debt Expense	81	860	1,000	1,200	1,000	1,000	1,000
54110	Uniforms	2,860	1,966	3,200	2,900	3,200	3,200	3,200
54120	Memberships	895	925	2,010	1,000	2,100	2,100	2,100
54130	Training/Conferences	3,753	3,141	5,000	5,500	7,500	7,500	7,500
55110	Plant Operating Expense	151,775	155,707	175,000	135,000	175,000	175,000	175,000
55115	Permit - NPDES	6,969	7,766	15,000	8,000	10,000	10,000	10,000
55120	System Operating Expense	165,824	65,090	180,000	225,000	180,000	180,000	180,000
55121	Mill Creek Sewer Maintenance	23,910	24,209	30,000	25,700	30,000	30,000	30,000
55124	Storm System Operating Expense	9,541	-	-	-	-	-	-
56110	Sludge Disposal	74,676	33,498	60,000	135,000	100,200	100,200	100,200
58110	Gasoline & Diesel	7,946	9,575	10,000	4,700	10,000	10,000	10,000
58120	Vehicle Maintenance/Repair	5,625	13,732	10,000	3,100	10,000	10,000	10,000
62010	Contract Services - IT	6,171	6,117	7,500	5,500	-	-	-
62120	Contract Services	8,199	8,866	12,500	1,200	20,000	20,000	20,000
62135	Contract Storm Master Plan	58,555	-	-	-	-	-	-
62150	Contract Legal	173,307	1,816	20,000	-	-	-	-
62170	Contract Engineer	32,897	8,691	35,000	35,000	15,000	15,000	15,000
62180	Contract I&I Evaluation	-	-	20,000	-	10,000	10,000	10,000
63110	Audit	8,359	8,593	14,500	9,000	-	-	-
63120	Insurance	45,896	43,369	48,707	48,200	50,600	50,600	50,600
65110	Bond Registrar Fees	450	450	750	500	500	500	500
Materials and Services		1,063,876	724,889	1,034,467	927,900	935,400	935,400	935,400
74110	Plant Improvements	114,870	25,713	400,000	250,000	325,000	325,000	325,000
74115	Insurance Repair	-	-	10,000	-	-	-	-
74130	Storm system improvements	20,708	-	-	-	-	-	-
74120	System Improvements	52,254	22,064	450,000	450,000	680,000	680,000	680,000
Capital Outlay		187,832	47,777	860,000	700,000	1,005,000	1,005,000	1,005,000



81310	Refunding Bond - Principal	319,999	325,000	330,000	330,000	335,000	335,000	335,000
81320	Refunding Bond - Interest	164,641	158,240	151,750	151,750	145,150	145,150	145,150
81410	RD Bond Principal	116,757	119,968	123,267	123,267	126,657	126,657	126,657
81420	RD Bond Interest	228,690	225,479	222,180	222,180	218,790	218,790	218,790
	Debt Service	830,086	828,687	827,197	827,197	825,597	825,597	825,597
90110	Transfer To General Fund	180,350	166,170	171,155	171,155	270,300	270,300	270,300
90115	Transfer To Public Works Admin	174,000	124,000	127,720	127,720	111,800	111,800	111,800
90125	Transfer to Storm Water Fund	-	38,000	-	-	-	-	-
90150	Transfer to Facilities Fund	13,168	13,168	13,168	13,168	7,000	7,000	7,000
90155	Transfer To Vehicle Fund	92,728	73,128	73,128	73,128	-	-	-
	Transfers	460,246	414,466	385,171	385,171	389,100	389,100	389,100
95110	Contingency			1,316,095	-	541,100	541,100	541,100
95140	Reserved for debt service			431,447	-	527,924	527,924	527,924
99100	Unappropriated Balance	2,589,427	3,086,258	140,000	-	897,571	897,571	897,571
	Contingency/Unappropriated	2,589,427	3,086,258	1,887,542	-	1,966,595	1,966,595	1,966,595
	Total Requirements	5,668,777	5,603,659	5,672,498	3,450,668	5,705,092	5,705,092	5,705,092

Changes from previous year

- Increase in 2016-2017 budget year of 14% in Capital Improvements in the collection systems and Wastewater Treatment Plant improvements.

Performance Measures

- Operate and maintain 33 miles of sanitary sewer collection lines, and five (5) sanitary sewer lift stations.
- Operate and maintain Wastewater Treatment Plant.

Effectiveness Measures

- The City treated 559,226,000 gallons of sewerage in the 2015-2016 budget year.
- Televised inspection of 5.65 miles of sewer lines.
- Patched 30 locations of 24 inch pipe for a total of 60 linear feet of patches.
- Repaired 21 manholes form leaking.
- Designed and contracted to remove the Fern Ridge lift Station (ongoing)
- Designed and contracted to construct 170 linear feet of 12 inch sewer line, 1,485 linear feet of 10 inch pipe, and 7 new manholes (ongoing).
- Contracted to add a third pump at the Mill Creek Pump Station (ongoing).
- Contracted to rebuild the backup Belt Filter Press at the Wastewater Treatment Plant.
- Contracted with Consultant to design 24 inch pressure main from Ida to the Waste Water Treatment Plant (Sewer Master Plan Priority)



- Procured additional site for Sludge disposal.
- Obtained NPDES Permit from DEQ; to include qualification to produce and distribute Class A Biosolids.

Staffing

Position	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Budget	Proposed
Sewer System Supervisor	1.0	1.0	1.0	1.0
Chief Operator	1.0	1.0	1.0	1.0
Wastewater Treatment Operators	4.5	4.5	4.5	4.5
Collections System Operator	1.0	0.5	0.3	0.3
Utility Worker	0.5	-	-	-
Receptionist Cashier	0.5	0.5	0.5	-
Utility Billing Clerk	0.5	0.5	0.5	-
Seasonal and part-time staff	-	-	-	-
Total FTE's - Wastewater	9.0	8.0	7.8	6.8

Capital Outlay

- Pressure Main from Ida to Wastewater Treatment Plant
- Instillation of Turbo Blower.



Sewer SDC Fund

Summary

The Sewer System Development Fund receives revenues from sewer System Development Charges (SDC), as outlined in Chapter 13.12 of the Stayton Municipal Code. Developers pay a Sewer SDC based on the adopted Sewer System Master Plan.

Highlights

- Estimated collections of \$20,600 in SDC Fees.

Changes from the previous year

- The administrative fee portion of the Sewer SDC will be received directly to the General Fund
- The transfer to the General Fund is eliminated

Sewer SDC Fund Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	359,866	391,847	396,000	401,407	421,892	421,892	421,892
	30 - Beginning Fund Balance	359,866	391,847	396,000	401,407	421,892	421,892	421,892
43100	System Development Fees	33,092	57,296	42,336	20,600	22,400	22,400	22,400
	32 - Charges for Services	33,092	57,296	42,336	20,600	22,400	22,400	22,400
43500	Interest Earned	1,790	1,958	1,500	1,800	1,300	1,300	1,300
	38 - Miscellaneous	1,790	1,958	1,500	1,800	1,300	1,300	1,300
Total Resources		394,748	451,101	439,836	423,807	445,592	445,592	445,592



Requirements

62145	Sewer Master Plan	-	-	10,000	-	-	-	-
62190	Contract-Facilities/Rate	987	2,003	5,000	-	-	-	-
64200	Developer Reimbursements	-	45,775	90,000	-	-	-	-
	Materials and Services	987	47,778	105,000	-	-	-	-
74120	System Improvements	-	-	100,000	-	-	-	-
	Capital Outlay	-	-	100,000	-	-	-	-
90110	Transfer To General Fund	1,915	1,915	1,915	1,915	-	-	-
90125	Transfer to Storm Water Fund	-	-	230,000	-	-	-	-
	Transfers	1,915	1,915	231,915	1,915	-	-	-
95110	Contingency	-	-	-	-	445,592	445,592	445,592
99100	Unappropriated Balance	391,847	401,407	2,921	-	-	-	-
	Contingency/Unappropriated	391,847	401,407	2,921	-	445,592	445,592	445,592
	Total Requirements	394,748	451,100	439,836	1,915	445,592	445,592	445,592



Storm Water Fund

Summary

The Storm Water Enterprise Fund provides funding to transport raw storm water for residential, commercial, and industrial customer in Stayton. Annual maintenance objectives include storm basin and storm line cleaning, repair replacement, tracking and billing storm charges, etc. Revenues for this fund are received from Stayton storm user fees. Current staffing includes one Collection System Operator.

Highlights

- Funding to construct Pollution Control Manholes for storm water prior to entering Salem Ditch. This is a requirement of the Memo of Understanding with the Santiam Water Control District.
- Funding to clean storm water detention basins and storm sewer collection lines to help storm water capacity in collections systems and reduce flooding issues in the community.

Changes from previous year

- Increase of 260% (from \$25,000 to \$65,000) for storm water maintenance and operations expense.
- Increase of \$80,000 for Capital Projects in the storm water collection systems. The 2015-2016 budget shows a \$230,000 budgeted amount. This amount was transferred to the Santiam Water Control District as part of the City's commitment from the Memo of Understanding.

Storm Water Fund Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	-	-	95,000	68,634	128,234	128,234	128,234
	30 - Beginning Fund Balance	-	-	95,000	68,634	128,234	128,234	128,234
44200	Customer Receipts	-	214,767	260,000	237,700	238,000	238,000	238,000
	32- Charges for Services	-	214,767	260,000	237,700	238,000	238,000	238,000
43500	Earned Interest	-	301	200	600	400	400	400
47251	Insurance Proceeds	-	-	10,000	-	-	-	-
49500	Miscellaneous	987	400	-	-	-	-	-
	38 - Miscellaneous	987	701	10,200	600	400	400	400



47107	Transfer from Sewer Fund	-	38,000	-	-	-	-	-
48200	Transfer from Sewer SDC Fund	-	-	230,000	-	-	-	-
	Transfer from Vehicle Replacement Fund				230,000	-	-	-
	39 - Transfers	-	38,000	230,000	230,000	-	-	-
	Total Resources		987	253,468	595,200	536,934	366,634	366,634
	Requirements							
51110	Salaries	-	17,068	21,560	18,500	20,500	20,500	20,500
51430	Collection System Utility Worker (.50)	-	17,068	21,560	18,500	-	-	-
51720	Overtime Pay	-	-	500	-	500	500	500
51910	FICA & Medicare	-	1,205	1,688	1,400	1,600	1,600	1,600
51920	Workers Compensation	-	547	700	800	800	800	800
51931	Health & Dental	-	7,308	9,846	9,100	10,200	10,200	10,200
51933	Disability	-	63	109	100	100	100	100
51934	Life Insurance	-	13	45	-	-	-	-
91935	City Retirement Plan	-	2,798	3,903	1,700	4,100	4,100	4,100
51936	Flexible Benefits Administration	-	11	24	-	-	-	-
	Personnel Services	-	29,014	38,374	31,600	37,800	37,800	37,800
52110	Office Supplies	-	162	100	100	100	100	100
52120	Billing Supplies	-	364	2,500	500	500	500	500
52210	Telephone/Alarms	-	-	500	-	500	500	500
52420	Computer Expenses	-	-	500	100	500	500	500
52600	Bad Debt Expense	-	14	-	-	-	-	-
54110	Uniforms	-	100	250	200	300	300	300
54130	Training/Conferences	-	270	1,500	500	1,500	1,500	1,500
55110	System Maint. & Operation Expense	-	9,220	35,000	25,000	35,000	35,000	35,000
58110	Gasoline & Diesel	-	-	1,775	100	500	500	500
58120	Vehicle Maintenance/Repair	-	2,868	2,500	1,000	2,000	2,000	2,000
62120	Contract Services	-	14	2,000	1,500	2,000	2,000	2,000
62135	Contract Stormwater Master Plan	-	-	2,500	20,000	2,500	2,500	2,500
62150	Contract Legal	-	51,308	2,500	-	-	-	-
62170	Contract Engineer	-	2,250	20,000	11,000	10,000	10,000	10,000
63120	Insurance	-	9,833	11,300	11,200	11,500	11,500	11,500
	Materials and Services	-	76,403	82,925	71,200	66,900	66,900	66,900
74110	Capital Projects	-	1,438	230,000	230,000	80,000	80,000	80,000
74115	Insurance Repairs	-	-	10,000	-	-	-	-
74130	Storm System Improvements	-	4,000	10,000	-	10,000	10,000	10,000
	Capital Outlay	-	5,438	250,000	230,000	90,000	90,000	90,000
81100	Inter Fund Loan Principal	-	-	-	-	22,400	22,400	22,400
81420	Interfund Loan Interest	-	-	-	-	1,400	1,400	1,400
	Debt Service	-	-	-	-	23,800	23,800	23,800
90110	Transfer to General Fund	-	14,180	14,605	14,600	49,900	49,900	49,900
90115	Transfer to Public Works Admin	-	50,000	51,500	51,500	40,800	40,800	40,800
90155	Transfer To Vehicle Replacement Fund	-	9,800	9,800	9,800	-	-	-
	Transfers	-	73,980	75,905	75,900	90,700	90,700	90,700
95110	Contingency	-	-	98,086	-	57,434	57,434	57,434
99050	Reserved For Future Expenditure	-	-	-	-	-	-	-
99100	Unappropriated Balance	-	68,634	49,910	-	-	-	-
	Contingency/Unappropriated	-	68,634	147,996	-	57,434	57,434	57,434
	Total Requirements	-	253,468	595,200	408,700	366,634	366,634	366,634



Performance Measures

- Clean and maintain all storm water collection systems including; storm lines, culverts, ditches, swales, detention and water quality facilities, catch basins and manholes.

Effectiveness Measures

- Regraded 370 linear feet of drainage ditch located north of East Virginia Street, west of 15th Avenue.
- Moved / replaced three (3) catch basins to the curb side locations.
- Cleaned storm collection lines to increase flow capacities.
- Cleaned Catch basins to increase capacities.

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed
Maintenance Worker	-	0.5	0.5	0.5

Capital Outlay

Pollution control manholes	\$80,000
Other storm system improvements	<u>10,000</u>
	\$90,000



Storm Water SDC Fund

Summary

The Storm Water System Development Fund receives revenues from Storm Water System Development Charges (SDC), as outlined in Chapter 13.12 of the Stayton Municipal Code. Developers pay a Storm Water SDC based on the adopted Storm Water System Master Plan.

Highlights

- The City collected \$18,788 from Storm Water SDCs.

Changes from the previous year

- An increase of 517 % (\$15,154) from Storm Water SDCs collected for the 2014-2015 budget year.
- The administrative fee portion of the SDC is received directly to the General Fund, the transfer to the General Fund is eliminated

Storm Water SDC Fund Budget

Resources		13-14	14 -15	15 - 16	15 - 16	16 - 17	16 - 17	16 - 17
Account Number	Description	Actual	Actual	Budget	Estimated	Proposed	Approved	Adopted
40100	Beginning Fund Balance	-	-	-	3,634	20,334	20,334	20,334
	30 - Beginning Fund Balance	-	-	-	3,634	20,334	20,334	20,334
43100	System Development Fees	-	3,634	24,000	16,700	18,600	18,600	18,600
	32 - Charges for Services	-	3,634	24,000	16,700	18,600	18,600	18,600
43500	Interest Earned	-	-	-	-	100	100	100
49500	Miscellaneous	-	-	-	-	-	-	-
	38 - Miscellaneous	-	-	-	-	100	100	100
Total Resources		-	3,634	24,000	20,334	39,034	39,034	39,034



Requirements

62145	Stormwater Master Plan	-	-	-	-	-	-	-
62190	Contract-Facilities/Rate	-	-	-	-	-	-	-
64200	Developer Reimbursements	-	-	10,000	-	-	-	-
Materials and Services		-	-	10,000	-	-	-	-
95110	Contingency	-	-	-	-	39,034	39,034	39,034
99100	Unappropriated	-	3,634	14,000	-	-	-	-
Contingency/Unappropriated		-	3,634	14,000	-	39,034	39,034	39,034
Total Requirements		-	3,634	24,000	-	39,034	39,034	39,034





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Public Works Administration Internal Service Fund

Summary

The Public Works Administration Fund receives funding from the Water, Sewer, and Street funds to cover administrative costs for the management of the entire Public Works Department. Administration duties include building permits, contracts, master planning, pavement management, development review and inspection, council staff reports, engineering services, and general administration of the water, sewer, and street utilities.

Highlights

- During the 2015 fiscal year the Public Works Administration hired a new Senior Engineering Technician.
- Reviewed Development Applications, Right of Way Permits, construction plans, and Building Permits.
- The Public Works staff designed and prepared construction plans for two new water lines, the storm water drainage ditch regrading, the Fern Ridge Lift Station Removal and Sanitary Sewer Construction project and the Western Avenue Overlay Project and the 2016 Street Maintenance Project.
- Updated City of Stayton Design Standards and Construction Specifications.
- Crafted the Emergency Spill Incident Management Plan.
- Applied for and was awarded the grant from the Oregon Parks and Recreation District for the replacement of the Pioneer Park Pedestrian Bridge.

Changes from previous year

- Eliminate Engineering Technician for 2016-2017 budget year for reevaluation of Department needs. This position may be reintroduced in the future.
- Add Temporary Employee to assist with Inspections of City Projects during construction season.



Public Works Administration Fund Budget

Resources

Account Number	Description	13-14 Actual	14-15 Actual	15-16 Budget	15-16 Estimated	16-17 Proposed	16-17 Approved	16-17 Adopted
40100	Beginning Fund Balance	69,346	66,677	90,000	81,152	121,042	121,042	121,042
	30 - Beginning Fund Balance	69,346	66,677	90,000	81,152	121,042	121,042	121,042
43500	Earned Interest	166	301	100	400	400	400	400
49500	Miscellaneous	-	48	1,000	100	-	-	-
	38 - Miscellaneous	166	350	1,100	500	400	400	400
47105	Transfer From Water Fund	174,000	174,000	179,220	179,220	137,500	137,500	137,500
47107	Transfer From Storm Water Fund	-	50,000	51,500	51,500	40,800	40,800	40,800
47110	Transfer From Sewer Fund	174,000	124,000	127,720	127,720	111,800	111,800	111,800
47115	Transfer From Street Fund	65,000	65,000	66,950	66,950	76,400	76,400	76,400
	Transfer From Parks	-	-	-	-	20,300	20,300	20,300
	Transfer from Planning	-	-	-	-	20,300	20,300	20,300
	39 - Transfers	413,000	413,000	425,390	425,390	407,100	407,100	407,100
	Total Resources	482,512	480,027	516,490	507,042	528,542	528,542	528,542

Requirements

51110	Salaries	218,253	152,256	226,304	184,300	198,300	198,300	198,300
51720	Overtime	-	-	2,000	-	1,000	1,000	1,000
51910	FICA & Medicare	15,860	11,093	17,465	13,600	15,200	15,200	15,200
51920	Workers Compensation	2,334	2,345	2,938	3,300	2,900	2,900	2,900
51931	Health & Dental	48,354	41,625	64,836	52,600	56,900	56,900	56,900
51933	Disability	700	433	1,138	700	1,000	1,000	1,000
51934	Life Insurance	99	64	180	100	100	100	100
51935	City Retirement Plan	29,121	10,627	31,851	25,100	38,900	38,900	38,900
51936	Flexible Benefits Administration	45	-	90	100	100	100	100
	Personnel Services	314,766	218,444	346,802	279,800	314,400	314,400	314,400
52110	Office Supplies	3,047	2,570	6,000	3,500	6,000	6,000	6,000
52210	Telephone/Alarms	2,805	3,827	4,000	3,900	4,000	4,000	4,000
52310	Equipment Lease	2,488	2,778	3,000	3,100	3,000	3,000	3,000
52330	Building Maintenance	500	479	1,500	900	1,500	1,500	1,500
52420	Computer Expense	2,760	4,229	12,500	13,300	8,000	8,000	8,000
52510	Electricity	3,791	3,001	5,000	2,900	5,000	5,000	5,000
53120	Advertising	523	1,002	5,000	1,100	5,000	5,000	5,000
53200	Office Rent	14,145	14,145	15,150	14,500	15,400	15,400	15,400
54110	Uniforms	-	-	250	200	500	500	500
54120	Memberships	5,357	5,393	6,000	6,000	7,000	7,000	7,000
54130	Training/Conferences	1,246	1,380	2,500	1,500	3,000	3,000	3,000
57131	Employee Drug Testing	668	576	1,000	400	1,000	1,000	1,000
58110	Gasoline & Diesel	45	-	500	100	500	500	500
58120	Vehicle Maintenance/Repair	-	-	250	-	300	300	300
62010	Contract Services - IT	11,096	11,000	13,500	9,700	-	-	-
62115	Development Contract Services	-	-	-	-	-	-	-
62120	Contract Services	43,848	8,896	12,500	28,400	15,000	15,000	15,000
62150	Contract Legal	6,796	119,068	20,000	14,300	-	-	-
63120	Insurance	1,955	2,088	2,400	2,400	2,400	2,400	2,400
	Materials and Services	101,069	180,431	111,050	106,200	77,600	77,600	77,600



71200	Equipment	-	-	-	-	15,000	15,000	15,000
	Capital Outlay	-	-	-	-	15,000	15,000	15,000
95110	Contingency	-	-	58,638	-	121,542	121,542	121,542
99100	Unappropriated Funds	66,677	81,152	-	-	-	-	-
	Other Requirements	66,677	81,152	58,638	-	121,542	121,542	121,542
Total Requirements		482,512	480,027	516,490	386,000	528,542	528,542	528,542

Performance Measures

- Manage Intake and issuance of all Building Permits.
- Manage Intake and issuance of all Right of Way Permit applications.
- Manage Department and project budgets.

Effectiveness Measures

- Processed 57 Building Permits.
- Processed 47 Right of Way Permits.
- Administered 9 capitol and maintenance contracts, of which 89% were completed timely.

Staffing

Position	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Budget	Proposed
Public Works Director	1.0	1.0	1.0	1.0
Senior Engineering Technician	1.0	1.0	1.0	1.0
Engineering Technician	-	-	1.0	-
Administrative Assistant	1.0	1.0	1.0	1.0
Permit Clerk	1.0	1.0	-	-
Total FTE's	4.0	4.0	4.0	3.0

Capital Outlay

Equipment \$15,000





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Facilities Fund

Summary

This fund generally was created to fund land purchases for City facilities and to maintain city facilities.

Highlights

- Funding for a needs assessment for building space for City administration, police, planning, and public works administration staffing
- Funding for improvements to Jordan Bridge

Changes from previous year

- Rent is charged to police and City Administration based on their square footage of occupied space at the rate of \$0.65 per foot per month
- An allocation of personnel costs associated with staffing to support building oversight of existing facilities is recovered from Water, Wastewater, Library and Pool
- A long-range plan will evolve with the completion of the needs assessment to fund adequate facilities to meet the present and future needs of the organization

Facilities Fund Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning Fund Balance	494,323	378,329	350,000	388,442	360,751	360,751	360,751
	30 - Beginning Fund Balance	494,323	378,329	350,000	388,442	360,751	360,751	360,751
43500	Interest Earned	2,301	1,590	2,400	2,300	1,100	1,100	1,100
46100	Building Rent	7,490	10,878	9,600	9,600	9,600	9,600	19,000
46110	Rent - Wireless Site	29,450	29,155	28,824	30,100	28,800	28,800	28,800
47251	Insurance Proceeds	-	-	10,000	-	-	-	-
49500	Miscellaneous	-	1,178	12,136	-	-	-	-
	38 - Miscellaneous	39,242	42,800	62,960	42,000	39,500	39,500	48,900



47110	Transfer From General Fund	45,000	45,000	45,000	45,000	-	-	-
	Transfer from Police	-	-	-	-	39,000	39,000	39,000
	Transfer from City Hall Admin	-	-	-	-	18,700	18,700	18,700
47120	Transfer From Water Fund	22,419	22,419	22,419	22,419	7,000	7,000	7,000
47130	Transfer From Sewer Fund	13,168	13,168	13,168	13,168	7,000	7,000	7,000
47140	Transfer From Street Fund	4,922	4,922	4,922	4,922	4,700	4,700	4,700
	Transfer from Library	-	-	-	-	4,700	4,700	4,700
	39 - Transfers	85,509	85,509	85,509	85,509	81,100	81,100	81,100
Total Resources		619,074	506,638	498,469	515,951	481,351	481,351	490,751
Requirements								
51110	Salaries					17,800	17,800	17,800
51910	FICA & Medicare					1,500	1,500	1,500
51920	Workers Compensation					100	100	100
51933	Disability					100	100	100
51935	City Retirement Plan					3,800	3,800	3,800
	Personnel Services	-	-	-	-	23,300	23,300	23,300
52330	Building Maintenance	44,680	36,703	50,000	53,000	-	-	-
	Consulting	-	-	-	-	25,000	25,000	25,000
62174	Preliminary Design	3,518	17,874	10,000	-	-	-	-
	Materials and Services	48,198	54,577	60,000	53,000	25,000	25,000	25,000
74120	System Improvements	164,727	53,620	150,000	101,100	-	-	-
73110	Land Acquisition	27,820	10,000	200,000	1,100	-	-	-
	Capital Outlay	192,547	63,620	350,000	102,200	-	-	-
	Transfer to Parks	-	-	-	-	100,000	100,000	100,000
	Transfers	-	-	-	-	100,000	100,000	100,000
95110	Contingency	-	-	65,000	-	333,051	333,051	342,451
99100	Unappropriated Funds	378,329	388,442	23,469	-	-	-	-
	Contingency/Unappropriated	378,329	388,442	88,469	-	333,051	333,051	342,451
Total Requirements		619,074	506,639	498,469	155,200	481,351	481,351	490,751



Vehicle Replacement Fund

Summary

The Vehicle Replacement Fund provides funds to replace water, sewer, street, parks, and police department and other equipment used by the City on an established life-cycle basis. Basing equipment replacement on a regular basis eliminates the financial spike that occurs from attempting to secure funding at the very end of the life-cycle.

Highlights

- The fund balance exceeds \$1.0 million in fiscal year 2015-16 and FY 2016-17
- The fund loaned the Storm Water Fund \$230,000 (previously the loan was planned to come from the Sewer SDC's, however, the solvency of the Vehicle Fund is much stronger than the Sewer SDCs Fund)

Changes from previous year

- Transfers from funds have been suspended pending a detail review of the vehicle replacement schedules and necessary funding
- Loan payments from the Storm Water Fund begin

Vehicle Replacement Fund Budget

Resources

Account Number	Description	13-14 Actual	14 -15 Actual	15 - 16 Budget	15 - 16 Estimated	16 - 17 Proposed	16 - 17 Approved	16 - 17 Adopted
40100	Beginning fund Balance	981,138	860,019	1,048,000	1,020,001	983,464	983,464	983,464
	30 - Beginning Fund Balance	981,138	860,019	1,048,000	1,020,001	983,464	983,464	983,464
43500	Interest	3,642	4,462	5,000	6,600	3,000	3,000	3,000
47125	Loan Repayment Stormwater Fund					22,400	22,400	22,400
47251	Insurance Proceeds	-	-	10,000	-	-	-	-
43640	Debt Proceeds	30,000	-	-	-	-	-	-
	38 - Miscellaneous	33,642	4,462	15,000	6,600	25,400	25,400	25,400
47100	Transfer from General Fund	55,500	55,500	20,500	20,500	-	-	-
47160	Transfer from Sewer Fund	92,728	73,128	73,128	73,128	-	-	-
47163	Transfer From Storm Water Fur	-	9,800	9,800	9,800	-	-	-
47165	Transfer from Water Fund	47,338	55,000	55,000	55,000	-	-	-
47170	Transfer from Street Fund	38,835	38,835	38,835	38,835	-	-	-
	39 - Transfers	234,401	232,263	197,263	197,263	-	-	-
Total Resources		1,249,181	1,096,744	1,260,263	1,223,864	1,008,864	1,008,864	1,008,864



Requirements

74115	Insurance Repair	-	-	10,000	-	-	-	-
71100	Vehicles	389,162	76,743	250,000	10,400	-	-	-
	Capital Outlay	389,162	76,743	260,000	10,400	-	-	-
	Loan to Storm Water Fund	-	-	-	230,000	-	-	-
	Special Payments	-	-	-	230,000	-	-	-
95110	Contingency	-	-	750,000	-	1,008,864	1,008,864	1,008,864
99100	Unappropriated Funds	860,019	1,020,001	250,263	-	-	-	-
	Contingency/Unappropriated	860,019	1,020,001	1,000,263	-	1,008,864	1,008,864	1,008,864
	Total Requirements	1,249,181	1,096,744	1,260,263	240,400	1,008,864	1,008,864	1,008,864



Closed Funds

Sublimity Debt Service Reserve

- Consolidated into Sewer Fund

Sewer Construction

- Project completed in FY 2014

Parks Construction

- Major project completed in FY 2016, activity consolidated into new Parks Fund

Trust Fund

- Activity recorded in other funds as appropriate

Grant Fund

- Activity recorded in other funds appropriate





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Five-Year Financial Forecasts

Major Funds

Summary

Five-year financial forecasts for the City's major funds are presented below.

- General Fund
- Street Fund
- Water Fund
- Sanitary Sewer Fund
- Stormwater Fund

These forecasts are the City's initial efforts to perform long-range operational and financial planning. As such, they present information, including assumptions related to anticipated rate increases, potential borrowing, and capital improvements, that have not yet been approved by the City Council.

The financial schedules will be updated to reflect changes in assumptions, and other key information as it becomes available.

In addition to the financial schedules, minimum fund balance analysis, in relation to the recently adopted comprehensive fiscal policies, has been prepared. When the projected fund balance falls below the minimum, rate adjustments and or borrowing for capital projects have been provided. Projected debt coverage has also been prepared to demonstrate compliance with existing and anticipated debt covenants.

Assumptions:

- All funds
 - Growth - 0.5% annually
 - CPI - 1.5% annually
 - Expenditures
 - Wages – 2.0%
 - Health insurance – 5.0%
 - Retirement – 3.0%
 - Other personnel costs – 2.0%
 - Materials and services – 2.0%
 - Capital outlay – 2.0%
 - Transfers – 2.0%
 - Debt issues
 - 20-year maturity, issued mid-year
 - 4.0% interest rate

Assumptions relevant to individual funds are addressed with the funds financial forecasts.



General Fund

Forecasts for the General Fund show the ability to sustain current service levels during the planning period assuming there are not significant changes to inflation, labor costs, or revenue.

Assumptions used, specific to the General Fund include:

- Revenue
 - Property taxes – annual increase of 3.2%
 - Other revenue – 0.0% to 3.0% annual increases
- Expenditures
 - Departmental spending is projected to be 97.0% of the adopted 2016-17 fiscal year budget in 2016-17.
 - Outsourced human resources and information technology services – 5.0%

The Parks costs shown in fiscal 2015-16 are accounted for in a separate fund beginning in fiscal year 2016-17.

General Fund

	Estimate	Projection					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue							
Property taxes	1,807,000	1,875,100	1,935,000	1,997,000	2,061,000	2,127,000	2,195,000
Charges for services	10,100	29,886	30,600	31,300	32,100	32,900	33,700
Franchise Fees	844,200	864,552	885,300	906,700	928,700	951,400	974,800
Licenses, Permits and Fees	15,300	13,260	13,500	13,700	13,900	14,200	14,500
Intergovernmental	180,100	182,580	186,300	190,000	193,800	197,600	201,600
Miscellaneous	196,500	155,550	157,100	158,700	160,300	161,900	163,500
Transfers	357,600	683,700	697,000	711,000	725,000	740,000	755,000
Total revenue	3,410,800	3,804,628	3,904,800	4,008,400	4,114,800	4,225,000	4,338,100
Expenditures							
City Council	-	16,490	16,700	17,000	17,300	17,600	17,900
Administration	489,200	953,101	978,000	1,003,800	1,030,400	1,057,900	1,086,600
Police	1,943,900	2,063,778	2,105,400	2,147,500	2,190,300	2,234,000	2,278,600
Planning	150,600	162,599	165,900	169,000	172,200	175,500	178,900
Community Center	87,000	60,722	61,900	63,100	64,300	65,500	66,800
Parks	149,700	-	-	-	-	-	-
Municipal Court	92,800	96,709	99,000	101,000	103,000	105,000	107,000
Street lights	100,700	111,550	113,800	116,100	118,400	120,800	123,200
Non-departmental	564,600	453,200	402,900	411,000	419,200	427,500	436,000
Total expenditures	3,578,500	3,918,149	3,943,600	4,028,500	4,115,100	4,203,800	4,295,000
Revenue over (under) expenditures	(167,700)	(113,521)	(38,800)	(20,100)	(300)	21,200	43,100
Beginning fund balance	1,224,958	1,057,258	943,737	904,937	884,837	884,537	905,737
Ending fund balance	1,057,258	943,737	904,937	884,837	884,537	905,737	948,837
Minimum fund balance analysis							
Five months expenditures	1,491,000	1,632,600	1,643,200	1,678,500	1,714,600	1,751,600	1,789,600
Five months revenue/excluding property taxes	668,300	804,000	820,800	838,100	855,800	874,200	893,000
Net five months working capital	822,700	828,600	822,400	840,400	858,800	877,400	896,600
Beginning fund balance meets policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Ending fund balance meets policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes



Expenditures by Category							
Personnel	2,178,600	2,268,151	2,317,900	2,368,500	2,420,300	2,473,400	2,527,900
Materials and services	1,066,400	1,067,388	1,031,900	1,054,900	1,078,300	1,102,200	1,126,900
Capital outlay	133,500	109,610	111,500	113,300	115,100	117,100	119,200
Transfers	200,000	473,000	482,300	491,800	501,400	511,100	521,000
Total expenditures	3,578,500	3,918,149	3,943,600	4,028,500	4,115,100	4,203,800	4,295,000



Street Fund

Forecasts for the Street Fund show the ability to sustain current service levels during the planning period assuming there are not significant changes to inflation, labor costs, or revenue. Having said this, the current service level has been the subject of considerable discussion, as the City's pavement condition continues to decline. A separate financial analysis is needed in the near term to project the costs to address deferred maintenance and provide the desired level of street maintenance. Assumptions used, specific to the Street Fund include:

- Revenue
 - Street fee – 2.0% annual increase (beginning fiscal year 2017-18)
 - Other revenue – 1.0% annual increases
- Expenditures
 - Departmental spending is projected to be 100.0% of the adopted 2016-17 fiscal year budget in 2016-17.
 - Capital outlay is per preliminary capital improvement schedule through fiscal year 2020-21
 - Capital outlay for fiscal year 2021-22 is the average of the previous four years.

Street Fund	Estimate	Projection					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue							
Charges For Services	86,300	87,000	88,700	90,500	92,300	94,100	96,000
Intergovernmental	533,500	535,000	540,400	545,800	551,300	556,800	562,400
Miscellaneous	10,700	1,900	1,900	1,900	1,900	1,900	1,900
Total revenue	630,500	623,900	631,000	638,200	645,500	652,800	660,300
Expenditures							
Personnel Services	85,500	88,600	91,100	93,600	96,200	98,900	101,700
Materials and Services	165,700	201,900	206,000	210,200	214,400	218,700	223,000
Capital Outlay	165,000	300,000	240,000	210,000	216,000	225,000	223,000
Transfers	125,312	131,100	133,700	136,400	139,100	141,900	144,800
Total expenditures	541,512	721,600	670,800	650,200	665,700	684,500	692,500
Revenue over (under) expenditures	88,988	(97,700)	(39,800)	(12,000)	(20,200)	(31,700)	(32,200)
Beginning fund balance	547,463	636,451	538,751	498,951	486,951	466,751	435,051
Ending fund balance	636,451	538,751	498,951	486,951	466,751	435,051	402,851
Minimum fund balance analysis							
Two months operating expenses	63,000	70,000	72,000	73,000	75,000	77,000	78,000
Capital reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000
	313,000	320,000	322,000	323,000	325,000	327,000	328,000
Beginning fund balance meets policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Ending fund balance meets policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Minimum fund balance gap - beginning	NA	NA	NA	NA	NA	NA	NA
Percentage of revenue	NA	NA	NA	NA	NA	NA	NA
Minimum fund balance gap - ending	NA	NA	NA	NA	NA	NA	NA
Percentage of revenue	NA	NA	NA	NA	NA	NA	NA



Water Fund

Forecasts for the Water Fund show the need to raise rates and issue debt to sustain current service levels, including investment in capital, during the planning period. A refined financial analysis is necessary in the near term to project the costs to address operating and capital requirements to ensure rates are adjusted equitably at the earliest time to smooth out future anticipated increases. Assumptions used, specific to the Water Fund include:

- Revenue
 - Water rates – 4.0% annual increase
 - Other revenue – 0.0% - 1.5% annual increases
- Expenditures
 - Departmental spending is projected to be 98.0% of the adopted 2016-17 fiscal year budget in 2016-17.
 - Capital outlay is per preliminary capital improvement schedule through fiscal year 2020-21
 - Capital outlay for fiscal year 2021-22 is the average of the previous three years.
 - Operating costs for capital outlay items are not anticipated to vary materially as the items replace aging infrastructure
- Debt proceeds are anticipated to be needed to fund major capital projects

Water Fund

	Estimate	Projection					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue							
Charges For Services	1,780,300	1,797,800	1,868,500	1,942,500	2,019,500	2,099,500	2,182,700
Miscellaneous	6,300	1,111	1,100	1,100	1,100	1,100	1,100
Total revenue	1,786,600	1,798,911	1,869,600	1,943,600	2,020,600	2,100,600	2,183,800
Expenditures							
Personnel services	432,700	390,432	400,200	410,200	420,600	431,200	442,100
Materials and Services	481,500	507,248	517,500	528,000	538,600	549,400	560,400
Capital Outlay	140,000	254,800	1,190,000	165,200	175,400	402,600	251,800
Debt Service	358,811	358,900	413,900	468,900	468,900	486,900	504,900
Transfers	408,564	420,000	428,400	436,900	445,600	454,400	463,500
Total expenditures	1,821,575	1,931,380	2,950,000	2,009,200	2,049,100	2,324,500	2,222,700
Revenue over (under) expenditures	(34,975)	(132,469)	(1,080,400)	(65,600)	(28,500)	(223,900)	(38,900)
Other resources							
Debt proceeds	-	-	1,500,000	-	-	500,000	-
Other resources and revenue over (under) expenditures	(34,975)	(132,469)	419,600	(65,600)	(28,500)	276,100	(38,900)
Beginning fund balance	701,868	666,893	534,424	954,024	888,424	859,924	1,136,024
Ending fund balance	666,893	534,424	954,024	888,424	859,924	1,136,024	1,097,124



Water Fund

Minimum fund balance analysis

Two months operating expenses	220,000	220,000	224,000	229,000	234,000	239,000	244,000
Debt service	359,000	359,000	414,000	469,000	469,000	487,000	505,000
Capital reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000
	829,000	829,000	888,000	948,000	953,000	976,000	999,000

Beginning fund balance meets policy	No	No	No	Yes	No	No	Yes
Ending fund balance meets policy	No	No	Yes	No	No	Yes	Yes
Minimum fund balance gap - beginning	(127,132)	(162,107)	(353,576)	NA	(64,576)	(116,076)	NA
Percentage of revenue	7.1%	9.0%	18.9%	NA	3.2%	5.5%	NA
Minimum fund balance gap - ending	(162,107)	(294,576)	NA	(59,576)	(93,076)	NA	NA
Percentage of revenue	9.1%	16.4%	NA	3.1%	4.6%	NA	NA

Debt coverage ratio

Revenue	1,786,600	1,798,911	1,869,600	1,943,600	2,020,600	2,100,600	2,183,800
Operating expenses including transfers	1,322,764	1,317,680	1,346,100	1,375,100	1,404,800	1,435,000	1,466,000
Net operating income	463,836	481,231	523,500	568,500	615,800	665,600	717,800
Debt service	358,811	358,900	413,900	468,900	468,900	486,900	504,900
Debt coverage ratio	1.29	1.34	1.26	1.21	1.31	1.37	1.42



Sanitary Sewer Fund

Forecasts for the Sanitary Sewer Fund show the need to raise rates and issue debt to sustain current service levels, including investment in capital, during the planning period. A refined financial analysis is necessary in the near term to project the costs to address operating and capital requirements to ensure rates are adjusted equitably at the earliest time to smooth out future anticipated increases. Assumptions used, specific to the Sanitary Sewer Fund include:

- Revenue
 - Sanitary Sewer rates – 2.0% annual increase
 - Other revenue – 0.0% - 1.0% annual increases
- Expenditures
 - Departmental spending is projected to be 100.0% of the adopted 2016-17 fiscal year budget in 2016-17.
 - Capital outlay is per preliminary capital improvement schedule through fiscal year 2020-21
 - Capital outlay for fiscal year 2021-22 is the average of the previous three years.
 - Operating costs for capital outlay items are not anticipated to vary materially as the items replace aging infrastructure
- Debt proceeds are anticipated to be needed to fund major capital projects

Sanitary Sewer Fund

	Estimate	Projection					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue							
Charges For Services	2,950,000	2,989,225	3,042,000	3,095,800	3,150,700	3,206,600	3,263,600
Miscellaneous	18,800	15,000	15,000	15,000	15,000	15,000	15,000
Transfers	96,477	-	-	-	-	-	-
Total revenue	3,065,277	3,004,225	3,057,000	3,110,800	3,165,700	3,221,600	3,278,600
Expenditures							
Personnel Services	610,400	583,400	599,100	615,300	632,100	649,300	667,100
Materials and Services	927,900	935,400	954,100	973,100	992,400	1,012,100	1,032,200
Capital Outlay	700,000	1,005,000	464,000	782,000	335,000	350,000	618,000
Debt Service	827,197	825,597	825,597	862,597	899,597	899,597	899,597
Transfers	385,171	389,100	396,800	404,700	412,700	420,900	429,300
Total expenditures	3,450,668	3,738,497	3,239,597	3,637,697	3,271,797	3,331,897	3,646,197
Revenue over (under) expenditures	(385,391)	(734,272)	(182,597)	(526,897)	(106,097)	(110,297)	(367,597)
Other resources							
Debt proceeds	-	-	-	1,000,000	-	-	-
Other resources and revenue over (under) expenditures	(385,391)	(734,272)	(182,597)	473,103	(106,097)	(110,297)	(367,597)
Beginning fund balance	3,086,258	2,700,867	1,966,595	1,783,998	2,257,101	2,151,004	2,040,707
Ending fund balance	2,700,867	1,966,595	1,783,998	2,257,101	2,151,004	2,040,707	1,673,110



Sanitary Sewer Fund

Minimum fund balance analysis

Two months operating expenses	321,000	318,000	325,000	332,000	340,000	347,000	355,000
Debt service	827,197	825,597	825,597	862,597	899,597	899,597	899,597
Capital reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000
	<u>1,398,197</u>	<u>1,393,597</u>	<u>1,400,597</u>	<u>1,444,597</u>	<u>1,489,597</u>	<u>1,496,597</u>	<u>1,504,597</u>
Beginning fund balance meets policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Ending fund balance meets policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Minimum fund balance gap - beginning	NA	NA	NA	NA	NA	NA	NA
Percentage of revenue	NA	NA	NA	NA	NA	NA	NA
Minimum fund balance gap - ending	NA	NA	NA	NA	NA	NA	NA
Percentage of revenue	NA	NA	NA	NA	NA	NA	NA
Debt coverage ratio							
Revenue	3,065,277	3,004,225	3,057,000	3,110,800	3,165,700	3,221,600	3,278,600
Operating expenses including transfers	1,923,471	1,907,900	1,950,000	1,993,100	2,037,200	2,082,300	2,128,600
Net operating income	1,141,806	1,096,325	1,107,000	1,117,700	1,128,500	1,139,300	1,150,000
Debt service	827,197	825,597	825,597	862,597	899,597	899,597	899,597
Debt coverage ratio	1.38	1.33	1.34	1.30	1.25	1.27	1.28



Stormwater Fund

Forecasts for the Stormwater Fund show the need to raise rates and issue debt to sustain current service levels, including investment in capital, during the planning period. A refined financial analysis is necessary in the near term to project the costs to address operating and capital requirements to ensure rates are adjusted equitably at the earliest time to smooth out future anticipated increases. Assumptions used, specific to the Stormwater Fund include:

- Revenue
 - Stormwater rates – 3.0% annual increase
 - Intergovernmental grant of \$1.5 million to fund a regional facility
 - Other revenue – 1.0% annual increases
- Expenditures
 - Departmental spending is projected to be 100.0% of the adopted 2016-17 fiscal year budget in 2016-17.
 - Capital outlay is per preliminary capital improvement schedule through fiscal year 2020-21
 - Capital outlay for fiscal year 2021-22 is the average of the previous three years.
 - Operating costs for capital outlay items are not anticipated to vary materially as the items replace aging infrastructure
- Debt proceeds are anticipated to be needed to fund major capital projects

Stormwater Fund

	Estimate	Projection					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Revenue							
Charges for Services	237,700	238,000	245,100	252,500	260,100	267,900	275,900
Intergovernmental	-	-	1,500,000	-	-	-	-
Miscellaneous	600	400	400	400	400	400	400
Transfers	230,000	-	-	-	-	-	-
Total revenue	468,300	238,400	1,745,500	252,900	260,500	268,300	276,300
Expenditures							
Salaries	18,500	20,500	20,900	21,300	21,700	22,100	22,500
Personnel services	31,600	37,800	38,800	39,800	40,900	42,000	43,100
Materials and Services	71,200	66,900	68,100	69,300	70,500	71,700	73,000
Capital Outlay	230,000	90,000	1,500,000	75,000	58,000	200,000	111,000
Debt Service	-	23,800	23,500	23,200	37,900	52,600	30,000
Transfers	75,900	90,700	92,500	94,300	96,100	98,100	100,100
Total expenditures	408,700	309,200	1,722,900	301,600	303,400	464,400	357,200
Revenue over (under) expenditures	59,600	(70,800)	22,600	(48,700)	(42,900)	(196,100)	(80,900)
Other resources							
Debt proceeds	-	-	-	-	400,000	-	-
Other resources and revenue over (under) expenditures	59,600	(70,800)	22,600	(48,700)	357,100	(196,100)	(80,900)
Beginning fund balance	68,634	128,234	57,434	80,034	31,334	388,434	192,334
Ending fund balance	128,234	57,434	80,034	31,334	388,434	192,334	111,434



Stormwater Fund

Minimum fund balance analysis

Two months operating expenses	30,000	33,000	33,000	34,000	35,000	35,000	36,000
Debt service	-	23,800	23,500	23,200	37,900	52,600	30,000
Capital reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	80,000	106,800	106,500	107,200	122,900	137,600	116,000

Beginning fund balance meets policy	No	Yes	No	No	No	Yes	Yes
Ending fund balance meets policy	Yes	No	No	No	Yes	Yes	No
Minimum fund balance gap - beginning	(11,366)	NA	(49,066)	(27,166)	(91,566)	NA	NA
Percentage of revenue	4.8%	NA	20.0%	10.7%	35.2%	NA	NA
Minimum fund balance gap - ending	NA	(49,366)	(26,466)	(75,866)	NA	NA	(4,566)
Percentage of revenue	NA	20.7%	10.8%	30.0%	NA	NA	1.7%

Debt coverage ratio

Revenue	238,300	238,400	245,500	252,900	260,500	268,300	276,300
Operating expenses including transfers	178,700	195,400	199,400	203,400	207,500	211,800	216,200
Net operating income	59,600	43,000	46,100	49,500	53,000	56,500	60,100
Debt service	-	23,800	23,500	23,200	37,900	52,600	30,000
Debt coverage ratio	NA	1.81	1.96	2.13	1.40	1.07	2.00



Capital Improvement Plan

Major Infrastructure Funds

Summary

The following schedules reflect the City's initial effort to schedule major capital improvement projects. The amounts provided are preliminary and do not reflect engineering assessments or estimates. Additionally, the amount of capital investment included in the five-year financial forecasts above reflect replacement of existing capital equipment on approved schedules, such as the City's police vehicles being replaced at the rate of one per year, and technology being replaced on a four-five year cycle.

The operating costs associated with the following capital investment has not been determined, however, per review of the items operating costs are not expected to increase above the amount presently incurred as the items are replacement in nature, or if growth, operating costs for growth are built in to the financial projections.

Water System

2016 -2017	Shaff Road 16-inch waterline construction - \$240,000
2017 -2018	Kathy Street: East 6 th Ave. to 850 Kathy Ave.-8 "water line - \$180,000
2018-2019	Gardner Ave.- Ida to Maple- 8" water line- \$130,00
2019- 2020	2 nd Ave.-Burnett to Virginia, Hollister to Fir St. - \$125,000
2020- 2021	Ida Street 10- inch- Evergreen to First- \$242,000

Water Treatment Plant

2016- 2017	Contact Time System Design - \$100,000
2017- 2018	Clear Water Tank Construction – \$1,000,000
2018- 2019	Automation of Valve on Weir Box - \$25,000
2019- 2020	Automation of valve on Head Gate - \$40,000
2020- 2021	Alternate Water Supply - \$150,000

Sanitary Sewer System

2016- 2017	Force Main and paving Jettters Way - \$680,000
2016- 2017	Mill Creek Pump #3- \$100,000
2016- 2017	Integration for Mill Creek 3 rd Pump – included above
2016- 2017	Telemetry for LS (Wilco, Gardner, Industrial) - \$32,000
2017- 2018	Wilco Pump Station- Submersible Lift Stations- \$100,000
2018- 2019	Gardner Lift Station Removal- \$532,000
2019- 2020	Ida Street – Trunk Line Replacement-Jettters Way – Noble ST. - \$250,000
2020-2021	Ida Street Trunk Line Replacement-Noble Street to King Ave. - \$250,000



Wastewater Treatment Plant

2016-2017	Replace PD blower with Turbo – \$230,000
2017-2018	Enclose cooling tower for odor control - \$364,000
2018-2019	Dust Control/loading system for dried solids- \$250,000
2019-2020	Discharge Hopper/Cooling Screw Replacement - \$85,000
2020-2021	Odor control for Dryer Bldg. – \$1,000,000

Stormwater System

2016 –2017	Water Quality Manholes, \$150,000
2017 –2018	Regional Detention Facility \$ 1,500,000
2018 - 2019	First Avenue Storm Pipe- Florence to Creek - \$75,000
2019 - 2020	Industrial Ponds Cleanout w/ Hydroseed - \$57,600
2020 -2021	Hollister/ Pine Storm Line Replacement- \$200,000

Street System

2016- 2017	Marion Street: 1 st Street to 7 th Street - \$235,000
2017- 2018	Regis Avenue: 1 st to Evergreen Street- \$240,000
2018- 2019	Regis Avenue: Evergreen Street to Gardner- \$210,000
2019- 2020	Westtown: West Brett to Shaff- \$216,000
2020- 2021	Ida Street: 1 st to Evergreen - \$225,000



Fiscal Policies

Note: The proposed budget was prepared utilizing the fiscal policies that follow, with minor amendments, prior to City Council adoption of the fiscal policies September 19, 2016.

Purpose

The City of Stayton is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of the Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social wellbeing and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other professional standards.
7. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, pension funding, accounting and financial reporting, reserves and internal controls. These policies are reviewed annually by management, the Finance Committee, and City Council and amended as necessary, as part of the budget process.

Policies are addressed in ten areas:

- **Revenue**, which deals with taxes, user fees and other revenues by which the city generates income to fund programs and services.
- **Operating expenditures**, which relates to budgeting guidelines.
- **Expenditure control**, which addresses the City's efforts to ensure spending is consistent with the City's fiscal plans.



- **Capital equipment and improvements**, which relates to establishing a 5-year capital equipment and improvement plans for all major equipment and infrastructure systems provided and maintained by the city.
- **Accounting and financial reporting**, which relates to accounting and reporting financial transactions and preparing financial reports.
- **Financial planning**, addresses longer term financial forecasting to help inform decisions.
- **Debt**, which addresses long-term financing of the city's capital needs and maintaining its bond rating.
- **Pension funding**, addresses the funding policies of the City's pension obligations.
- **Reserves**, establishes minimum working capital balances, required reserves and operating contingency as needed for routine cash flow and responding to unexpected expenditures or increases in service delivery costs.
- **Management of fiscal policy**, sets forth the administration of fiscal policies on a continuing basis.

1 Revenue Policies

- 1.1. The City will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Diversified revenue sources will also reduce risk to the City from short-term fluctuations in any one revenue source.
- 1.2. Significant one-time and or temporary revenue sources will not be used to fund continuing programs and services, but rather to fund one-time expenditures or fund reserves.
- 1.3. The maximum allowable system development charges (SDCs), for each of the public infrastructure systems the City operates and is allowed by state law to impose, shall be determined on a periodic basis (approximately each five years).
 - 1.3.1. The Council will determine what amount of SDCs to impose.
- 1.4. The City will use users' charges in lieu of property taxes and subsidies from other non-obligated (i.e., generally available) City funds, for services that can be identified and where costs are directly related to the level of service provided.
 - 1.4.1. Charges for providing utility services shall be sufficient to finance all operating, capital outlay and debt service expenses of the City's utility funds, including operating contingency, reserve requirements, and capital replacement.



Consideration will be given to return on investment and existing and or anticipated debt to insure debt coverage ratios are sufficient to meet or exceed requirements of lenders and rating agencies to maintain desired credit rating.

1.4.2. User charges shall be sufficient to finance all City costs to perform development review and building activities. User charges include, but are not limited to, land use, engineering inspection, building permit and building inspection fees.

1.4.3. Other reimbursable work performed by the City (full labor costs, overhead, contracted services, equipment and other indirect expenses) shall be billed at total actual or estimated total actual cost.

1.4.4. Charges for services shall accurately reflect the total actual or estimated total cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. The City shall maintain a current schedule of fees, indicating when the fees were last reviewed and/or recalculated.

1.5. The City shall pursue a timely and firm policy of collecting delinquent accounts. When necessary, discontinuing service, small claims court, collection agencies, foreclosure, liens and other methods of collection, such as imposing penalties, collection and late charges, may be used.

1.6. All potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. Grant applications will be approved as follows prior to their submittal: a. By the City Administrator for grants that require matching funds up to the amount of the City Administrator's spending authority, and b. By the City Council for grants with matching requirements above the City Administrator's spending authority. The City Council will be provided the evaluation with the request for their acceptance of the grant.

1.7. Revenues will be estimated realistically and prudently. Revenue of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

2 Operating Budget Policies

2.1 The City will prepare an annual budget guided by City Council goals and work plan to accomplish goals. Budget development will be coordinated with all departments and will incorporate Government Finance Officers Association (GFOA) recommendations relative to budgeting for results and outcomes.



- 2.1.1 The amount of funding available will be determined for each fund. The budget will be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of existing resources.
 - 2.1.2 Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
 - 2.1.3 Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
 - 2.1.4 The City shall maintain an automated accounting system to monitor expenditures and revenues, relative to budget, on a monthly basis, with a thorough analysis and adjustment (if required) no less than quarterly.
- 2.2 All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.
- 2.3 The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget.
- 2.4 The cost allocation plan, previously developed, will be reviewed and updated annually and serve as the basis for distributing general government and internal service costs to other funds and capital projects.
- 2.5 The City Council shall adopt the budget at the fund, departmental or program level as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.
- 2.6 Long-term debt or bond financing may be used for the acquisition of land, capital improvements, vehicles, and equipment with a cost greater than \$100,000, if current and or existing resources are insufficient. Long-term debt or bond financing shall not be used to finance current operating expenditures.
- 2.7 Every City fund, department, program or activity shall start each year's budget cycle with no predetermined appropriation amount. Budget appropriation decisions and the allocation of resources shall be based on direction provided by the City Council and implementation of that direction by the City Administrator.
- 2.8 The City will submit the Adopted Budget Document to the Government Finance Officer's Association (GFOA) to obtain the Award for Distinguished Budget Presentation.



2.9 A budget calendar will be prepared detailing the key elements in the development of the budget. (Please see exhibit 1).

3 Expenditure Control Policies

3.1 Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of his/her department/program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.

3.2 The City Administrator is to administer budgetary expenditure control at the appropriation level. Any increase in a budget appropriation requires City Council approval.

3.3 All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.

3.4 All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. City management will only propose operating personnel costs that can be supported by continuing operating revenues.

3.5 City staff shall make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures that will reduce future costs will be encouraged.

4 Capital Improvement Policies

4.1 Annually, the City will approve a 5-year Capital Improvement Plan (CIP), congruent with the adoption of its annual budget. The CIP shall provide details on each capital project: its estimated costs, sources of financing and a description, including a statement identifying: (a) the needs, conditions and circumstances that have caused the project's creation and (b) the expected results if the project is approved and implemented.

5 Accounting and Financial Reporting Policies

5.1 The City shall establish and maintain its accounting systems according to generally accepted accounting practices and shall adhere to generally accepted accounting principles and standards promulgated by the Government Finance Officers Association (GFOA) and Government Accounting Standards Board (GASB).



- 5.2 An annual audit shall be performed by an independent public accounting firm, which will issue an opinion on the annual financial statements, along with a management letter identifying areas needing improvement, if necessary.
- 5.3 Full disclosure shall be provided in the financial statements and bond representations.
 - 5.3.1 Upon request, all departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.
 - 5.3.2 The City's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year. Capital assets costing less than \$10,000 or having a useful life of one year or less will be treated as operating expenditures.
- 5.4 Up-to-date accounting and budgeting information is available online to all management and authorized support staff. Quarterly actual-to-budget reports showing the current status of revenues and expenditures shall be prepared and distributed to appropriate legislative, staff and management personnel in a timely manner and made available for public inspection.

6 Financial Planning Policies

- 6.1 The Finance Department, collaborating with other departments, will prepare a long-term financial plan for each fund to promote responsible planning for the use of resources. The long-term financial plans will include projected revenues, expenditures and reserve balances for the next five years for all funds, except the water, wastewater and stormwater funds, which shall include twenty-year financial plans.
- 6.2 The City's financial plans should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.
- 6.3 Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the Government Finance Officers Association.
- 6.4 The long-term financial plans will be integral to the development of the annual budget.



7 Debt Policy

- 7.1 The City may use debt proceeds to finance costs associated with capital infrastructure, equipment, vehicles and other purposes that provide long-term benefits to the community, i.e., benefits that extend more than one year.
- 7.2 Capital projects financed through the issuance of bonds shall not be financed for a period which (a) exceeds the expected useful life of the project or (b) is less than five years.
- 7.3 Financing for non-capital purposes shall not extend beyond the amortization period available for the respective type of obligation, e.g., retirement unfunded liabilities include an amortization period of twenty-five years.
- 7.4 The Finance Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
- 7.5 No debt shall be issued for which the City has not identified specific revenue sources sufficient for repayment. Such revenue sources can include internal sources, such as charges to personnel costs, that are transferred to a debt service fund for debt repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.
- 7.6 The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.
- 7.7 The City may utilize short-term debt or inter-fund loans as permitted, to cover temporary cash flow deficiencies due to timing of cash flows, such as may result from delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.
- 7.8 When issuing long-term debt, the City will ensure that the debt is soundly financed by:
 - 7.8.1 Incurring debt only when necessary for capital improvements too large to be financed from current available resources.
 - 7.8.2 Insuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project.



- 7.8.3 Determining that the benefits of the project financed exceed the cost of financing including interest costs.
- 7.8.4 Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.
- 7.9 All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.
- 7.10 The City shall maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved.

8 Pension Funding Policies

- 8.1 The City participates in two separate retirement programs: The Police Department participates in the State of Oregon Public Employees Retirement System (PERS) and is a member of the State and Local Government Rate Pool. All other eligible City employees participate in a Defined Benefit Plan.

The City will fund its required pension contributions to each plan timely.

9 Reserve Policies

- 9.1 The City shall maintain adequate working capital reserves in all funds.
 - 9.1.1 The general fund shall maintain sufficient working capital to allow the City to adequately fund operations until property taxes are received in November of each year, without borrowing.
 - 9.1.2 The City's utility funds shall maintain, at a minimum, a working capital balance sufficient for sixty days operating expenses, together with an adequate emergency repair reserve and required debt service reserves.
 - 9.1.3 The City's internal service funds shall maintain, at a minimum, a working capital balance sufficient for thirty days operating expenses and any required debt service reserves.
 - 9.1.4 The City's debt service funds shall maintain adequate working capital to pay required debt service without borrowing and fund required debt service reserves.
 - 9.1.5 The City's other operating funds shall maintain a minimum working capital balance sufficient for sixty days operating expenses and any required debt service reserves.



9.1.6 The City shall establish a contingency budget to provide for unanticipated expenditures of a nonrecurring nature. The contingency shall be a minimum of five percent (5%) of a fund's operating and capital expenditure estimates for the fiscal year. The budgeted contingency does not apply to debt service, internal service, trust and agency, capital projects, serial levy, temporary or certain special purpose funds.

9.2 The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or decrease to levels below the levels desired by this policy, City management will develop a plan to restore reserves to the desired levels.

10 Management of Fiscal Policy

10.1 Fiscal policies and changes in policies shall be approved by the City Council and adopted by resolution after a public hearing is held (the approval may be inclusive of the annual budget adoption process and the associated resolutions to that process).

10.1.1 The City Administrator or designee shall prepare a report explaining the substantive impact of all recommendations and their impact on the City's operations, service levels and/or finances.

10.1.2 The Audit Committee shall review the City's fiscal policies annually.

10.2 The City Administrator shall implement fiscal policies and monitor compliance.

10.2.1 If the City Administrator discovers a material deviation from policy, he/she shall report it in writing to the City Council in a timely manner.

10.2.2 As a part of the City's annual budget document, the City Administrator's budget message shall identify: (a) all major changes in policy since the previous budget year and (b) any material variations from policy in the ensuing year's budget.



Definition of Terms

Balanced Budget – all budgets in Oregon are required to be balanced. Budget resources are equal to budget requirements. Resources include beginning balance, revenue, internal transfers, debt proceeds, while requirements include expenditures such as payments for goods and services, debt service, and other obligations, and reserves.

Budget Committee – is a committee consisting of the mayor and six city councilors and an equal number of citizen members appointed by the city council.

Government Finance Officers Association (GFOA) – is the national finance officers organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Category level – for budget control purposes, categories include personal services, materials and services, capital outlay, debt service, transfers, contingency, reserves and unappropriated.

Program level – for budget control purposes, programs may include library services, community services, administration, finance, human resources, etc.

Divisional level – for budget control purposes, divisional level would include water, street, storm water, and wastewater divisions within the public works department. Other divisions may include the police field services, police administration, and police support services within the police department.

Capital Improvement Plan (CIP) – The CIP is a schedule of capital projects including estimated cost and timing. There is a separate CIP for each major infrastructure system in the City, e.g., water, streets, sidewalks, storm water, wastewater, information technology, City facilities and vehicles.

Debt Coverage Ratio (DCR) – represents the ratio of “net revenues” available to pay scheduled debt service. A ratio of 1.0 reflects “net revenues” equal to scheduled debt service. A ratio greater than 1.0 reflects “net revenues” in excess of scheduled debt services and a ratio less than 1.0 indicates “net revenue” is less than scheduled debt service.

Oregon Revised Statutes (ORS) – Oregon’s compilation of state laws including rules of civil procedure.



**Exhibit 1
Budget Calendar**

Description	Parties	Suggested Date	Latest Date
Council Goal Setting	Mayor, Council, City Administrator, dept heads	Dec.	End of Jan
Update CIP	Dept heads	End of Jan	End of Feb
Estimate current year-end revenue and expenditures (ORS 294.361 and 294.352)	Dept heads	End of Jan	Mid-Feb
Review December financials, preliminary year-end estimates, five-year financial projections and budget process with Budget Committee	Dept heads	End of Feb	Mid-Mar
Requested budget prepared and provided to finance	Dept heads	Mid- Mar	March 31
Updates to five-year financial plan, e.g., staffing and other assumptions provided to finance director	Dept heads	Mid-Mar	March 31
Dept meetings with City Administrator and Finance Director	Dept heads, staff and City Administrator	Mid- to end of Mar	Mid- April
Budget narratives completed	Dept heads	Early April	Late April
Update year-end revenue and expenditure estimates	Dept heads	Late March	Mid- April
Publish "Notice of Budget Committee Meeting" (ORS 294.401)	Finance Dir	Xx days before meeting	Xx days before meeting
Publish "Second Notice of Budget Committee Meeting" (ORS 294.401)	Finance Dir	Xx days before meeting	Xx days before meeting
Provide Proposed Budget (ORS 294.396) and Five-Year Financial Projections to Budget Committee	Finance Dir	End of April	Mid-May
First Budget Committee meeting (ORS 294.401)	Budget Committee, City Administrator and dept heads	1 st Council meeting in May	2 nd Council meeting in May
Additional Budget Committee meetings (ORS 294.406)	Budget Committee, City Administrator and dept heads	Week following 1 st Council meeting in May	Week following 2 nd Council meeting in May
Budget Committee approves budget (ORS 294.406)	Budget Committee	Mid-May	End of May
Publish "Notice of Budget Hearing" (ORS 294.413, 416, 418)	Finance Dir	Xx days before meeting	Xx days before meeting
City Council holds public hearing; adopts budget; levies taxes (ORS 294.430, 435)	City Council	1 st Council meeting in June	June 30
Adopted Budget goes into effect	City-wide	July 1	July 1
Adopted Budget submitted to County Assessor and Department of Revenue (ORS 294.555)	Finance Dir	July 1	July 15





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Glossary

Actual

Actual, as used in the fund summaries, revenue summaries, and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a budgetary basis, and thus excludes depreciation and amortization and includes principal payments on debt.

Ad Valorem Tax

A tax based on the assessed value of a property.

Adopted Budget

Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the final budget *adopted* by City Council. The adopted budget becomes effective July 1. Subsequent to adoption; the City Council may make changes throughout the year.

Approved Budget

Approved, as used in the fund summaries, revenue summaries, represents the proposed budget with changes made by the budget committee, if any.

Appropriations

Legal authorization granted by the City Council to spend public funds. Appropriations within each program may not be exceeded.

Assessed Valuation

The value set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced AV below real market value and set a three percent maximum annual growth rate in the TAV (taxable assessed value), exclusive of certain improvements.

Assets

Resources having a monetary value and that are owned or held by an entity.

Audit

A report prepared by an external auditor. As a rule the audit shall contain a statement of the scope of the audit, explanatory comments concerning exceptions of the auditor as to the applicant on generally accepted auditing standards, explanatory comments concerning verification procedures, financial statements and schedules, and sometime statistical tables, supplemental comments and recommendations.



Base Budget

Cost of continuing the existing levels of service in the current budget year. Base budget is also referred to as a status quo budget.

Beginning Fund Balance

The beginning balance is the residual non-restricted funds brought forward from the previous financial year (ending balance).

Bond or Bond Issue

Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

Bond Funds

Established to account for bond proceeds to be used only for approved bond projects.

Budget

A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

Budget Calendar

A schedule of key dates followed by a government in the preparation and adoption of the budget.

Budget Committee

A group comprised of the elected officials plus an equal number of concerned citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

Budget Document

A written report that shows a government's comprehensive financial plan for a specified period, usually one year, that includes both the capital and the operating budgets.

Budget Message

Written explanation of the budget and the City's financial priorities for the next fiscal year; prepared by the city manager.



Budgetary Basis

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that neither depreciation nor amortization are budgeted for proprietary funds, and bond principal in the enterprise funds is subject to appropriation.

Capital Budget

The City's budget for projects, major repairs, improvements and additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

Capital Improvement

A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

Capital Improvement Project

Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as parks, streets, bridges, drainage, street lighting, water and sewer systems and master planning.

Capital Outlay

Includes the purchase of land, the purchase and/or construction of buildings, structures and facilities of all types, in addition to machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating as an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

Capital Projects

Major repairs, improvements or additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

Cash Management

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



Charges for Service

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

Comprehensive Annual Financial Report

The annual audited results of the City's financial position and activity.

Comprehensive Plan

An official statement of the goals, objectives and physical plan for the development of the city. Contains a narrative of goals, objectives and policies that describe the desired form, nature and rate of city development.

Consumer Price Index

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by city council upon the approval of a resolution. The City separates contingencies into those that are designated for specific purposes and undesignated.

Cost Allocation

Various administrative services including city management, finance, human resources, public works staffing and their related costs are allocated to the various funds that receive the benefit of these services via a cost allocation methodology.

Cost Center

An organizational budget/operating unit within each city division or department.

Debt Service

Interest and principal on outstanding bonds due and payable during the fiscal year.

Debt Limit

The City is limited to debt of 3.0% of the real market value of real estate in the City limits.

Debt Service Fund

A fund established to account for the accumulation of resources and for the payment of general long-term debt principle and interest that are not services by the Enterprise funds. It does not include contractual obligations accounted for in the individual funds.

Department

Led by a general manager, this combination of divisions of the City share specific and unique sets of goals and objectives (i.e., Police, Fire, Financial Services, Water Resources, etc.).

Division

A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit’s mission and objectives.

Depreciation

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy, or obsolescence.

Designated Contingency

Amounts set aside for anticipated non-recurring cash flow needs. This includes items such as moving and remodeling, major building repairs, emergency management, and capital project or equipment purchases.

Elderly and Disabled

Provides funding for transportation alternatives for seniors and persons with disabilities. This includes taxi and bus services for employment, medical, shopping, and other necessary trips.

Employee Benefits

Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is this is the government’s share of costs for social security and the various pension, medical and life insurance plans.

Encumbrance

Amount of money committed and set aside, but not yet expended, for the purchases of specific goods or services.

Ending Fund Balance

The residual, non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

Enterprise Funds

Established to account for operations, including debt service that are financed and operated similarly to private businesses – where the intent is the service is self-sufficient, with all costs supported predominantly by user charges.

Estimated

A projection of the revenue or expenditure, as appropriate, to be recognized during the current fiscal period.



Expenditures

Represents decreases in net financial resources. They include current operating expenses, which require the current or future use of net current assets, debt services, and capital outlays.

Fees

Charges for specific services levied by local government in connection with providing a service, permitting an activity, or imposing a fine or penalty.

Fiscal Management

A government's directive with respect to revenues, spending, reserves and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

Fiscal Year

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Florence's fiscal year is July 1 through June 30.

Five-Year Financial Plan

An estimation of revenues and expenses of the City's operations for the next five-year period.

Fixed Assets

Includes equipment, vehicles, furniture and fixtures, computer hardware and software with a cost basis in excess of \$5,000.

Franchise Fee

Charged to all utilities operating within the City and is a reimbursement to the general fund for the utility's use of City's right of ways.

Full-Time Equivalent

A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The fulltime equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

Fund

A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities, or



balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

The balance of net financial resources that is spendable or available for appropriation.

General Fund

This is the primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government.

General Long-term Debt

Represents debt payable that is not classified as a liability of a given fund or secured by a specific revenue source other than the general revenues or property taxes of the issuer. General Obligation (GO) bonds are secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer’s property taxing power (secondary portion). Usually this is issued to pay for general capital improvements such as parks and City facilities.

Goal

The result or achievement toward which effort is directed; aim; end.

Grant

A contribution that is made by one government unit to another. The contribution is usually made to aid in the support of a specified function (i.e., library, transit, or capital projects).

Infrastructure

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

Intergovernmental Revenues

Levied by one government, but shared on a predetermined basis with another government or class of governments.

Levy

Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectible payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

Line Item Budget



The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or program. Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

Local Improvement District

Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Local Option Levy

Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 5 years, and up to 10 years, if the levy is for capital purposes. A local option levy must be approved by a majority of voters at a general election or an election with a 50 percent voter turnout.

Materials and Services

Expendable items purchased for delivery and city services. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature.

Measure 5

In November 1990, State of Oregon voters passed a constitutional limit on property taxes. The law sets a maximum \$10 tax rate on individual properties for the aggregate of all non-education taxing jurisdictions. The maximum tax rate for education jurisdictions is limited to \$5.

Measure 50

A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year 1995-96 and limits future annual increases to three percent, except for major improvements. Tax rates are now fixed and not subject to change. Voters may approve local initiatives above the fixed rates provided a majority approves at either (1) a general election in an even numbered year; or (2) at any other election in which at least 50 percent of registered voters cast a ballot.

Mission

Defines the primary purpose of the City and is intended to guide all organizational decisions, policies and activities (internal and external) on a daily basis.

Non-Operating Budget



Part of the budget composed of the following items: Reserves, contingencies, capital projects, and debt service payments.

Objective

A target to be accomplished in specific, well defined and measurable terms, and that is achievable within a specific time frame.

Operating Budget

The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

Operating Revenue

Funding received by the government as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services, capital outlay, and debt service.

Ordinance

A formal legislative decree enacted by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

Outstanding Debt

The balance due at any given time which resulted from the borrowing of money or from the purchase of goods and services.

Performance Measure

Data collected to determine how effective or efficient a program is in achieving its objectives.

Permanent Tax Rate

Under Measure 50, each school district, local government, and special district was assigned a permanent tax rate limit in fiscal year 1998. This permanent rate applies to property taxes for operations.

Personnel Services



The salaries and wages paid to employees, in addition to the City's contribution for fringe benefits such as retirement, social security, and health and workers' compensation insurance.

Property Tax

Based according to assessed value of property and is used as the source of monies to pay general obligation debt and to support the services provided by the City.

Project Manager

An individual that is responsible for budgeting and managing projects to their completion.

Proposed Budget

A financial document that combines operating, non-operating and resource estimates prepared by the Budget Officer, which is submitted to the public, budget committee and City Council for review and approval.

Resolution

A special or temporary order of a legislative body requiring city council action.

Resources

Includes revenue, inter-fund transfers, borrowing proceeds and beginning fund balance.

Retained Earnings

An equity account that reflects the accumulated earning of an enterprise or internal service fund.

Revenue

Funds received by the City from either tax or non-tax sources.

Revenue Bonds

Bonds payable from a specific source of revenue, which does not pledge the taxing authority of the issuer. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

Special Assessment

A compulsory levy made against certain properties to defrayal part of the cost of a capital improvement or service deemed to be beneficial primarily to those properties. (Also see Local Improvement District)

Special Assessment Bond

A bond issue payable from the payments on special assessments imposed against properties that have been specially benefited by the construction of public improvements such as sidewalks, roads, or sewer systems.



Special Revenue Funds

A fund established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Supplemental Budget

Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

System Development Charges

Charges paid by developers and builders to fund expansion of infrastructure systems necessary due to increased usage. Such charges are collected for water, sewer, storm drains, streets, and parks and are paid by developers and builders as part of the permit process.

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Tax Levy

The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

Tax Rate

The amount of tax levied for each \$1,000 of assessed valuation.

Tax Revenue

Includes property taxes, hotel and motel room tax.

Tax Roll

The official list showing the amount of taxes levied against each property.

Transfers

Appropriation category used in the City's budget, which includes amounts distributed from one fund to pay for services provided by another fund. The general fund may also transfer funds to any other fund if desired by the City Council.



Trust Funds

A fund established to administer resources received and held by the City as the trustee or agent for others. Uses of these funds facilitate the discharge of responsibility placed upon the City by virtue of law or other similar authority.

Unappropriated Ending Fund Balance

An account which records a portion of the fund balance. It must be segregated for future use and is not available for current appropriation or expenditure.

Unreserved Fund Balance

The portion of a fund's balance that is not restricted for a specific purpose. It is available for general appropriation.

User Fees

The fee charged for services to the party or parties who directly benefits. They are also referred to as Charges for Service.



