



# Proposed City of Gladstone Biennium Budget

2023 -  
2025



**GLADSTONE**  
Oregon



# City of Gladstone, Oregon

## 2023 – 2025 Proposed Biennial Budget

For the biennium beginning July 1, 2023 and ending June 30, 2025



### CITY COUNCIL:

Michael Milch, Mayor

Vanessa Huckaby, President, Position 1

Greg Alexander, City Councilor Position 2

Veronica Reichle, City Councilor Position 3

Cierra Cook, City Councilor Position 4

Luke Roberts, City Councilor Position 5

Mindy Garlington, City Councilor Position 6

### BUDGET COMMITTEE:

Ron Ruggiero

Shane O'Brien

Nina Harrington

Gabrielle Blaug

Joshua Smith

Tanaya Neff

### CITY STAFF:

Jacque Betz, City Administrator

Tami Bannick, City Recorder

Cathy Brucker, Finance Consultant

John Schmerber, Police Chief

Nancy McDonald, Human Resources Consultant

Darren Caniparoli, Public Works Director

Tiffany Kirkpatrick, Community Services Manager



**GLADSTONE**  
Oregon

# City of Gladstone

## Adopted Biennium Budget 2023-2025

### Table of Contents

#### Introduction

Budget Letter .....	1
Budget Calendar.....	5
Organizational Chart .....	7
City of Gladstone Council Goals .....	9
Budget User Guide .....	17
Fund Structure and Descriptions .....	23

#### Budget Summary

Revenue Summary by Source .....	25
Expenditure Summary by Category .....	31

#### General Fund

Resource Summary .....	35
Expenditure Summary .....	37
Administration Expenditures .....	39
Information Technology Expenditures .....	43
Facilities Expenditures .....	45
Municipal Court Expenditures .....	47
Police Department Expenditures.....	49
Fire Department Expenditures.....	53
Parks & Recreation Department Expenditures.....	55
Senior Center Expenditures .....	59
Library Expenditures .....	61

## Public Works

Roads & Street Fund Revenues & Expenditures .....	63
Sewer Fund Revenues & Expenditures .....	67
Water Fund Revenues & Expenditures .....	71
Stormwater Fund Revenues & Expenditures .....	75

## Other Funds

Police & Communications Levy Fund Revenues & Expenditures .....	77
Fire & Emergency Service Levy Fund Revenues & Expenditures .....	81
Municipal Court Fund .....	83
Civic Buildings Capital Fund – Closed Fund .....	85

## Capital Outlay

Capital Outlay Information .....	87
----------------------------------	----

## Additional Information

Schedule of Operating Transfers .....	89
Summary of FTE .....	91
Personnel Pay Scales as of July 1, 2023 .....	93
Debt Service .....	97
Business and Demographic Facts .....	99
Gladstone Financial Policies .....	103
Budget Terms & Glossary .....	109



## Introduction

May 15, 2023

To the Honorable Mayor  
Members of the Gladstone City Council  
Citizen members of the Budget Committee  
Citizens of the City of Gladstone



Government leaders desire to make a difference and improve the lives of the people they serve. Therefore, a city's budget should reflect shared priorities and goals. In addition, the budget process and management help elected officials make the best policy decisions possible by sharing the information learned from residents and staff. That is why the budget is among the most influential local government policy documents.

This budget message aims to introduce the proposed budget and supply a brief overview of the document and how it will address the Council's goals with the City's resources over the coming biennium. It is my pleasure to present, for your consideration, a balanced budget of \$71,374,314 for the Fiscal Years (FY) 2023-2025 biennial budget, which is an increase of 13.13% from the previous biennial budget. The increase is attributable to capital improvements funding within the Public Works Funds, unspent American Rescue Plan grant funds, construction of the Public Works facility, and personnel cost of living adjustments throughout all budget categories.

The 2023-2025 Proposed Budget for the City of Gladstone is required by Oregon Law. It sets standards and establishes an action, operational and financial plan for delivering City services. The budget document is organized into ten funds and accounts for 17 programs, in addition to the urban renewal agency that publishes a separate budget. Citizens must understand that revenue sources are tied to specific expenditures and can only be used for their prescribed purpose. Each fund is designed to separate transactions in compliance with a specific program and assist in managing public dollars. Dollars can only be moved between funds with the proper budgetary appropriations.

The City's Finance Consultant prepared the document under the guidance of the City Administrator with the collaboration of an excellent management team, including the Police Chief, Public Works Director, City Recorder, Human Resources Consultant, and Community Services Manager. We have spent considerable time preparing the budget, utilizing the most accurate information to predict revenues and expenditures for the next two years.



### City Council Goals for 2023-2025

The City Council held a goal-setting session in January, and goals were incorporated into our work plan for the next two years. They build off a successful past couple of years, and the momentum will carry us into the next biennium. These goals are identified in the budget document.

### 2023-2025 Proposed Budget Highlights

The City's permanent tax rate continues to be \$4.8174 per thousand. The City is collecting the full permanent levy amount, and we are optimistic that revenues will remain steady. Personnel changes that have been incorporated are discussed below.

- The proposed budget includes 52.44 full-time employees (FTE). The FTE counts are based on the first year of the biennial budget, and individual budget details have the breakdown. The counts are also based on each employee's departmental allocation, accounting for slight differences between fiscal years.
  - Within the Public Works department, 1.5 FTE positions have been added that will be split amongst Facilities, Parks, Roads & Streets, Sewer, Water, and Storm Water.
  - An economic development and tourism coordinator position is included in this budget to align with the City Council's goal of creating a robust economic development ecosystem in Gladstone. It is a 0.75 FTE two-year limited duration position funded by transient lodging tax dollars and business license revenue funds.
  - An increase of 0.50 in the Nutrition Coordinator position at the Senior Center, taking it to a full-time FTE, with increased volunteer coordination duties.
- In November 2021, the Gladstone voters approved up to \$5 million for the financing and reconstruction/remodeling of the Public Works Facility on the existing property. This will provide a critical emergency facility to support responses to significant events such as ice storms and wildfires. Additionally, the new Civic Center building is beside this facility, creating a cohesive and attractive municipal complex for the City. The commencement of this progressive design-build project is anticipated in fall 2023 and will be complete in spring 2024.
- In 2022, a historic decision was made to enter into an intergovernmental agreement for comprehensive fire protection and emergency medical services with Clackamas Fire District 1. The City's goal is to provide the best and most affordable fire, rescue, and emergency medical response services to the citizens of Gladstone. The agreement with Clackamas Fire District and the City of Gladstone terminates on July 1, 2023, and automatically renews for two consecutive two-year terms unless terminated by either party.
- Labor expenses driven by increasing costs associated with retirement benefits, specifically the Public Employees Retirement System (PERS), are expected to increase over the next several years. This biennium increase is relatively small but is

## Introduction

likely to accelerate. For Gladstone, the actuary increase is an average of 1.54 percentage points to the previous rate (or a 7.04% overall increase). A cost of living increase of an average of 3.5% has been factored into salary calculations. Other payroll-related benefits have remained relatively stable or increased at a manageable level for this budget.

- The City has two collective bargaining agreements; the Gladstone Police Association and American Federal of State, County, and Municipal Employees (AFSCME) Local 350-03. Both collective bargaining units settled new three-year agreements that will be in effect for the 2023-2025 Biennium (expires June 30, 2025).
- Utility rate fees for the water, sanitary systems, and stormwater fees are charged to customers based on the usage of the systems. The rates collected for each fund can only be used to support those individual funds' operational and capital needs. Annual revenue projections are based on historical average increases while considering planned rate increases. Planned rate increases of 4.0% per year are included in the 2023-2025 biennium. If these increases are not approved, budget adjustments must be made.
- The Police and Communications Special Levy Fund and Fire and Emergency Services Special Levy Fund are included in the budget, assuming voters approve the levies in November 2023. If that does not happen, the city must reduce the services in those two funds and make the appropriate budget adjustments. The rates have not increased since 1999, and neither levy is sustainable longer-term. However, we are cognizant of the current economic conditions coming out of a pandemic and do not believe increasing the levies in this election is the best decision.
- The City purchased financial forecasting software to facilitate the budget process and monitor the fiscal health of the City. In addition, a capital improvement plan will be a component, based on six-year cycles, to plan and utilize infrastructure projects and needs. This is an ongoing project for completion this year and will be reviewed and approved as soon as possible. Until then, capital outlay is listed in respective departments and detailed by the project in Capital Information for the biennium.
- Overall, The City mitigated pandemic impacts by closely monitoring and adjusting when necessary through conscientious planning and execution. As a result, the current biennium budget shows signs of recovery from the global health crisis resulting in economic funding from the American Rescue Plan Agreement (ARPA) of \$2.7 million. As mentioned in the previous budget message, these funds are available for revenue replacement to provide essential government services, and this budget reflects the utilization of \$653,500 to replenish qualified funds.
- The City strives to maintain a healthy General Fund ending fund balance of 10% of General Fund unreserved revenues at a minimum (\$779,149 as determined by the City's financial policy), to be financially stable through December for the following fiscal year before property taxes are received. This year's General Fund unappropriated ending fund balance (before reserves) is \$821,908.

## Introduction

- The Gladstone community is part of the Portland Metropolitan area. Gladstone has virtually no vacant land and has limited potential for a significant increase in property tax revenue from “qualifying improvements,” as allowed by property tax limitation commonly known as Measure 50. Infill development is occurring, along with the start of a formalized downtown revitalization. We are holding steady with revenues, and property taxes are solid. However, the tax-exempt properties in Gladstone (such as charitable nonprofits, religious, schools, state property, and city property- including parks) equals approximately \$901,000 in property tax revenue the City will never realize and we need to find new revenue sources for the general fund to continue the level of services we provide.

In closing, the recommended biennium budget maintains current services and uses the city’s resources effectively. Management looks forward to working with the Budget Committee to review the plan and discuss alternative approaches, if necessary, for delivering the desired community services while maintaining financial stability and enhancing Gladstone’s livability.

Respectfully submitted,

  
Jacquie M. Betz  
Gladstone City Administrator



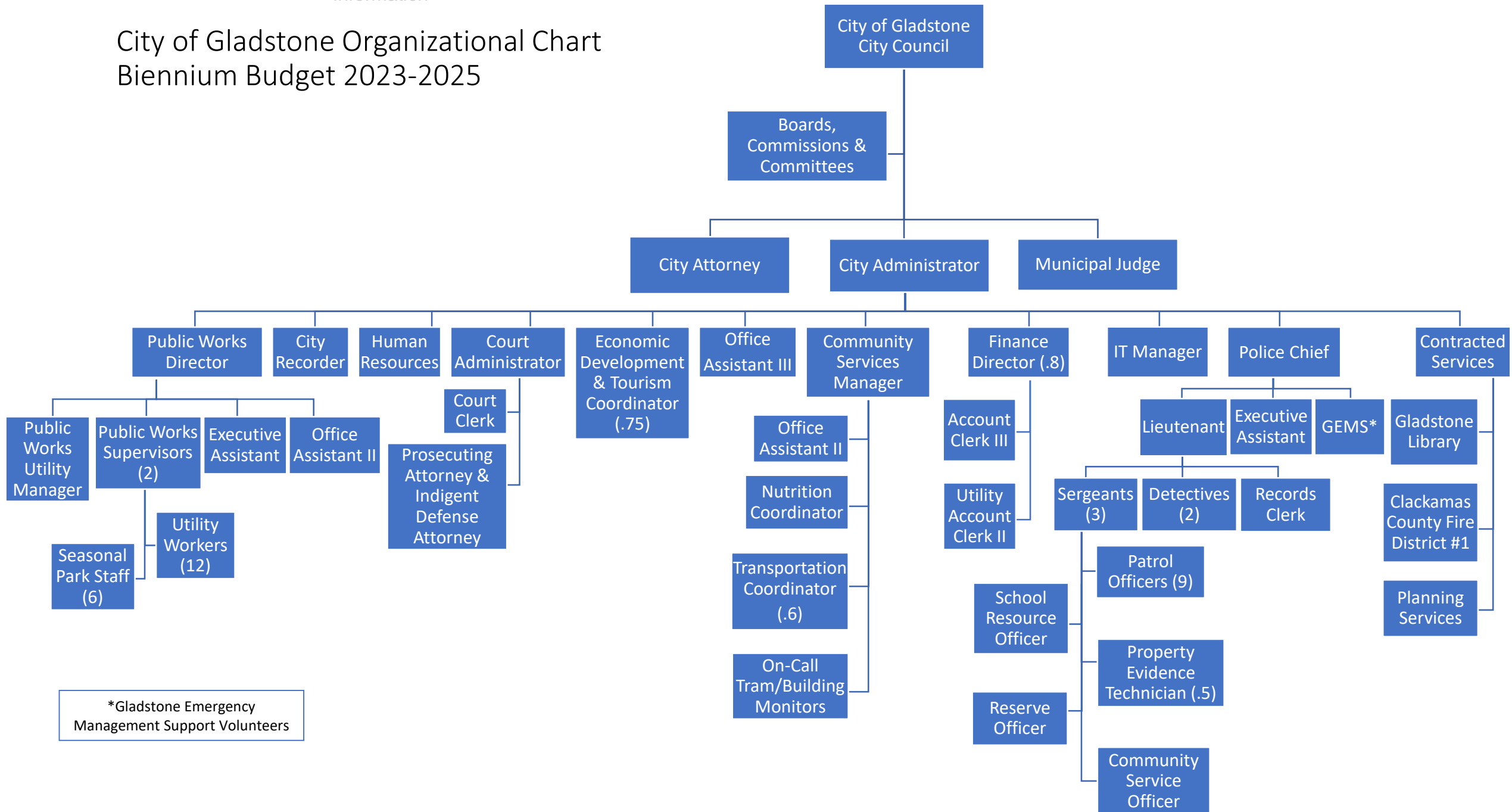
## Budget Calendar 2023-2025 Biennium Budget

<b>January 10, 2023</b>	<b>City Council Meeting @ 6:30 pm</b> <ul style="list-style-type: none"><li>• Consider and approve Budget Calendar</li></ul>
<b>April 24, 2023</b>	<b>Budget Committee Meeting @ 5:30 pm</b> <ul style="list-style-type: none"><li>• Budget 101 – The Role of the Budget Committee</li></ul>
<b>April 26, 2023</b>	Send publication of May 15 <sup>th</sup> , 2023 Budget Committee Meeting and posting on City Website
<b>May 15, 2023</b>	<b>Budget Committee Meeting @ 5:30 pm</b> <ul style="list-style-type: none"><li>• Appoint Budget Officer</li><li>• Receive the Budget Message</li><li>• Review the Proposed Budget</li><li>• Receive Public Comment</li><li>• Approve Budget or schedule 2<sup>nd</sup> Committee Meeting</li></ul>
<b>May 17, 2023</b>	Send publication of Budget Committee Meeting (if needed)
<b>May 30, 2023</b>	<b>Budget Committee Meeting @5:30 pm (if needed)</b> <ul style="list-style-type: none"><li>• Budget Committee Deliberations</li><li>• Approve Budget</li></ul>
<b>June 2, 2023</b>	Send publication of Notice of Budget Hearing and Financial Summaries
<b>June 13, 2023</b>	<b>City Council Meeting/Conduct Budget Hearing @ 6:30 pm</b> <ul style="list-style-type: none"><li>• Run Budget Hearing concurrent with City Council Meeting</li><li>• Receive Public Comment</li><li>• Adopt Budget<ul style="list-style-type: none"><li>○ Make Appropriations</li><li>○ Impose and Categorize Taxes</li></ul></li></ul>
<b>June 29, 2023</b>	Submit Tax Certification Documents <ul style="list-style-type: none"><li>• To County Assessor by July 17, 2023</li><li>• File Budget with County Assessor and Designated Agencies</li></ul>
<b>January 2024</b>	Schedule necessary publications for 2024-25 Fiscal Year Budget



# City of Gladstone Organizational Chart

## Biennium Budget 2023-2025



\*Gladstone Emergency Management Support Volunteers



**GLADSTONE**  
Oregon

# CITY OF GLADSTONE

*Glad to be here!*

## CITY COUNCIL GOALS

2023-25



## Our Team



### City Council

Mayor Michael Milch  
Councilor Vanessa Huckaby  
Councilor Greg Alexander  
Councilor Veronica Reichle  
Councilor Cierra Cook  
Councilor Luke Roberts  
Councilor Mindy Garlington



### Management Team

City Administrator, Jacque Betz  
Police Chief, John Schmerber  
Community Services Manager, Tiffany Kirkpatrick  
Public Works Director, Darren Caniparoli  
Finance Consultant, Cathy Brucker  
Human Resources Consultant, Nancy McDonald



## Introduction



**Mayor Michael Milch**

**Councilor Vanessa Huckaby**



**Councilor Greg Alexander**



**Councilor Veronica Reichle**

**Councilor Cierra Cook**



**Councilor Luke Roberts**

**Councilor Mindy Garlington**



## INTRODUCTION

The City of Gladstone is pleased to present the summary of their 2023-25 annual goal-setting retreat. The City Council and Management Team convened on January 13-14, to discuss progress on the 2022 goals, review the current context, refine current goals, set new goals for the years ahead, and develop a process for tracking progress and reporting on the goals.

The City hired the SSW Consulting team to facilitate the workshop and guide the goal refinement and planning process. Prior to the workshop, the SSW team interviewed all City Councilors and gathered input from the department heads to understand their desired outcomes, as well as challenges and opportunities on the horizon that should be considered as the Council refines their goals for the next year. The results of this outreach informed the design of Council Retreat agenda to ensure an engaging and productive work session with the following outcomes.

### CONTEXT

Clear understanding of the community context and status of the 2023-25 goals and objectives to inform the team's goal setting.

### REFINED FOCUS

Refined and focused goals to ensure a foundation of a strong core services and address current community needs.

### OUTCOMES

Identify focused goals with clear outcomes.

### IMPLEMENTATION PLAN

Develop an implementation plan that identifies reporting expectations and process for making updates to the goals.

## Introduction

Gladstone City Council and Management Team worked closely to assess the progress of the 2022 goals and discussed if and how these priorities should be adjusted for the coming years, as well as any additional priorities that should be brought forward for consideration. City staff will pursue the 2023-25 goals while continuing to provide core services to support a safe and thriving community.

We feel so fortunate to have a highly engaged City Council and staff who are dedicated to preserving and enhancing the quality of life for residents both today and into the future. We look forward to partnering with our boards, commissions, advisory groups, community partners, and residents to advance the goals.

- City of Gladstone City Council + Management Team -

## VISION + CORE VALUES

### Vision

Gladstone is a vibrant and thriving community where all people have access to opportunity to improve their quality of life.

### Values

Partnerships - Sustainability  
Transparency - Adaptability  
Diversity, Equity + Inclusion

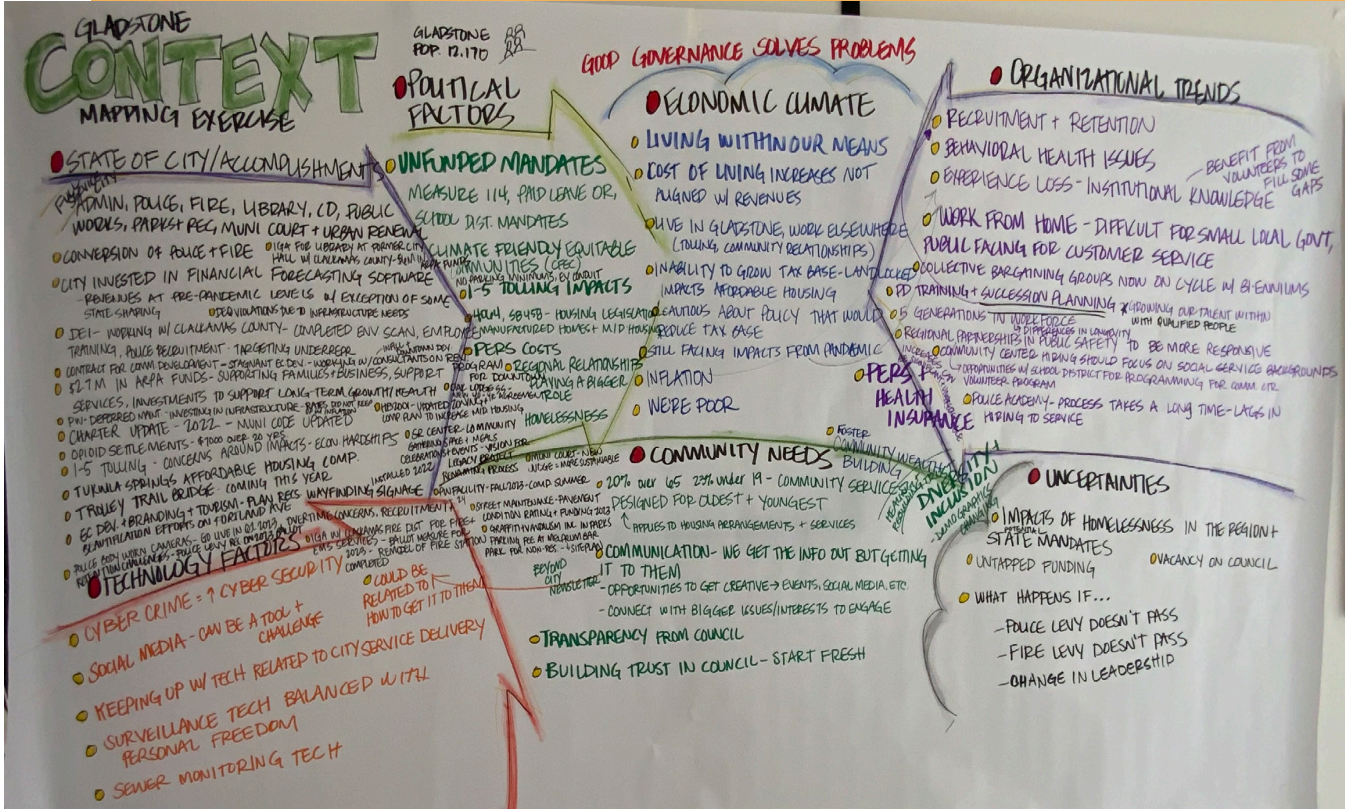
## SETTING THE CONTEXT

### Accomplishments

2022 was a very productive year for the Gladstone team, as there were some major wins and accomplishments across the board throughout many departments. Below is a high-level overview of the goals accomplished or are ongoing.

**2022 YEAR IN REVIEW - ACCOMPLISHMENTS**

Public Works	Police Department	Administration
<ul style="list-style-type: none"><li>Sewer DEQ Mutual Agreement Order requirements - sewer improvements</li><li>Final inflow + Infiltration Study turned over to DEQ 08/2022</li><li>City entered into agreement with WES to reduce H/I in our system</li><li>CDGB ADA ramp projects</li><li>Blackley Portland Storm Line Project</li><li>Design complete of the Webster + Carson pedestrian crossing project</li><li>WES maintaining 82nd Street pump station requirements</li><li>Annual Slurry Seal of City streets complete</li></ul>	<ul style="list-style-type: none"><li>Ongoing work to complete Strategic Plan</li><li>Phase 1 of peer support initiated for mindfulness + resiliency</li><li>Continues progress to update Gladstone Municipal Code</li><li>School Resource Officers in all school facilities</li><li>Complete curriculum for Citizen's Academy</li><li>Added developmental goals to employee evaluation forms</li><li>Enhancement of GPD's media strategy</li></ul>	<ul style="list-style-type: none"><li>Municipal judge recruited</li><li>Chapter 5.04 Business Tax adopted</li><li>Elected Official emergency management training</li><li>Old City Hall demolished in preparation for new library</li><li>Ongoing participation for the Gladstone library planning task force</li><li>APSCME contract negotiations complete</li><li>Gladstone Police Association contract negotiations complete</li><li>Complete ISA for 82nd Street Pump Station</li><li>Street pavement + maintenance projects</li><li>Planning services RFP complete</li></ul>
Senior Center	Finance	Municipal Court
<ul style="list-style-type: none"><li>Returned to full operations post-COVID</li><li>Completed an assessment to consider expansion of services to a broader segment of the population</li><li>Nutrition Coordinator Position reviewed for possible FTE</li><li>Services are ongoing and growing</li><li>Resource center use increased due to recruiting volunteers</li><li>Ongoing partnerships with Gladstone SD to provide more learning programs/ services</li><li>Ongoing media relationship to enhance the Senior Center's image and comm. awareness</li><li>Increased recreation activities/ exercise programs</li><li>Received grant for \$75K for dining/meal space + TRAM</li><li>Expansion of inter-generational programs</li><li>Continued engagement to update the name for the Senior Center</li></ul>	<ul style="list-style-type: none"><li>Banking request complete with new contract with US Bank</li><li>Framework for cost allocation plan</li><li>Program in place for financial forecasting</li><li>Financial forecasting software purchased + implemented</li><li>Capital equipment + improvement plan 90% complete</li><li>Ongoing ARPA spending through 2026</li></ul>	<ul style="list-style-type: none"><li>Department of Revenue automated system</li><li>Electronic transfers of abstracts to DMV</li><li>Documents purged that exceeded the Oregon records Retention Schedule</li></ul>
	Fire Department	Information Technology
	<ul style="list-style-type: none"><li>Gladstone Fire Station 22 remodeled</li><li>City entered an affordable agreement with Clackamas Fire District</li></ul>	<ul style="list-style-type: none"><li>Conversion of City Council/ Court Room for Zoom meeting access</li><li>Conversion to Clackamas Fire Department</li><li>Decommission/ removal of last of Old City equipment from Old City Hall</li><li>City Admin + Police Department cell phones</li><li>Equipment replacement of cycle now in place for 20 Police MDC's</li><li>Starting conversion of Exchange server to MQ385</li><li>Equipment replacement cycle for City Desktop Systems</li><li>New public works facility information tech reviews input</li></ul>



Environmental Scan

City Council and the Management Team completed an environmental scan exercise to identify and explore factors that will affect the future of the organization including the economic landscape, community trends, political influences and impeding legislation, technological advances, and uncertainties. The amalgamation of these external and internal factors creates a shared context of the current reality of the organization and community. Council and staff will utilize this information to build a common foundation of understanding to proactively respond to these opportunities and threats in the goal-refinement process. The following graphic summarizes the information shared during the context mapping session.

The group discussed their shared perspectives on the state of Gladstone and recent accomplishments, political factors that will impact the future, the current economic climate and needs of the community, organization trends that impact the internal workings of the City, technology factors that can impact staff's work both positively and negatively, and then uncertainties in the near future.

# 2023-25 COUNCIL GOALS

City Council and the Management Team revisited the organization’s 2022 goals to discuss progress in achieving these goals, as well as consider if and how any of the goals should be adjusted to align with the current community context and build on the success of previous years. The team also explored all additional focus areas that should be considered to address community opportunities and challenges on the horizon.

Council and staff worked together to share their ideas and priorities as they related to each of the goal areas. Following the retreat, together staff and the SSW Team refined these ideas into objectives and considered the appropriate timeline for the objectives based on current projects in progress, available resources, staff leads, and involvement of the City boards and commissions in implementing, advising, or reviewing work as it progresses. The information is detailed in the table below.

The Council and the Management Team discussed the importance of having a progress reporting structure to support the implementation of these goals and provide an accountability measure. City staff will develop work plans to implement each objective under the goal areas. Staff will engage with Council periodically throughout the year during work sessions to discuss progress, work through any challenges, and receive guidance on key decision points.

## Goal 1 Economic Development

### Outcomes

- **Robust economic ecosystem**
- **Support, maintain, and grow ALL businesses**
- **Revitalization to make Gladstone’s downtown an inviting place**

### Strategies

### Project Lead

### Implementation

1.1 Create limited duration Economic Development/Tourism position	Administration	End of Year 1
1.2 Enhance partnership with Clackamas County Economic Development Department	Administration	Year 1
1.3 Prepare annexation analysis	Administration	Year 1-2
1.4 Explore urban renewal plan refinement opportunities to include Portland Avenue	Administration	Year 1
1.5 Explore Main Street Program	Administration	Year 2
1.6 Implement Climate Friendly and Equitable Community Initiatives	Planning/Administration	Year 2
1.7 Research funding opportunities to implement elements from the Downtown Revitalization Plan (Portland Avenue Street Improvements)	Administration	Year 1-2
1.8 Implement elements of the Gladstone Brand and Tourism Strategy	Administration	Year 1

## Goal 2 Infrastructure

### Outcomes

- **Solid foundation of infrastructure to support future growth and meet current system demands**
- **Sustainable plan and stable financing for maintenance and upgrades**
- **Well maintained roads**
- **Address DEQ violations**

### Strategies

	Project Lead	Implementation
2.1 Construction for Inflow & Infiltration infrastructure projects per DEQ memo of agreement	Public Works	Year 1
2.1 Complete Capital Improvement Projects in the Oak Lodge Service Area	Public Works	Year 2-5
2.3 Streets Pavement Management Program Implementation	Public Works	Year 1
2.4 Financial Forecasting: Update of forecasting software to include the Capital Improvement Plan (CIP) with a six-year perspective and incorporate available resources for funding capital improvement projects.	Finance	Year 1-2
2.5 Complete Evergreen Storm Line Replacement Project	Public Works	Year 1
2.6 Complete 82nd Drive Pump Station Replacement Project	Public Works	Year 2-5
2.7 Complete Trolley Trail Bridge Replacement Phase II	Administration	Year 2-3
2.8 Complete Public Works Facility	Admin./Public Works	Year 1-2
2.9 Complete unilateral flushing maintenance program	Public Works	Year 1

## Goal 3 Communications and Engagement

### Outcomes

- **Foster trust within Council and staff**
- **Build trust with community**
- **Enhanced engagement with the community**
- **Increased involvement for all**

### Strategies

	Project Lead	Implementation
3.1 Diversity, Equity, Inclusion training for elected officials and employees	Administration	Year 1
3.2 Implement City Council Team Agreement	City Council	Year 1
3.3 Participate in the Clackamas County Research Justice Study	Admin./Council	Year 1-2
3.4 Police Department Community Academy	Police	Year 1
3.5 Implement Police Body Worn Cameras	Police	Year 1
3.6 Implement Police Department Analytical Internal Tracking System to track various components, including community	Police	Year 1
3.7 Update Police Department Strategic Plan to include community input.	Police	Year 1-2
3.8 Community engagement to update the name of the Senior Center	Senior Center	Year 1
3.9 Amend membership and duties of the Senior Center Advisory Board to include diverse multigenerational/youth participation	Senior Center	Year 1
3.10 Develop a master site plan for the Senior Center	Senior Center	Year 1-2
3.11 Provide expanded multigenerational services, programs and activities at the Senior Center	Senior Center	Year 1-2
3.12 Use professionals to enhance communication messaging and engagement	Administration	Year 1
3.13 Explore Youth Advisory Council	Administration	Year 1

**Outcomes**

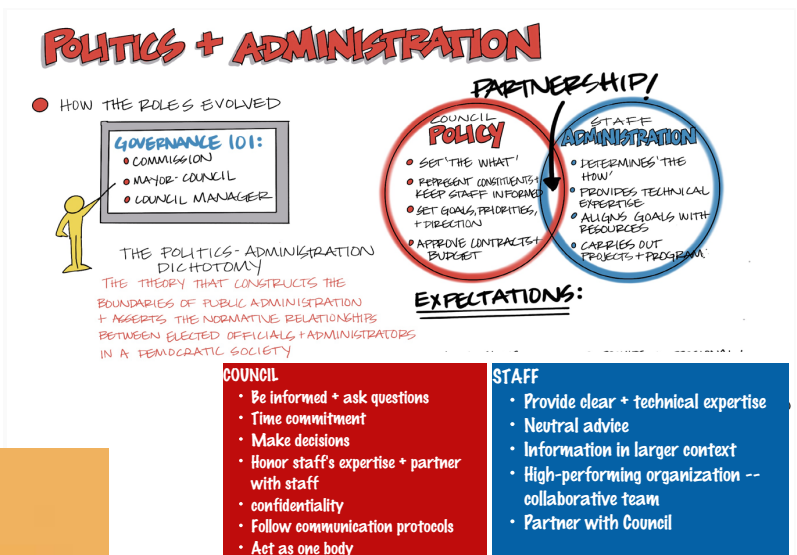
- Clear understanding of parks funding and service structure
- Prioritize park improvement projects and identify funding options

**Strategies**

	Project Lead	Implementation
4.1 Hire one full time position for ongoing maintenance needs (budget availability dependent)	Admin./Public Works	End of Year 1
4.2 Educate City Council and Parks Board on how Parks are funded	Admin./Finance/PW	Year 1
4.3 Rezoning of Nature Park and Meldrum Bar Park parcels to open space	Public Works/Planning	Year 2
4.4 Complete Webster and Cason Pedestrian Improvement	Public Works/Planning	Year 1
4.5 Complete Nature Park Paved loop trail (grant dependent)	Public Works	Year 1-2
4.6 Complete Improvements to Robin Hood Park	Public Works	Year 1
4.7 Research funding opportunities to complete projects in master plan	Admin./Public Works	Year 2
4.8 Meldrum Bar Park Playground Replacement Project	Public Works	Year 1

## TEAM EXPECTATIONS

Together, Council and staff discussed Governance 101 within the Council-Manager form of government. The team shared their expectations of one another to best work in partnership and achieve the outcomes they desire for the year ahead. The following graphic outlines this relationship.



### Team Agreement

For Council success, we agree to....

**Open Communications**

We will be open and transparent in our communications. In our engagement with each other, staff, partners, and the community, we will listen to understand diverse perspectives.

**Respect**

We will exercise respectful leadership with our fellow Councilors, staff, and community through civil discourse. We will promote inclusion to make our community feel safe and use inclusive language that is respectful.

**One Team**

We will act as One Body and support one another for the success of the team in serving the Gladstone community. We commit to praising one another in public and if differences need to be addressed, we will discuss them one-on-one.

**Meeting Civility**

We will come prepared to our meetings, reviewing packets in advance, and providing questions to staff in advance as needed. We will have broader, explanatory discussions in work sessions to support our decision-making process in Council meetings. We will stay focused on the issues and make decisions. We will be clear and fair, asking questions to inform and ensure transparency to the community.

Gladstone Council and staff concluded a successful day of goal setting and refinement by sharing their expectations for the Team Agreement to be the most efficient and productive team possible as they push their goals forward.



## BUDGET USER GUIDE:

**Budget:** The budget is a comprehensive financial plan for the biennial year ahead. The budget document shows estimated revenues and expenditures at various levels of detail. It includes information about programs and policies, and is a working guide for City Administrators to use in monitoring expenditures, performance and productivity. The City of Gladstone has elected the option of budgeting by a biennial year, beginning July 1, 2023 and ending June 30, 2025.

The budget authorizes the City to spend money and limits how much money can be spent. The document forms the basis and justification for the levy of property taxes. The budget, as required by statute, is a balanced budget with equal resources and requirements.

The document is arranged in a manner that allows the reader to review the budget as a summary or by individual fund or department. Narratives are presented at the beginning of each fund and department to provide the reader with explanations related to current operations as well as changes in the operations expected in the coming budget year.

**Budget Basis:** The City budgets its governmental fund types (General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds) on the modified accrual basis of accounting.

Under this basis, revenues are recognized when susceptible to accrual (i.e., when the transaction is both measurable and available). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

The accrual basis of accounting is used for budgeting the proprietary fund types (Enterprise Funds and Internal Service Fund). Under this method, revenues are estimated when earned and expenses are budgeted at the time liabilities are incurred. Exceptions from the accrual basis are principal collections on notes receivable as revenue in the year received; payment of debt principal is budgeted as an expenditure when paid; capitalized assets are budgeted when incurred; and depreciation is not budgeted.

The City does not produce a separate capital budget; rather related capital expenditures are budgeted within the individual departments or funds. Non-Enterprise capital funding is contained primarily in the Special Revenue and Capital Projects Fund categories. The City is in the process of developing a six year Capital Improvement Plan to be published separately from the biennial budget.



### **Budget Committee and Committee**

**Functions:** The Budget Committee, established by ORS 294.414, is composed of an equal number of qualified electors and members of the City Council. A qualified elector is a person who is qualified to vote in elections of the City. The qualified elector members are appointed by the Mayor and City Council for four-year terms, approximately one-third of which expire each biennium.

Oregon Local Budget Law allows public input and participation throughout the budget process. All Budget Committee meetings are open to the public. A majority (at least eight favorable votes for a Committee of fourteen) of the Budget Committee is required to approve any motion.

At its first meeting, the Budget Committee elects a Presiding Officer and Vice Chair from among the members. The Budget Committee receives the budget document and hears the budget message. At the second meeting, the Budget Committee holds a public hearing on the use of state shared revenues and hears and considers testimony from the public on the budget. If the Budget Committee does not approve the budget at its second meeting, additional meetings are scheduled. The time and place of additional meetings must be announced prior to adjournment of each meeting. If this is not done, any additional meetings must meet the public meetings law requirements.

The Budget Committee reviews, and if necessary, revises the proposed budget submitted by the Budget Officer. The Budget Committee generally studies the budget by using the two previous years' actual data, the current budgeted data and the figures proposed by the Budget Officer for comparisons. Pursuant to ORS 294.428, the Budget Committee may obtain from staff any additional information it requires to make decisions about the budget.

The Budget Committee does not approve new personnel, employee contracts or salary schedules, nor does it negotiate salary contracts. However, the adopted salary schedules, negotiated contracts and other materials having a fiscal impact on the budget document may be requested for review by the Budget Committee.

The Budget Committee has the power to:

1. Limit the amount of tax which may be levied by the City. The total property tax levy or property tax rate may not exceed the amount shown in the approved budget document or the maximum rate allowed by law.
2. Establish a maximum for total permissible expenditures for each fund for the biennium. The Council, however, may adjust the committee approved spending level upwards of ten percent for each fund.
3. Approve the budget as submitted or as revised. The function of the Budget

Committee ends when the budget is approved. However, the Committee may meet from time to time at its discretion.

**Budget Process:** Local budget law requires that specific actions must occur as a local government prepares its budget. The process can be distinguished by the following phases:

**Request Phase:** Each year department managers submit preliminary budget information, narrative and other supporting documentation to the City Administrator, the City's Budget Officer, and to the Finance Director. This information is prepared based on department staffing and operational needs as discussed in planning sessions with the City Administrator. The Finance Director computes salaries and benefits for all departments. Capital expenditure and/or major vehicle acquisition requests originate from the City's Department Directors based on a five year or longer replacement plan. The Enterprise Fund's requests for major equipment or vehicle expenditures are budgeted within the respective funds.

**Proposal Phase:** The City Administrator and Finance Director meet with department managers to review requests. The information is reviewed to determine service level, cost effectiveness and uniformity compared to previous years' budget and actual data. In addition, the City Administrator insures that resources are properly

allocated to accomplish implementation of City Council goals and associated work program.

The Finance Director balances all funds, and finalizes and prints the proposed budget document.

After the proposed budget is prepared, the Budget Officer publishes the notice of Budget Committee meeting. The notice must be published two times, five to thirty days before the scheduled budget committee meeting date, or published once, along with website posting at least 10 days before the meeting.

**Approval Phase:** The Budget Committee convenes to review and discuss the proposed budget. Copies of the proposed budget are distributed and the budget message is delivered. Department managers present financial and budget highlights.

The Budget Committee may propose additions or deletions of items from the budget. The Committee may meet as many times as needed to revise and complete the budget. All meetings are subject to the Oregon Public Meetings Law as outlined in Chapter 192 of the Oregon Revised Statutes.

**Adoption Phase:** The final phase in the budget process is adoption. After the Budget Committee approves a proposed budget, the City Council must hold a budget hearing. Five to twenty-five days before the scheduled hearing, the City

must publish a budget summary and notice of budget hearing. The purpose of the hearing is to allow citizens to comment on the approved budget. The City Council has the authority to change the approved budget prior to adoption. However, if a change would increase property taxes over the amount published in the budget summary or increase expenditures in any one fund by more than 10%, a new budget summary must be published and another budget hearing must be held.

At a regularly scheduled public meeting, a resolution or ordinance is enacted to adopt the budget, make appropriations and impose taxes. The adopted budget becomes effective July 1 and the budget, along with other documentation, is filed with the County Assessor's office by July 15.

**Budget Amendment Phase:** Once the City is operating within the adopted budget, it may find it necessary to change appropriated expenditures. The existing appropriations may have to be decreased or increased, but under no conditions is it lawful for the City to levy an additional tax in the current fiscal year.

If a change in appropriations is necessary, ORS 294.463 allows certain transfers when authorized by official resolution or ordinance of the governing body. The resolution or ordinance must state the need for the transfer, the purpose of the authorized expenditure and the amount of the appropriations transferred.

ORS 294.463 provides for transfers of appropriations within a fund, transfers of general operating contingency and transfers of appropriations from the General Fund to another fund. Transfers of operating contingency in excess of 15% of the total appropriations of a fund, and any transfer from a special fund must be made through the supplemental budget process.

**Supplemental Budget:** Certain circumstances may arise which require the expenditure of revenues in excess of those appropriated in the adopted fiscal budget. One of the following circumstances would require a supplemental budget:

1. An occurrence, condition or need which had not been ascertained at the time the budget was adopted.
2. Funds were made available by another government agency and were not anticipated at the time the budget was adopted.
3. Proceeds from involuntary conversion require immediate replacement to continue operations.

If the supplemental budget is in excess of 10% of the fund budget, it is published in the same manner and by the same procedures as the annual budget. The Council holds a public hearing, and after the public hearing, makes additional appropriations as provided by the

supplemental budget. The supplemental budget may not authorize any levy of additional taxes. If the supplemental budget is not in excess of 10% of the fund budget, it may be adopted at a regular meeting of the City Council.

**Budget Message:** The Budget Message is a statement by the Budget Officer about the City's proposed budget. The Budget Officer recommends a balanced budget to the Budget Committee, who will evaluate and modify it before approving a version for the City Council to consider. The Budget Message explains the proposed budget and any significant changes in the City's financial position.

**Budget Compliance:** The City manages its finances according to generally accepted accounting principles. During the year, expenditures and resources are closely monitored to ensure compliance with the adopted budget and state law. Monthly budget comparisons are distributed to management. An annual audit is performed and filed with the State of Oregon each year by an independent Certified Public Accountant. The City publishes an annual financial report that documents the City's budgetary performance and compliance.



*Trolley Trail Bridge*



## Fund Structure and Descriptions:

The City of Gladstone uses various funds to account for its revenue and expenditures. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. Also, funds are categorized by fund type as defined by generally accepted accounting principles (GAAP) and Oregon Budget Law.

The revenues in each fund may be spent only for the purpose specified by the fund.

### General

**General Fund** – Accounts for the financial operations of the City that are not accounted for in any other fund. Principal sources of revenue are property taxes, franchise fees, court fines, and state and county shared revenue. Primary expenditures are for public safety, general government, parks and recreation, and library services.

**American Rescue Plan Fund** – Accounts for the funding received under the American Rescue Plan Grant Funds. This fund is budgeted separately for budgetary control, but is considered part of the General Fund.

### Special Revenue

**Road & Street Fund** – Accounts for the repair and maintenance of City streets. Principal sources of revenue are street utility fees, gas taxes received from the Oregon Department of Transportation, and vehicle taxes from Clackamas County.

**Police & Communications Levy Fund** – Accounts for the Operating Levy of 2018 which extended the operating levy Gladstone taxpayers approved through fiscal year 2023-24.

**Fire & Emergency Services Levy Fund** – Accounts for the Operating Levy of 2018 which extended the operating levy Gladstone voters approves through fiscal year 2023-24.

### Debt Service

**Debt Service Fund** – Accounts for the payment of principal and interest on general obligation bonds. The City of Gladstone currently has two Full Faith & Credit Obligation payments in the General Fund and one bond payment in the Water Fund.

### Capital Projects

**Civic Buildings Capital Fund** – Accounts for funds transferred from other funds, and/or debt proceeds restricted to the construction of the new City Hall and Police Station. The project completed in April, 2020 and is presented here for historical purposes.

### Enterprise

**Water Fund** - Accounts for the operation and maintenance of water facilities and for major expansions of the water system. Primary source of revenue consist of charges for use of the water system and SDC's charged on new construction.

**Sewer Fund** – Accounts for the operation and maintenance of the sewer system and for major expansions of the sewer system. Primary sources of revenue consist of charges for sewer services, and SDC's charged on new construction.

**Storm Water Fund** - This fund was created to maintain and operate the city's storm water system. Primary sources of revenue consist of charges for storm water services, and SDC's charged on new construction.

**Agency**

**Court Fund** – Accounts for the revenue and expenditures of the Municipal Court. Funds are held in a purely custodial capacity and remitted out to other government agencies, including the General Fund of the city.

Oregon Budget Law requires budgeting of all receipts as resources and remittances out as expenditures, with ending fund balance comprising of unremitted payments at year-end.

**Fund Structure, Appropriation Level, and Major/Non Major Fund Designation**

<b>General Government Funds</b>			
<b>Appropriation Level</b>	<b>General Fund (Major)</b>	<b>Special Revenue Funds (Major)</b>	<b>Capital Funds (Major)</b>
Administration City Council City Administrator City Attorney Information Technology Human Resources Finance	X		
Municipal Court Court Clerks Judge Attorneys	X		
Police Department	X	X	
Fire Department	X	X	
Parks Department	X		
Recreation	X		
Senior Center	X		
Library	X		
Public Works	X		
American Rescue Plan	X		
Road & Street		X	
Levy Funds (Police & Fire)		X	
Transfers Out	X	X	X
Contingency & Reserve	X	X	X
<b>Enterprise Funds</b>			
<b>Appropriation Level</b>	<b>Water (Major)</b>	<b>Sewer (Major)</b>	<b>Storm Water (Major)</b>
Operations & Capital	X	X	X
Debt Service	X		
Transfers Out	X	X	X
Contingency & Reserve	X	X	X

All funds are appropriated at the major object level, with debt service, transfers, contingency and reserves appropriated separately within the fund.

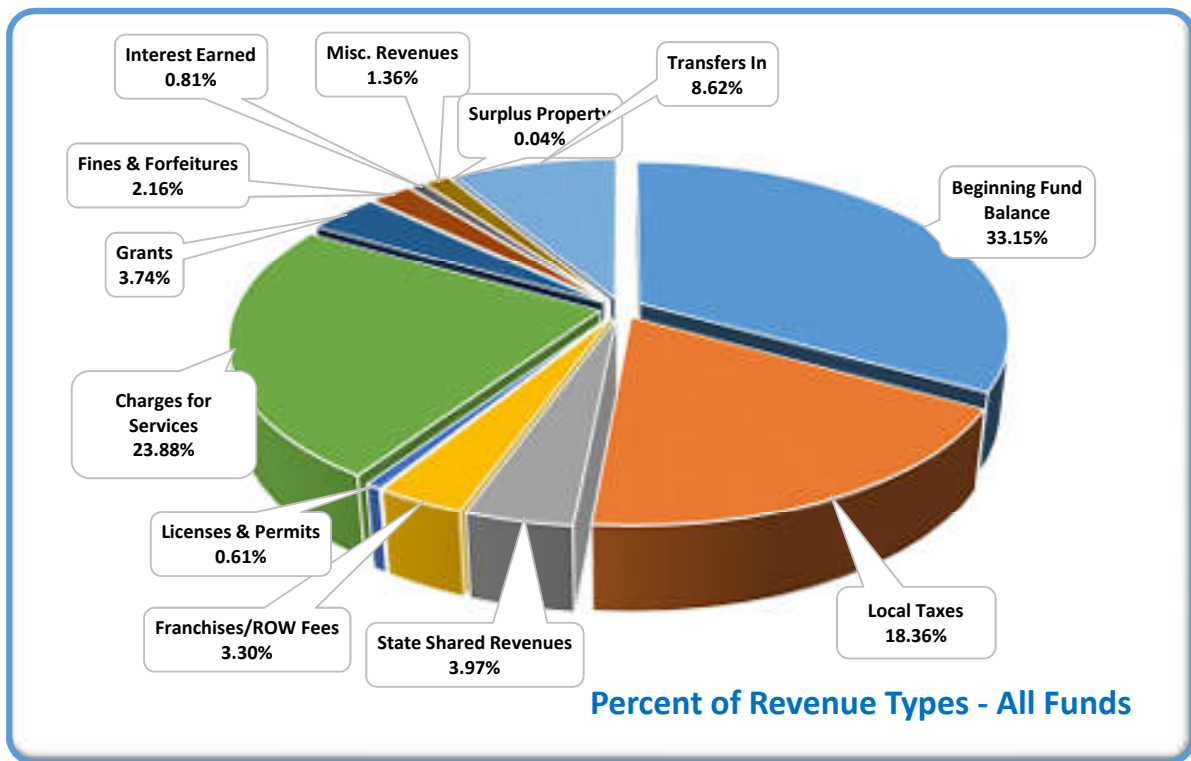




## Budget Summary

### Revenue Summary by Source (All Funds)

Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Resources:</b>							
3000	BEGINNING FUND BALANCE	\$ 8,246,255	\$ 12,121,044	\$ 15,413,000	\$ 23,660,000	\$ 4,270,575	\$ 23,660,000
3100	LOCAL TAXES	11,831,569	11,675,302	12,096,278	6,443,040	6,658,290	13,101,330
3110	STATE SHARED TAXES	2,444,378	2,605,844	2,601,854	1,404,778	1,443,267	2,848,045
3120	FRANCHISES/RIGHT OF WAY FEES	1,969,326	2,187,609	2,129,500	1,156,300	1,198,840	2,355,140
3130	LICENCES & PERMITS	236,611	210,723	649,500	214,500	220,000	434,500
3140	CHARGES FOR SERVICES	9,751,887	12,648,391	15,188,500	8,349,000	8,694,500	17,043,500
3150	GRANTS	795,905	999,786	3,126,829	2,567,469	100,125	2,667,594
3260	FINES & FORFEITURES	1,767,293	1,344,805	1,555,000	763,000	777,000	1,540,000
3301	INTEREST EARNED	432,859	393,227	202,000	285,000	290,000	575,000
3600	MISCELLANEOUS REVENUES	245,219	292,604	174,813	815,366	152,000	967,366
3710	SALE OF SURPLUS PROPERTY	180,493	488,126	30,000	15,000	15,000	30,000
3810	DEBT SERVICE PROCEEDS	3,000,000	-	5,000,000	-	-	-
3990	TRANSFERS IN:						
	GENERAL FUND	345,320	784,448	2,062,316	1,927,276	1,270,123	3,197,399
	ROAD & STREET FUND	731,921	492,831	817,025	451,875	469,900	921,775
	POLICE LEVY FUND	45,000	-	-	-	-	-
	CIVIC BUILDING FUND	2,932,044	11,056,207	-	-	-	-
	SEWER FUND	-	120,290	1,488,405	976,475	141,080	1,117,555
	WATER FUND	-	120,290	278,405	136,475	141,080	277,555
	STORM WATER FUND	-	120,290	278,405	496,475	141,080	637,555
<b>Total Resources All Funds</b>		<b>\$ 44,956,080</b>	<b>\$ 57,661,817</b>	<b>\$ 63,091,830</b>	<b>\$ 49,662,029</b>	<b>\$ 25,982,860</b>	<b>\$ 71,374,314</b>



### Beginning and Ending Fund Balance

Beginning fund balance is equal to the prior year's ending fund balance. However, with a biennium budget, the **combined column** beginning fund balance begins with the first fiscal year of the biennium, and flows through to the ending fund balance at the end of the second fiscal year.

The **combined column** ending fund balance is the difference between total estimated sources and total estimated uses. Ending fund balance is budgeted in three categories:

1. *Operating Contingency* is budgeted at 6.18% of operational revenue in the operating funds. Contingency funds can be spent once authorized by a supplemental budget or transfer appropriation.
2. *Unappropriated* ending fund balance can only be spent in an emergency created by civil disturbance or natural disaster.
3. *Reserved for future years* are total sources less total expenses, contingency, and unappropriated ending balance. Reserved for future years funds can only be spent if authorized by a supplemental budget.

### Local Taxes

Local Taxes consists of Property taxes received within the General, Police & Communications Levy, and the Fire & Emergency Services Funds, along with Transient Lodging Tax. In prior years, Library District taxes were also included, but are no longer applicable with the transfer of the Gladstone Library to Clackamas County governance.

- **Property taxes**

There are three types of property tax levies in Oregon. The permanent rate levy funds general city operations. The debt service levy is used for principal and interest payments on general obligation bonds approved by the voters. Local option levies are voter-approved, time-limited levies for specified purposes.

The Clackamas County Department of Assessment and Taxation determines assessed values and collects taxes. Property is assessed January 1 for the fiscal year beginning July 1. Taxes are due beginning November 15, and discounts are allowed for taxes paid in full by November 15.

- **Assessed Value**

Each local government's tax rate was determined by the state in 1997. Gladstone's permanent rate is \$4.8174 per \$1,000 of assessed value. No action of the city can increase the permanent tax rate.

## Budget Summary

Ballot Measure 50, implemented in the 1997-98 tax year, limits assessed value to the lower of Maximum Assessed Value (MAV) or Real Market Value (RMV). Maximum Assessed Value increases by 3% annually.

There are exceptions to the 3% annual increase. Maximum Assessed Value may increase by more than 3% if:

- There is new construction or improvements
- The property is partitioned or subdivided
- Rezoning occurs and the property is used consistent with rezoning

For the 2023-2025 Biennium budget, property tax estimates are based on the 2022-2023 Assessed Value of \$1,033,265,635 utilizing a 3.50% growth rate and 95% collection rate.

### ○ **Limits and Compression**

The total tax on a given piece of property is limited as follows:

- General Govt: \$10 per \$1,000 of RMV
- Schools: \$5 per \$1,000 of RMV
- Unlimited debt service: levies to pay bonds for capital construction projects are not subject to limitation.

If the total tax bill exceeds the limits, taxes are reduced in a process called compression. The City has not experienced any compression loss within the last few years.

### ○ **Effect of the Gladstone Urban Renewal Agency**

The Urban Renewal District (URD) is a geographic area within the City of Gladstone, defined in the Urban Renewal Plan. The purpose of the district is to eliminate blight and create an environment in which the private sector may develop uses consistent with the goals of the Urban Renewal Plan. The District borrows money to fund infrastructure and other improvements, receives property taxes calculated on the increased assessed values, and uses the taxes to pay debt service on the borrowings. The Gladstone Urban Renewal Agency issues a separate budget document that contains further information on the district.

### • **Library District Revenue**

Funds received from Clackamas County to support the operations of the Gladstone Public Library. These funds discontinued in FY 2019-20 with the implementation of the intergovernmental agreement with Clackamas County. The County assumed responsibility for the Gladstone Public Library, including all expenses, and the construction of the new building. The City contributes annually from General Fund revenues approximately \$200,000

## Budget Summary

per year plus inflation tied to Assessed Value increases (\$219,754/\$226,786), and all Library District revenues reverted to the County, with the transfer.

- **Transient Lodging Tax**

Implemented in 2018, this tax assesses 6.0% on all transient lodging of less than 30 days in duration. The City has two hotels and several bed & breakfast types of establishments that are providing a revenue stream dedicated to the development of tourism related activities.

- **Vehicle Registration Tax**

Implemented by Clackamas County, the City started receiving a share of vehicle registration fees within city limits in February 2020. These funds are restricted for use within the Roads and Street Fund.

### State Shared Taxes

These include fees and taxes that are collected by other government agencies and passed through to the City as well as fees collected from other governments for services the City provides to them.

- State shared revenue, liquor, cigarette, marijuana tax and gas tax fees. Revenue estimates are provided by the State.

### Franchises Fees/Rights of Way Fees

Fees are collected from utilities as compensation for use of the City's rights of way. These fees are based on utility revenue, so they generally increase with population growth. Franchise fee revenue is estimated based on prior year actuals plus an inflationary increase. Franchise fees are collected and utilized within the General Fund. As of the 2019-2021 Biennium, the Rights of Way Fees were collected within the Street & Road Fund, with equal portions transferred out to the Sewer, Water and Storm Water Funds for repairs and improvements of all City infrastructure located within the right of way.

### Licenses & Permits

Local licensing fees for businesses, liquor licensing, alarm and parking permits. Revenue estimates are based on prior year actuals, along with any rate revisions. Parking permits were implemented in June 2021 at Meldrum Bar Park to help fund improvements to the park system.

### Charges for services

Charges for services consists mainly of utility fees, but also contain fees generated within the General Fund as listed:

- Building, Planning, and Engineering permits, revenue estimates are based on projected development activity.

## Budget Summary

- Recreation fees revenue estimates are based on the number of registered leagues.
- Senior Center services and building rentals are based on prior year actuals along with any rate revisions.

### • Utility Fees

The City charges utility fees for the water and sanitary systems, and storm water fees. The fees are charged to customers based on usage of the systems. The rates collected for each fund can only be used to support those individual funds' operational and capital needs. Annual revenue projections are based on historical average increases, while taking into account any planned rate increases. Planned rate increases of 4.0% per year are included in the 2023-2025 biennium.

### • Infrastructure Development Fees

These are fees for private development plan review and inspection and system development charges (SDC's) on new construction. SDC's are restricted for capital improvement projects that support capacity for growth. Development fee revenue is projected annually based on development activity as well as projections of projects that are likely to be submitted, if known.

### Fines and Forfeitures

These fines are for traffic infractions and municipal code violations. Revenue estimates are based on the prior year actuals.

### Interest Earned, Transfers and Other Revenue

- Interest earned on operating cash invested in the Local Government Investment Pool (LGIP), administered by the State of Oregon Treasury. Because of the liquidity, rates and safety of funds, this is the best option for investment of taxpayer dollars.
- Miscellaneous revenues consist of various donations, reimbursements and receipts received in the course of business,
- Transfers in from other funds – to distribute monies as needed from other funds that are utilized for specific purposes.
- Sale of fixed assets and surplus property.
- Proceeds from the issuance of debt – none anticipated for the 2023-2025 biennium at this time.

### Grants and the COVID-19 Pandemic

The City pursues grant opportunities when need and resources are available. The City received \$2.7 million from the American Rescue Plan Act (ARPA) that is accounted for in a reserve fund within the General Fund. A small portion of those funds has been utilized to secure the services of a grant writer (\$45,000) to pursue other grant opportunities during the ARPA grant timeframe.

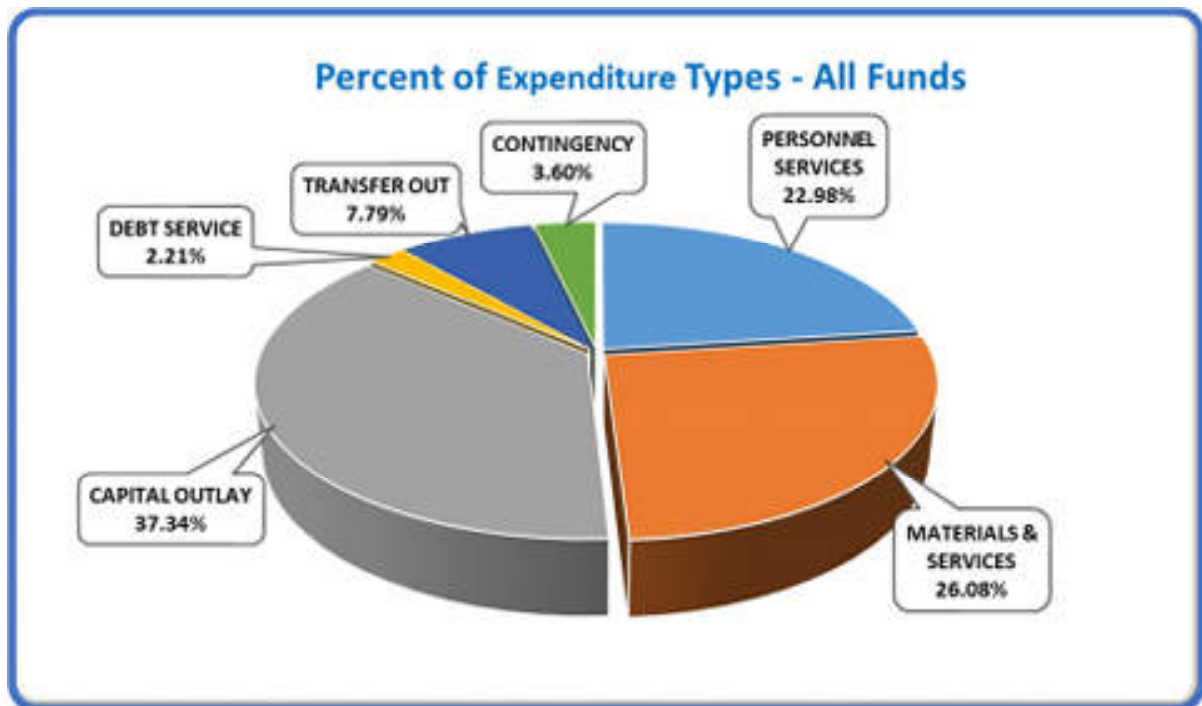


## Budget Summary

### Expenditure Summary by Category (All Funds)

Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Requirements:</b>							
4000	PERSONNEL SERVICES	\$ 12,553,800	\$ 14,014,945	\$ 17,422,745	\$ 7,952,361	\$ 8,452,973	\$ 16,405,334
5000	MATERIALS & SERVICES	11,009,207	11,561,568	15,443,519	9,485,939	9,131,131	18,617,070
6000	CAPITAL OUTLAY	4,661,798	13,678,056	22,370,243	23,470,783	3,177,036	26,647,819
7300	DEBT SERVICE	530,168	844,716	1,304,365	789,086	786,564	1,575,650
8990	TRANSFER OUT:						
	GENERAL FUND	3,361,801	-	-	-	-	-
	AMERICAN RESCUE PLAN FUND	-	-	1,210,000	1,853,500	-	1,853,500
	ROAD & STREET FUND	130,285	437,878	1,202,499	698,928	718,454	1,417,382
	POLICE LEVY FUND	29,535	24,316	133,842	-	-	-
	FIRE LEVY FUND	6,300	4,863	71,611	-	-	-
	SEWER FUND	277,775	302,415	719,529	434,207	445,968	880,175
	WATER FUND	172,455	237,391	579,125	440,563	432,115	872,678
	STORM WATER FUND	92,975	140,422	335,194	266,087	271,514	537,601
9100	CONTINGENCY	-	-	2,299,158	4,270,575	2,567,105	2,567,105
9100	UNAPPROPRIATED ENDING FUND BALANCE	12,129,981	16,415,247	-	-	-	-
<b>Total Requirements All Funds</b>		<b>\$ 44,956,080</b>	<b>\$ 57,661,817</b>	<b>\$ 63,091,830</b>	<b>\$ 49,662,029</b>	<b>\$ 25,982,860</b>	<b>\$ 71,374,314</b>

Budgeted Positions in FTE's	59.96	58.72	54.89	52.44	52.60	52.60
Monthly Operating Costs per Capita	\$165.84	\$179.41	\$114.64	\$119.41	\$120.41	\$119.91
Residents served per FTE	197	202	218	232	231	231



## Budget Summary

Comparison discussion is based on the changes between the 2021-2023 and 2023-2025 biennium. Further information may be found in the [Budget Detail](#) section, located in the document.

### Personnel Services

Overall, personnel services have decreased by 5.84%, or \$1.0 million under the previous biennium, mainly due to the merging of the fire personnel with Clackamas Fire District 1. Though approximately a \$3.0 million savings in personnel services, those costs were transferred to materials and services, as shown in the department detail sheets.

A 3.5% average cost of living increase, over the two years, has been factored into salary calculations. Both of the two bargaining units settled new three-year contracts in Fiscal Year 2022-23 that will be in effect for all the 2023-2025 Biennium.

Another factor in the cost of personnel services stems from the retirement rate increases experienced for the biennium, which have remained relatively stable. The City's contribution rate increased from 24.43%, 18.38% and 22.74% (Tier 1&2, OPSRP, and OPSRP Police & Fire) to 25.16%, 20.11% and 24.90%. This resulted in an average increase of 1.54% to the previous rates, or a 7.04% overall increase. These rates are applicable for the full biennium. As investment interest rates increase, earnings on the PERS funds will help to offset future rate increases.

All other payroll benefit rates have remained static or increased at a manageable level. Overall, payroll benefits are 59.08% of the total personnel services cost, an increase of only 0.09% over the previous biennium, again due to loss of the fire personnel.

Along with the reduction of the 6.0 FTE Fire personnel, an increase of 3.55 FTE is also reflected within the Administration, Senior Center and the Public Works departments over the next two years. Further explanation of these changes are listed on the [Summary of FTE](#) located within the document.

### Materials & Services

Materials & services have increased by a nominal rate of 2.14% over the biennium. The needs have remained quite static, and adjusted basically equal to the property tax increase rate of 3.5%. The increase shown of \$3.1 million is largely due to the Clackamas Fire District 1 transfer of services.

### Capital Outlay

The City completed several significant capital projects during the current biennium. Several projects are currently under planning in the public works department, along with accumulation of funding for infrastructure work within the City's rights of way in future years.



## Budget Summary

Capital outlay is housed within the respective departments, and detailed by project for the biennium. Staff is also compiling a six-year Capital Improvement Plan that will be issued separately from this budget document, detailing out known commitments and needs.

### **Debt Service**

The City has four debt issues, as shown in the detailed **Debt Service** schedule located in the budget document. These consist of a 2016 Refunding on a Water note, due to retire in fiscal year 2025-26, and the two 2018 notes issued for the construction of the Gladstone Civic Center. In April 2022, a new note was issued within the General Fund for the reconstruction of the Public Works Facility for \$5.0 million. Debt service annual payments are budgeted for principal and interest from the General, Water and Urban Revenue Sharing funds.

### **Transfers Out**

Transfers out are attributable to ROW transfers from Roads & Streets to the proprietary funds, along with debt service needs. The City further developed the cost allocation plan to include recovery on both the Administration and Information Technology departments from other funds. Finally, the transfer in (shown in revenues) of \$590,503 into the General Fund comes in from the Urban Renewal Agency to offset the debt service paid on the Civic Center note, along with subsidy of economic development activities within the Administration department. Funds will balance overall with consideration of both entities. Individual transfers are detailed on the **Operating Transfers In/Out** schedule in the document.

### **Contingency & Unappropriated Ending Fund Balance**

Contingency increased 11.65% over the previous biennium largely through cost containment measures. Unless allocated to specific line items and categories, excess funds are placed in Contingency. Unappropriated Ending Fund Balance reflects actual prior year surplus(deficits).

# Budget Summary

## Summary by all Funds

Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Funds</b>							
100	GENERAL FUND	\$ 22,269,402	\$ 20,713,757	\$ 26,104,643	\$ 17,902,272	\$ 11,725,949	\$ 27,064,011
105	AMERICAN RESCUE PLAN FUND	-	-	2,737,344	2,367,344	-	2,367,344
205	ROAD & STREET FUND	3,688,714	5,533,012	6,561,076	4,746,403	2,358,138	6,704,541
240	POLICE & COMMUNICATIONS LEVY FUND	1,542,103	1,562,454	1,574,016	774,716	844,147	1,552,498
250	FIRE & EMERGENCY SERVICES FUND	981,309	1,128,715	913,536	505,003	356,886	861,889
307	CIVIC BUILDINGS FUND	2,969,702	11,056,973	-	-	-	-
730	SEWER FUND	5,968,359	7,597,470	11,677,405	9,996,508	4,838,080	14,434,588
740	WATER FUND	5,437,514	7,191,499	9,406,405	9,351,475	3,806,080	12,757,555
750	STORM WATER FUND	1,122,310	2,125,542	3,227,405	3,550,308	1,571,580	4,721,888
801	MUNICIPAL COURT	976,667	752,395	890,000	468,000	482,000	910,000
<b>Total Resources All Funds</b>		<b>\$ 44,956,080</b>	<b>\$ 57,661,817</b>	<b>\$ 63,091,830</b>	<b>\$ 49,662,029</b>	<b>\$ 25,982,860</b>	<b>\$ 71,374,314</b>
<hr/>							
100	GENERAL FUND	\$ 22,269,402	\$ 20,713,757	\$ 26,104,643	\$ 17,902,272	\$ 11,725,949	\$ 27,064,011
105	AMERICAN RESCUE PLAN FUND	-	-	2,737,344	2,367,344	-	2,367,344
205	ROAD & STREET FUND	3,688,714	5,533,012	6,561,076	4,746,403	2,358,138	6,704,541
240	POLICE LEVY FUND	1,542,103	1,562,454	1,574,016	774,716	844,147	1,552,498
250	FIRE & EMERGENCY SERVICES FUND	981,309	1,128,715	913,536	505,003	356,886	861,889
307	CIVIC BUILDINGS FUND	2,969,702	11,056,973	-	-	-	-
730	SEWER FUND	5,968,359	7,597,470	11,677,405	9,996,508	4,838,080	14,434,588
740	WATER FUND	5,437,514	7,191,499	9,406,405	9,351,475	3,806,080	12,757,555
750	STORM WATER FUND	1,122,310	2,125,542	3,227,405	3,550,308	1,571,580	4,721,888
801	MUNICIPAL COURT	976,667	752,395	890,000	468,000	482,000	910,000
<b>Total Requirements All Funds</b>		<b>\$ 44,956,080</b>	<b>\$ 57,661,817</b>	<b>\$ 63,091,830</b>	<b>\$ 49,662,029</b>	<b>\$ 25,982,860</b>	<b>\$ 71,374,314</b>





# General Fund

## GENERAL FUND Fund 100

### Resources Summary

#### Resources

Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ 3,102,558	\$ 4,875,992	\$ 4,850,000	\$ 8,240,000	\$ 2,564,210	\$ 8,240,000
	<b>Local Taxes:</b>						
310010	CURRENT YEAR TAXES	8,169,448	8,724,409	9,300,726	4,894,321	5,065,622	9,959,943
310050	PRIOR YEAR TAXES	208,056	109,199	90,000	35,000	35,000	70,000
311030	LIBRARY DISTRICT REVENUE	1,517,242	330,678	-	-	-	-
314045	TRANSIENT LODGING TAX	214,868	256,716	250,000	172,000	178,000	350,000
	<b>Total Local Taxes</b>	<b>10,109,614</b>	<b>9,421,002</b>	<b>9,640,726</b>	<b>5,101,321</b>	<b>5,278,622</b>	<b>10,379,943</b>
	<b>State Shared Taxes:</b>						
310170	STATE REVENUE SHARING	278,915	288,033	260,000	150,000	160,000	310,000
311010	ALCOHOL TAX REVENUE	401,916	443,870	451,282	237,437	249,485	486,922
311015	MARIJUANA TAX REVENUE	124,319	149,178	55,221	41,430	47,525	88,955
311020	CIGARETTE TAX REVENUE	29,555	24,447	17,800	8,883	8,519	17,402
	<b>Total State Shared Taxes</b>	<b>834,705</b>	<b>905,528</b>	<b>784,303</b>	<b>437,750</b>	<b>465,529</b>	<b>903,279</b>
	<b>Franchise/Right of Way Fees:</b>						
312010	GLADSTONE DISPOSAL FRANCHISE	233,384	226,480	250,000	135,000	140,000	275,000
312025	PGE FRANCHISE FEES	797,067	808,796	800,000	496,800	521,640	1,018,440
312030	NW NATURAL GAS FRANCHISE FEE	232,589	222,727	227,000	154,000	161,700	315,700
312035	CENTURY LINK FRANCHISE FEE	15,167	-	-	-	-	-
312040	COMCAST CABLE TV FRANCHISE FEE	348,016	284,176	276,000	140,000	140,000	280,000
312050	RIGHT OF WAY FEES	343,103	-	-	-	-	-
	<b>Total Franchise/Right of Way Fees</b>	<b>1,969,326</b>	<b>1,542,179</b>	<b>1,553,000</b>	<b>925,800</b>	<b>963,340</b>	<b>1,889,140</b>
	<b>Licenses &amp; Permits:</b>						
313010	BUSINESS LICENSE FEES	223,966	176,465	135,000	92,500	95,000	187,500
313015	LIQUOR LICENSE RENEWALS	1,820	1,985	1,500	500	500	1,000
313020	ALARM PERMITS	10,825	19,616	13,000	9,500	9,500	19,000
313025	PARKING PERMITS	-	12,657	500,000	112,000	115,000	227,000
	<b>Total Licenses &amp; Permits</b>	<b>236,611</b>	<b>210,723</b>	<b>649,500</b>	<b>214,500</b>	<b>220,000</b>	<b>434,500</b>
	<b>Charges for Services:</b>						
314010	RECREATION FEES	5,132	992	4,000	7,000	7,000	14,000
314015	SENIOR CENTER BUILDING RENTAL	8,932	6,999	7,500	6,500	7,000	13,500
314020	PLANNING APPLICATION FEES	107,932	8,590	35,000	40,000	40,000	80,000
314025	SOCIAL SERVICES CONTRACT	34,479	96,163	80,000	45,000	45,000	90,000
314030	LIEN SEARCH FEES	12,760	10,800	8,000	4,500	5,000	9,500
314040	ALL OTHER LIBRARY FEES	32,995	8,106	-	-	-	-
314110	PARK SDC FEES	103,340	183,021	-	-	-	-
	<b>Total Charges for Services</b>	<b>305,570</b>	<b>314,671</b>	<b>134,500</b>	<b>103,000</b>	<b>104,000</b>	<b>207,000</b>
	<b>Grants:</b>						
315030	POLICE GRANTS	50,881	8,730	91,000	45,000	45,000	90,000
315040	FIRE GRANTS	379,003	290,560	50,000	-	-	-
315050	READY TO READ/STATE AID LIBRARY	5,907	-	-	-	-	-
315055	MARINE BOARD MAINTENANCE GRANT	10,800	10,800	10,800	-	-	-
315065	WES/GOOD NEIGHBOR GRANT	-	100,000	100,000	55,125	55,125	110,250
315075	SENIOR CENTER STATE/LOCAL FUNDS	32,854	-	-	-	-	-
315080	OTHER GRANTS	316,460	589,696	137,685	100,000	-	100,000
	<b>Total Grants</b>	<b>795,905</b>	<b>999,786</b>	<b>389,485</b>	<b>200,125</b>	<b>100,125</b>	<b>300,250</b>

## General Fund

Resources		Biennium	Biennium	Biennium	2023-24	2024-25	2023-2025
Account Code	Description	2017-2019 Actuals	2019-2021 Actuals	2021-2023 Final Budget	Proposed Budget	Proposed Budget	Proposed Biennium
<b>Fines &amp; Forfeitures:</b>							
326010	COURT FINES & FORFEITURES	793,119	629,418	705,000	335,000	335,000	670,000
<b>Total Fines &amp; Forfeitures</b>		<b>793,119</b>	<b>629,418</b>	<b>705,000</b>	<b>335,000</b>	<b>335,000</b>	<b>670,000</b>
<b>Interest:</b>							
330100	INTEREST EARNED	398,372	372,491	195,000	280,000	285,000	565,000
<b>Total Interest</b>		<b>398,372</b>	<b>372,491</b>	<b>195,000</b>	<b>280,000</b>	<b>285,000</b>	<b>565,000</b>
<b>Miscellaneous:</b>							
360000	ALL OTHER GENERAL FUND RECEIPTS	77,274	62,884	71,813	90,000	90,000	180,000
361016	FIRST RESPONDER SUPPLIES REIMB.	17,201	16,289	10,000	-	-	-
361041	LIBRARY FOUNDATION FUNDED PROGRAM	11,500	16,865	-	-	-	-
362210	SENIOR CENTER BEQUESTS	35,367	35,668	-	-	-	-
362212	TRAM TRIPS	13,801	6,814	10,000	10,000	12,000	22,000
362213	MEAL CHARGES	42,666	30,873	19,000	20,000	20,000	40,000
362215	SENIOR CENTER MISCELLANEOUS FUNDS	-	-	-	2,500	3,000	5,500
<b>Total Miscellaneous</b>		<b>197,809</b>	<b>169,393</b>	<b>110,813</b>	<b>122,500</b>	<b>125,000</b>	<b>247,500</b>
<b>Other:</b>							
371000	SALE OF SURPLUS PROPERTY	180,493	488,126	30,000	15,000	15,000	30,000
381000	DEBT SERVICE PROCEEDS	3,000,000	-	5,000,000	-	-	-
<b>Total Other</b>		<b>3,180,493</b>	<b>488,126</b>	<b>5,030,000</b>	<b>15,000</b>	<b>15,000</b>	<b>30,000</b>
<b>Total Non-Departmental Revenues</b>		<b>\$ 21,924,082</b>	<b>\$ 19,929,309</b>	<b>\$ 24,042,327</b>	<b>\$ 15,974,996</b>	<b>\$ 10,455,826</b>	<b>\$ 23,866,612</b>
<b>Transfers In:</b>							
399105	AMERICAN RESCUE PLAN FUND	-	-	-	653,500	-	653,500
399205	STREET FUND	130,285	77,008	458,255	289,503	295,214	584,717
399228	POLICE LEVY FUND	29,535	24,316	133,842	-	-	-
399229	FIRE LEVY FUND	12,415	4,863	71,611	-	-	-
399390	URBAN RENEWAL DISTRICT	45,000	490,862	490,814	295,291	295,212	590,503
399730	SEWER FUND	56,405	60,748	288,604	207,332	210,568	417,900
399740	WATER FUND	31,580	65,903	388,096	269,563	254,115	523,678
399750	STORM WATER FUND	40,100	60,748	231,094	212,087	215,014	427,101
<b>Total Transfers In</b>		<b>345,320</b>	<b>784,448</b>	<b>2,062,316</b>	<b>1,927,276</b>	<b>1,270,123</b>	<b>3,197,399</b>
<b>Total General Fund Resources</b>		<b>\$ 22,269,402</b>	<b>\$ 20,713,757</b>	<b>\$ 26,104,643</b>	<b>\$ 17,902,272</b>	<b>\$ 11,725,949</b>	<b>\$ 27,064,011</b>

# General Fund

## GENERAL FUND FUND 100

### Expenditure Summary by Department

Requirements							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Departments</b>							
121	ADMINISTRATION	\$ 2,777,093	\$ 2,674,618	\$ 3,571,391	\$ 1,977,326	\$ 2,116,853	\$ 4,094,179
122	INFORMATION TECHNOLOGY	-	396,950	756,930	458,208	411,106	869,314
124	FACILITIES	407,319	636,333	5,935,227	5,008,377	360,092	5,368,469
220	MUNICIPAL COURT	548,198	650,235	751,435	400,600	410,514	811,114
240	POLICE	4,561,939	5,016,528	6,295,405	3,404,883	3,587,594	6,992,477
250	FIRE	2,655,136	3,514,786	3,765,854	1,721,205	1,947,239	3,668,444
526	PARKS	1,057,156	1,248,177	2,022,864	1,084,434	741,553	1,825,987
527	RECREATION	107,580	20,892	76,200	18,850	18,850	37,700
528	SENIOR CENTER	582,576	498,366	819,030	435,249	474,356	909,605
529	LIBRARY	1,289,612	574,980	418,180	219,754	226,786	446,540
600	DEBT SERVICE	45,000	490,729	946,130	609,176	609,098	1,218,274
920	TRANSFERS OUT TO:						-
	ROAD & STREET FUND	316,801	-	-	-	-	-
	POLICE LEVY FUND	45,000	-	-	-	-	-
	URBAN RENEWAL FUND	3,000,000	-	-	-	-	-
990	CONTINGENCY FUNDS	-	-	745,997	2,564,210	821,908	821,908
991	UNAPPROPRIATED FUND BALANCE	4,875,992	4,991,163	-	-	-	-
<b>TOTAL GENERAL FUND REQUIREMENTS</b>		<b>\$ 22,269,402</b>	<b>\$ 20,713,757</b>	<b>\$ 26,104,643</b>	<b>\$ 17,902,272</b>	<b>\$ 11,725,949</b>	<b>\$ 27,064,011</b>

### Expenditure Summary by Category

Requirements							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
400000	PERSONNEL SERVICES	\$ 9,166,276	\$ 9,963,731	\$ 12,091,438	\$ 5,368,381	\$ 5,710,258	\$ 11,078,639
500000	MATERIALS & SERVICES	4,134,282	4,209,629	5,491,746	3,994,482	4,307,548	8,302,030
600000	CAPITAL OUTLAY	686,051	1,058,505	6,829,332	5,366,023	277,137	5,643,160
730000	DEBT SERVICE	45,000	490,729	946,130	609,176	609,098	1,218,274
899000	TRANSFERS OUT	3,361,801	-	-	-	-	-
910000	CONTINGENCY FUNDS	-	-	745,997	2,564,210	821,908	821,908
910000	UNAPPROPRIATED FUND BALANCE	4,875,992	4,991,163	-	-	-	-
<b>TOTAL GENERAL FUND REQUIREMENTS</b>		<b>\$ 22,269,402</b>	<b>\$ 20,713,757</b>	<b>\$ 26,104,643</b>	<b>\$ 17,902,272</b>	<b>\$ 11,725,949</b>	<b>\$ 27,064,011</b>
<b>FTE COUNT</b>		<b>34.05</b>	<b>41.95</b>	<b>36.60</b>	<b>32.70</b>	<b>33.05</b>	



*Gladstone Community Garden*



## ADMINISTRATION EXPENDITURES

The Administration department provides the organizational and business management foundation for the City. The department encompasses civic leadership, communication and engagement, administrative support, strategic planning and economic development.

The Administration department also contains the functions of City Council, financial services, customer service, human resources and risk management, records management, and planning services.

### 2021-2023 Noteworthy Items:

- ✓ The Community Event Sponsorship Program was launched to support visitor experiences in Gladstone and help local small businesses, non-profits, and community groups through funding. The program is designed to assist in developing and marketing festivals and community events that draw visitors to the City.
- ✓ The City developed new wayfinding signs highlighting three critical areas of Gladstone; directional callouts, civic spaces, and parks. All the new wayfinding elements are designed for tourists and visitors in Gladstone and were installed in 2022.
- ✓ The City partnered with Clackamas County to focus on diversity, equity, and inclusion. The Clackamas County Research Justice Study has held multiple stakeholder meetings and is moving forward. This Study is expected to include a multi-year process, as it is critical that community partners, culturally specific organizations, cities, schools, and other community-based organizations, collaborate with communities of color so that everyone has an opportunity to thrive.
- ✓ City initiated code amendments to Chapter 5.04 Business License of the Gladstone Municipal Code, which Council approved at the November 8, 2022 Council Meeting.
- ✓ The Gladstone voters approved a Charter that went into effect in January 2022. This new Charter is based on the League of Oregon Cities Model Charter and the work of the Gladstone Charter Review Commission (2016).
- ✓ I-5 Tolling and Regional Mobility Pricing - the City is very concerned about the impacts the community, neighborhoods, and residents will experience from the diversion of the toll on I-205. Elected officials and staff will remain active in opposing the proposed tolls and/or advocating for funds to address diversion in Gladstone.
- ✓ The City approved code amendments to Chapter 17.18-C-2 Community Commercial Zoning District, Title 17 of the Gladstone Municipal Code, and approved a new Downtown Code Overlay District to be forward-thinking and poised to support developers' and property owners' vision as part of the formalized downtown revitalization.
- ✓ The City Council adopted amendments to the Gladstone Zoning and Development Code and Comprehensive Plan to meet the requirement of Housing Choices House Bill 2001 (HB) and House Bill 4064, prohibiting cities from regulating manufactured dwellings



## General Fund

inconsistent with detached site-built single-household homes. Additionally, Senate Bill 458 was passed as a companion bill to HB 2001 to allow middle housing to be divided for homeownership through an expedited review process. Therefore, the City adopted amendments to Chapter 17 to accommodate and comply with current state law.



### 2023-2025 Budget Highlights:

- The City Council adopted goals for 2023-25 and the budget resources proposed to focus on the following:
  - Economic Development outcomes: robust economic ecosystem, support, maintain, and grow ALL businesses, and revitalization to make Gladstone’s downtown an inviting place.
  - Infrastructure outcomes: a solid foundation of infrastructure to support future growth and meet current demands, sustainable plan and stable financing for maintenance and upgrades, well-maintained roads, and address DEQ violations.
  - Communications and Engagement outcomes; foster trust within Council and staff, build trust with the community, enhanced engagement with the community, and increased involvement for all.
  - Parks – clear understanding of parks funding and service structure, prioritize park improvement projects, and identify funding options.
- City staff will begin initiating code amendments to Chapter 17.78 Home Occupations of the Gladstone Municipal Code.
- The City will be working to commit American Rescue Plan Act (ARPA) funds by the end of 2024. All funds will be expended by the end of 2026.

## General Fund

Administration Expenditures							
Requirements - 121							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 799,171	\$ 798,273	\$ 1,067,153	\$ 723,225	\$ 765,807	\$ 1,489,032
451000	OVERTIME	1,513	652	-	-	-	-
470000	ASSOCIATED PAYROLL COSTS	366,808	428,528	619,601	428,551	459,396	887,947
<b>Total Personnel Services</b>		<b>\$ 1,167,492</b>	<b>\$ 1,227,453</b>	<b>\$ 1,686,754</b>	<b>\$ 1,151,776</b>	<b>\$ 1,225,203</b>	<b>\$ 2,376,979</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 396,618	\$ 336,519	\$ 293,507	\$ 76,200	\$ 76,500	\$ 152,700
500120	MUNICIPAL AUDIT CONTRACT	59,200	70,284	82,000	33,750	33,750	67,500
500130	LEGAL FEES	199,500	140,625	200,000	103,000	103,000	206,000
500210	COMPUTER /TECHNOLOGY SERVICE	323,259	2,330	-	-	-	-
500490	COUNCIL ACTIVITIES	21,577	13,815	25,000	12,500	12,500	25,000
500491	OUTSIDE AGENCY REQUESTS	-	24,031	47,000	5,000	5,000	10,000
500492	PLANNING SERVICES	174,806	121,509	160,000	90,000	90,000	180,000
510020	COMM. PROMOTIONS/BUSINESS DEV.	32,633	64,662	292,294	114,000	179,000	293,000
510021	TOURISM PROMOTION/ACTIVITIES	-	137,337	78,086	21,000	21,000	42,000
520120	BANK CHARGES	9,333	8,773	8,250	4,200	4,500	8,700
520200	BUILDING MAINTENANCE & SUPPLIES	1,155	64	-	-	-	-
520320	FLEET FUEL, MAINTENANCE & REPAIR	493	207	500	-	-	-
520400	OFFICE SUPPLIES & EQUIPMENT	51,135	28,283	37,000	18,500	18,500	37,000
520450	CITY NEWSLETTER	63,177	72,225	80,000	42,500	42,500	85,000
530000	FIRE & LIABILITY INSURANCE	183,706	349,440	395,000	218,400	218,400	436,800
530200	EMERGENCY MANAGEMENT	13,077	3,104	5,000	2,500	2,500	5,000
540110	EMPLOYEE APPRECIATION	2,311	3,106	5,000	4,000	4,000	8,000
540120	PERSONNEL RECRUITMENT	16,947	5,537	26,000	10,000	10,000	20,000
540200	DUES & MEMBERSHIPS	16,819	27,204	60,000	30,000	30,000	60,000
540220	TRAVEL, CONFERENCES & TRAINING	8,815	8,888	45,000	22,500	22,500	45,000
540230	MILEAGE REIMBURSEMENT	147	-	2,000	1,000	1,000	2,000
542000	PUBLICATIONS & SUBSCRIPTIONS	14,635	6,823	15,000	7,500	7,500	15,000
560100	UTILITIES	20,258	-	-	-	-	-
560120	TELEPHONES	-	22,399	28,000	9,000	9,500	18,500
<b>Total Materials &amp; Services</b>		<b>\$ 1,609,601</b>	<b>\$ 1,447,165</b>	<b>\$ 1,884,637</b>	<b>\$ 825,550</b>	<b>\$ 891,650</b>	<b>\$ 1,717,200</b>
<b>Total Requirements</b>		<b>\$ 2,777,093</b>	<b>\$ 2,674,618</b>	<b>\$ 3,571,391</b>	<b>\$ 1,977,326</b>	<b>\$ 2,116,853</b>	<b>\$ 4,094,179</b>
<b>FTE COUNT</b>		<b>5.70</b>	<b>5.80</b>	<b>5.00</b>	<b>5.55</b>	<b>5.75</b>	





## INFORMATION TECHNOLOGY EXPENDITURES

The Information Technology department provides support to the City's hardware, software, networking, wireless networks, mobile infrastructure and strategic technical plans. Supported services include email and webmail, active directory administration, archiving, database support, and departmental-specific application support. Security activities include firewalls, use of security certificates, secure online payment processing, virus protection, data backup and disaster-recovery.

Information technology was formerly housed within the Administration department, but moved to a separate department during the 2019-2021 budget cycle.

### 2021-2023 Noteworthy Items:

- ✓ Police laptop replacement Cycle – Dell Contract in place for routine replacement
- ✓ New Dell server purchased
- ✓ City email system moved to O365
- ✓ Geo Blocking implemented for email system
- ✓ 20 new Police department laptops deployed
- ✓ New artificial intelligence (AI) driven antivirus software implemented
- ✓ Replaced all city owned iPhone devices

### 2023-2025 Budget Highlights:

- All servers to be upgraded to Windows server 2021
- City-wide desktop replacement cycle implementation
- Tyler Technology server upgrade software & hardware upgrade



## General Fund

Information Technology Expenditures							
Requirements - 122							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ -	\$ 190,958	\$ 219,612	\$ 118,152	\$ 121,692	\$ 239,844
470000	ASSOCIATED PAYROLL COSTS	-	82,134	110,882	61,262	64,249	125,511
<b>Total Personnel Services</b>		<b>\$ -</b>	<b>\$ 273,092</b>	<b>\$ 330,494</b>	<b>\$ 179,414</b>	<b>\$ 185,941</b>	<b>\$ 365,355</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ -	\$ 11,356	\$ 10,000	\$ 5,300	\$ 5,300	\$ 10,600
500210	COMPUTER /TECHNOLOGY SERVICE	-	76,478	212,811	121,662	125,862	247,524
520400	OFFICE SUPPLIES & EQUIPMENT	-	30,448	40,260	20,130	20,130	40,260
540220	TRAVEL, CONFERENCES & TRAINING	-	-	800	1,500	1,500	3,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	-	505	600	500	500	1,000
560110	CELL PHONES, PAGERS & RADIOS	-	3,150	65,330	35,538	35,538	71,076
<b>Total Materials &amp; Services</b>		<b>\$ -</b>	<b>\$ 121,937</b>	<b>\$ 329,801</b>	<b>\$ 184,630</b>	<b>\$ 188,830</b>	<b>\$ 373,460</b>
<b>Capital Outlay</b>							
661018	COMPUTER & EQUIPMENT RESERVE	\$ -	\$ 1,921	\$ 96,635	\$ 94,164	\$ 36,335	\$ 130,499
<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>\$ 1,921</b>	<b>\$ 96,635</b>	<b>\$ 94,164</b>	<b>\$ 36,335</b>	<b>\$ 130,499</b>
<b>Total Requirements</b>		<b>\$ -</b>	<b>\$ 396,950</b>	<b>\$ 756,930</b>	<b>\$ 458,208</b>	<b>\$ 411,106</b>	<b>\$ 869,314</b>
<b>FTE COUNT</b>		<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	



## FACILITIES EXPENDITURES

The Facilities Department is responsible for environmental health, safety, maintenance and repairs of all city facilities. Facilities include City Hall, Police Department, Gladstone Fire Station, Senior Center and Public Works.

### 2021-2023 Noteworthy Items:

- ✓ Beginning phases of develop and design the new Public Works facility.
- ✓ Completed contract for new janitorial services.
- ✓ Completed needed repairs and painting of all city buildings.
- ✓ Completed remodel of the Gladstone Fire Station facility.

### 2023-2025 Budget Highlights:

- Develop maintenance standards for all city facilities.
- Provide attractive, clean, safe and well-maintained facilities for the public and city employees.
- Established a Building Reserve account.
- Complete the Public Works facility remodel.



*Gladstone Fire Station Facility Remodel*

## General Fund

<b>Facilities Expenditures</b>							
<b>Requirements - 124</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 57,028	\$ 79,301	\$ 104,236	\$ 67,645	\$ 71,497	\$ 139,142
439000	PART-TIME/SEASONAL	4,939	12,110	20,000	-	-	-
451000	OVERTIME	1,803	2,398	3,200	500	500	1,000
470000	ASSOCIATED PAYROLL COSTS	24,882	36,011	62,791	39,494	42,145	81,639
<b>Total Personnel Services</b>		<b>\$ 88,652</b>	<b>\$ 129,820</b>	<b>\$ 190,227</b>	<b>\$ 107,639</b>	<b>\$ 114,142</b>	<b>\$ 221,781</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 82,509	\$ 93,544	\$ 140,000	\$ 81,500	\$ 84,000	\$ 165,500
520130	OPERATIONS, MAINTENANCE & REPAIR	80,042	65,850	120,000	50,000	50,000	100,000
520322	GENERATOR FUEL	340	194	-	-	-	-
540220	TRAVEL, CONFERENCES & TRAINING	-	75	4,000	1,250	1,250	2,500
540300	SMALL TOOLS, EQUIPMENT & SAFETY	3,770	4,026	7,000	2,500	2,500	5,000
560100	UTILITIES	129,124	170,018	185,000	95,300	98,200	193,500
<b>Total Materials &amp; Services</b>		<b>\$ 295,785</b>	<b>\$ 333,707</b>	<b>\$ 456,000</b>	<b>\$ 230,550</b>	<b>\$ 235,950</b>	<b>\$ 466,500</b>
<b>Capital Outlay</b>							
641010	BUILDING RESERVE	\$ 22,882	\$ 71,163	\$ 20,000	\$ 10,000	\$ 10,000	\$ 20,000
641000	FACILITY IMPROVEMENTS	-	101,643	320,000	-	-	-
641005	PUBLIC WORKS FACILITY CONSTRUCTION	-	-	4,949,000	4,660,188	-	4,660,188
<b>Total Capital Outlay</b>		<b>\$ 22,882</b>	<b>\$ 172,806</b>	<b>\$ 5,289,000</b>	<b>\$ 4,670,188</b>	<b>\$ 10,000</b>	<b>\$ 4,680,188</b>
<b>Total Requirements</b>		<b>\$ 407,319</b>	<b>\$ 636,333</b>	<b>\$ 5,935,227</b>	<b>\$ 5,008,377</b>	<b>\$ 360,092</b>	<b>\$ 5,368,469</b>
<b>FTE COUNT</b>		<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>1.10</b>	<b>1.10</b>	



*Future Public Works Facility*

## MUNICIPAL COURT EXPENDITURES

The Municipal Court functions to provide the judicial branch of City government. The Court's mission is to support the quality of life of the residents of Gladstone by promoting public safety, traffic safety, and respect for the administration of justice by applying sanctions for violations of municipal ordinances.

### 2021-2023 Noteworthy Items:

- ✓ Hired Amy Lindgren as our presiding judge
- ✓ Had our first jury trial since Covid-19 pandemic
- ✓ Court entered into partnership with Bybee Lake Hope Center (provides homeless services to the community).
- ✓ Court moved away from pre-printed forms, resulting in Office Supplies savings
- ✓ Due to Governors Brown's Remission (forgiveness) Order dated December 21, 2022, Court staff waived fines and fees of \$96,729.53, in accordance with HB4210.

The Municipal Court continues to send cases to the Oregon Department of Revenue for collection. This method is only permissible if the individual has a refund or a kicker check.

### 2023-2025 Budget Highlights:

- Court revenue reflects increase from Judge Lindgren's accountability practices, and police citations issued.
- Staff attending Judge's Conference
- Staff attending Criminal Justice Information Services (CJIS) training
- Renewed contracts with indigent defense attorneys
- With the increase in citations issued by the Gladstone Police Department, interpreter services are in higher demand





## General Fund

### Municipal Court Expenditures

#### Requirements - 220

Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 200,298	\$ 273,942	\$ 312,028	\$ 167,667	\$ 172,281	\$ 339,948
451000	OVERTIME	173	-	-	-	-	-
470000	ASSOCIATED PAYROLL COSTS	93,831	148,834	170,667	92,933	97,233	190,166
<b>Total Personnel Services</b>		<b>\$ 294,302</b>	<b>\$ 422,776</b>	<b>\$ 482,695</b>	<b>\$ 260,600</b>	<b>\$ 269,514</b>	<b>\$ 530,114</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 1,529	\$ 547	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000
500132	PROSECUTING ATTORNEY	73,118	70,530	72,000	42,500	42,500	85,000
500134	ATTORNEYS FOR INDIGENT CLIENTS	59,325	49,425	67,000	28,500	28,500	57,000
500136	MUNICIPAL COURT JUDGE	70,092	73,080	72,000	42,000	42,000	84,000
500137	PRO-TEM JUDGE	2,547	1,404	3,000	1,500	1,500	3,000
500138	JURY EXPENSES	720	62	2,000	500	500	1,000
500282	COURTROOM SECURITY	13,739	12,985	16,000	10,000	11,000	21,000
520120	BANK CHARGES	9,852	4,115	8,000	6,000	6,000	12,000
520400	OFFICE SUPPLIES & EQUIPMENT	20,098	14,015	24,740	6,000	6,000	12,000
530200	DOCUMENT IMAGING	13	-	-	-	-	-
540220	TRAVEL, CONFERENCES & TRAINING	2,863	1,296	3,000	2,000	2,000	4,000
<b>Total Materials &amp; Services</b>		<b>\$ 253,896</b>	<b>\$ 227,459</b>	<b>\$ 268,740</b>	<b>\$ 140,000</b>	<b>\$ 141,000</b>	<b>\$ 281,000</b>
<b>Total Requirements</b>		<b>\$ 548,198</b>	<b>\$ 650,235</b>	<b>\$ 751,435</b>	<b>\$ 400,600</b>	<b>\$ 410,514</b>	<b>\$ 811,114</b>
<b>FTE COUNT</b>		<b>1.50</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	



## POLICE DEPARTMENT EXPENDITURES



The Gladstone Police Department's Mission is in partnership with the community. Members of the Gladstone Police Department will enhance the quality of life, strengthen our neighborhoods and deliver services through professionalism, respect and a commitment to excellence. The department is committed to protecting the lives of our community members. Our goal is to ensure that our community feels safe to walk our streets and to picnic in our parks with their families. We will conduct police activities that help us achieve our goals, while ensuring that all people are treated with dignity and respect, without regard for a person's gender, ethnicity, race, religion, color or sexual orientation.

Your police department handles criminal investigations, traffic control/enforcement, and school resource functions. The code enforcement officer handles city code violations as well as dog control. In addition to the police chief, current staffing consists of one lieutenant, three sergeants, two detectives and eleven patrol officers, (including the K-9 officer). The office support staff consists of one Executive Assistant, one Records positions and one part-time Evidence Technician. There is currently one reserve officer who serves in a variety of support functions. Patrol officers are on duty 24 hours a day, 365 days a year.

### 2021-2023 Noteworthy Items:

#### ✓ Body Cams

- On February 15, 2023, the Gladstone Police Department went live with body cams.
- The purpose of the body cam program is to increase transparency and continue to build upon the trust between the police department and its community.
- Body cams have already proven to be worthwhile investigating incidents, supporting investigative accuracy, and evidence gathering.



#### ✓ Benchmark Analytics

- Benchmark Analytics is a complete internal accountability tracking system that focuses on Community Engagement, Use of Force, Training, Officer Wellness, and Internal investigations / citizen complaints.
- GPD is in the process of developing the overall data collection matrix for increasing efficiencies and accountability.
- By moving to the Benchmark platform, we will store data in a cloud based system that is instantly available for immediate analytics.



## General Fund

### ✓ Awards Ceremony

- COVID restrictions did not allow the department to get together for two years for important recognitions.
- The department was able to gather in June 2022 for much needed time together with all members and their families.
- GPD recognized members for their accomplishments and teamwork throughout the last two difficult years including community members for their outstanding contributions to the community and the department.



### 2023-2025 Budget Highlights:

#### ➤ Wellness Program

- The department Wellness Coordinator has begun researching successful Officer Wellness Programs in the region and across the country to see what will work for GPD.
- Build on the good things we are already doing including Peer Support and gym membership reimbursement.
- We will be leveraging the Officer Wellness module of Benchmark Analytics when we get to that point of the implementation.

#### ➤ Community Academy

- The purpose of the Community Academy is to share how their police department works, hiring requirements, training components for police officers, legal restrictions/authority and, enforcement philosophy.
- Scheduled start date is October 2023.
- Instructors/presenters schedule with lesson plans are currently being scheduled and prepared.
- Applications and selection will be available and made in August 2023.



## General Fund

### ➤ Benchmark Analytics Implementation

- Command staff will be working with the implementation team to complete background work on data sets specific to GPD.
- A benefit to this program is the steady rollout of modules as work is completed. Once each module is approved and tested, it can go live independently, allowing us to utilize the product as soon as possible.
- Significant work has already been completed on the first module and will be live by July 1, 2023. Other modules will quickly follow.



### ➤ Traffic Enforcement

- Traffic safety is also an organizational priority with the sole purpose of maintaining pedestrian and bicycle safety along with poor driving. The police department's intent is not to punish the community, rather to change behavior.
- GPD received \$40,000 in ODOT grant funds (2022-2023) for traffic enforcement specifically for Distracted Driving, DUII, Speed, and Seatbelt violations. We will continue to apply for these grant funds, as they are available each year.
- The department has been very successful with these grant funds allowing the department to deploy officers for targeted enforcement in specific problem areas.
- The new mobile RADAR Trailer continues deployment throughout the City collecting data, for analysis and information for the community.



### ➤ Community Input (Strategic Plan)

- The department will be hosting sessions with the community for collaborative completion of our Strategic Plan. This process was temporarily halted with COVID restrictions not allowing the necessary gatherings.
- When the Benchmark Analytics Implementation team gets to the Community Engagement module, there will be outreach to community members for input on utilization of the program to increase engagement with the community.
- Community/police partnerships are critical to the overall success of community policing and overall trust and is the overall recipe for success for the city as a whole.



## General Fund

<b>Police Department Expenditures</b>							
<b>Requirements - 240</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 2,284,341	\$ 2,524,077	\$ 2,974,733	\$ 1,615,431	\$ 1,724,642	\$ 3,340,073
451000	OVERTIME/HOLIDAY	255,759	319,446	383,000	209,000	209,000	418,000
470000	ASSOCIATED PAYROLL COSTS	1,198,843	1,527,079	1,927,794	1,059,584	1,133,084	2,192,668
<b>Total Personnel Services</b>		<b>\$ 3,738,943</b>	<b>\$ 4,370,602</b>	<b>\$ 5,285,527</b>	<b>\$ 2,884,015</b>	<b>\$ 3,066,726</b>	<b>\$ 5,950,741</b>
<b>Materials &amp; Services</b>							
500200	CONTRACTUAL SERVICES	\$ 64,161	\$ 104,130	\$ 145,000	\$ 74,675	\$ 74,675	\$ 149,350
500284	PARK PATROL (PRIVATE SECURITY)	11,016	12,771	14,600	9,538	9,538	19,076
500498	SHARE COST CCOM DISPATCH	-	-	145,000	76,850	76,850	153,700
510044	JUVENILE & TRAFFIC DIVERSION PROG.	5,000	5,000	9,500	2,500	2,500	5,000
520112	FIREARMS/AMMUNITION	42,987	45,919	68,000	36,040	36,040	72,080
520100	OPERATIONAL SUPPLIES & EQUIPMENT	85,155	46,988	87,328	44,974	44,974	89,948
520310	MAINTENANCE, REPAIR & OPERATIONS	4,296	-	-	-	-	-
520320	FLEET FUEL, MAINTENANCE & REPAIR	124,938	140,559	158,000	88,480	88,480	176,960
520340	RADIO MAINT/REPLACEMENT	34,263	-	-	-	-	-
520345	RADAR MAINTENANCE REPLACEMENT	1,590	2,478	4,000	2,120	2,120	4,240
520400	OFFICE SUPPLIES/FORMS	34,537	29,134	36,400	18,746	18,746	37,492
540110	EMPLOYEE APPRECIATION	4,735	2,558	12,000	6,000	6,000	12,000
540200	DUES & MEMBERSHIPS	43,219	7,247	18,550	6,000	6,000	12,000
540220	TRAVEL, CONFERENCES & TRAINING	31,747	29,000	74,200	29,326	29,326	58,652
542000	PUBLICATIONS & SUBSCRIPTIONS	4,977	2,407	5,000	2,500	2,500	5,000
540300	UNIFORM & EQUIPMENT	42,162	39,912	39,600	20,988	20,988	41,976
560110	CELL PHONES, PAGERS,RADIOS	44,678	41,501	-	-	-	-
560120	TELEPHONES	-	9,957	20,200	10,706	10,706	21,412
<b>Total Materials &amp; Services</b>		<b>\$ 579,461</b>	<b>\$ 519,561</b>	<b>\$ 837,378</b>	<b>\$ 429,443</b>	<b>\$ 429,443</b>	<b>\$ 858,886</b>
<b>Capital Outlay</b>							
651000	VEHICLES & EQUIPMENT RESERVE	\$ 170,284	\$ 126,365	\$ 172,500	\$ 91,425	\$ 91,425	\$ 182,850
661018	RADIO & COMPUTER RESERVE	73,251	-	-	-	-	-
<b>Total Capital Outlay</b>		<b>\$ 243,535</b>	<b>\$ 126,365</b>	<b>\$ 172,500</b>	<b>\$ 91,425</b>	<b>\$ 91,425</b>	<b>\$ 182,850</b>
<b>Total Requirements</b>		<b>\$ 4,561,939</b>	<b>\$ 5,016,528</b>	<b>\$ 6,295,405</b>	<b>\$ 3,404,883</b>	<b>\$ 3,587,594</b>	<b>\$ 6,992,477</b>
<b>FTE COUNT</b>		<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	

## CLACKAMAS FIRE & EMERGENCY SERVICES



### 2021-2023 Noteworthy Items:

- ✓ In 2022, a historic decision was made to enter into an intergovernmental agreement for comprehensive fire protection and emergency medical services with Clackamas Fire District 1. This only happened with much discussion, passion, and concern over the community fire station and the history of the Gladstone Fire Department.
- ✓ Clackamas Fire District 1 provides comprehensive emergency services to the city of Gladstone, including fire protection and emergency medical services. This will include a staffed fire engine with three firefighters, 24 hours a day, seven days a week, year-round in the Gladstone fire station. This also includes Chief Officer coverage and a paramedic on duty every day in Gladstone.
- ✓ Community involvement in key Gladstone organizations and events will continue to be a priority as will city-wide emergency management.
- ✓ The City retains ownership in the Gladstone Fire Station and recently completed a remodel project. The station was constructed in the 1940s and renovated numerous times, including seismic upgrades in 2010 and an apparatus bay extension in 2014. The remodeling results in improved response times from the 24-hour staffing within the station, including crew quarters for up to four firefighters. The infrastructure and protection upgrades to data security and fire system will help extend the facility's life well into the next decade.
- ✓ The agreement with Clackamas Fire District 1 and the City of Gladstone terminates on July 1, 2023, and automatically renews for two consecutive two-year terms unless terminated by either party.
- ✓ The City has a Joint Oversight Committee composed of two City Councilors, City Administrator, Clackamas Fire Chief, Clackamas Fire Asst. Chief and two Fire Board Directors. The Committee meets quarterly to discuss services provided, policy development, budget development, and financial aspects of the fire and emergency services agreement.
- ✓ The City has a fire levy of \$0.31 per \$1,000 assessed value, valid through 2024. Information on the levy funds are located in the *Other Funds* section of the budget document.

General Fund

2023-2025 Budget Highlights:

- The following detail is displayed for historical purposes through the last biennium. The proposed budget for BN 2023-2025 reflects the current intergovernmental agreement between the City and Clackamas Fire District 1.

Fire Department Expenditures							
Requirements - 250							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 732,605	\$ 887,118	\$ 974,424	\$ -	\$ -	\$ -
432290	ON-CALL FIREFIGHTERS	496,496	489,834	635,264	-	-	-
451000	OVERTIME/HOLIDAY	42,114	127,099	64,070	-	-	-
470000	ASSOCIATED PAYROLL COSTS	560,701	761,411	935,446	-	-	-
<b>Total Personnel Services</b>		<b>\$ 1,831,916</b>	<b>\$ 2,265,462</b>	<b>\$ 2,609,204</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 934	\$ 3,184	\$ 82,000	\$ 1,721,205	\$ 1,947,239	\$ 3,668,444
500150	MEDICAL DIRECTOR CONTRACT	24,090	24,670	29,000	-	-	-
500210	COMPUTER /TECHNOLOGY SERVICE	10,530	1,894	-	-	-	-
500498	CCOM DISPATCH SERVICE	166,655	179,203	192,500	-	-	-
510022	FIRE GRANTS	(22,225)	-	50,000	-	-	-
520122	FIRE PREVENTION & INVESTIGATION	11,840	1,992	5,000	-	-	-
520124	FIRST RESPONDER SUPPLIES	52,007	56,661	55,650	-	-	-
520126	SCBA & TURNOUT MAINTENANCE	15,860	21	-	-	-	-
520200	BUILDING MAINTENANCE & SUPPLIES	69,446	76,553	86,300	-	-	-
520320	FLEET FUEL, MAINTENANCE & REPAIR	113,728	105,287	134,200	-	-	-
520400	OFFICE SUPPLIES/PRINTING	9,881	5,300	-	-	-	-
530200	COVID-19 EMERGENCY MANAGEMENT	-	205,863	-	-	-	-
540130	PHYSICAL EXAMINATIONS	38,249	12,171	26,000	-	-	-
540200	DUES & MEMBERSHIPS	9,322	14,881	5,000	-	-	-
540222	TECH RESCUE TRAINING	10,107	1,735	-	-	-	-
540224	EMS TRAINING & RECERTIFICATION	9,198	12,347	15,000	-	-	-
540225	FIREFIGHTER TRAINING	41,382	27,041	65,000	-	-	-
540300	UNIFORMS & SAFETY EQUIPMENT	24,787	15,546	25,000	-	-	-
560110	CELL PHONES,PAGERS,RADIOS	40,750	51,909	36,000	-	-	-
<b>Total Materials &amp; Services</b>		<b>\$ 626,541</b>	<b>\$ 796,258</b>	<b>\$ 806,650</b>	<b>\$ 1,721,205</b>	<b>\$ 1,947,239</b>	<b>\$ 3,668,444</b>
<b>Capital Outlay</b>							
641000	FACILITY IMPROVEMENTS	\$ -	\$ 1,981	\$ 350,000	\$ -	\$ -	\$ -
661010	ROUTINE EQUIPMENT REPLACEMENT	55,475	1,021	-	-	-	-
661012	TURN-OUTS & SCBA RESERVE	88,997	156,183	-	-	-	-
661014	TECH RESCUE EQUIPMENT	22,942	1,927	-	-	-	-
661016	FIRE APPARATUS & EQUIPMENT RESERVE	-	291,954	-	-	-	-
661018	RADIO & EQUIPMENT RESERVE	29,265	-	-	-	-	-
<b>Total Capital Outlay</b>		<b>\$ 196,679</b>	<b>\$ 453,066</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Requirements</b>		<b>\$ 2,655,136</b>	<b>\$ 3,514,786</b>	<b>\$ 3,765,854</b>	<b>\$ 1,721,205</b>	<b>\$ 1,947,239</b>	<b>\$ 3,668,444</b>
<b>FTE COUNT</b>		<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	

## PARKS & RECREATION DEPARTMENT EXPENDITURES

The City of Gladstone has 13 city parks, and the Public Works Department is responsible for regular maintenance of 11 of the parks. Gladstone's beautiful parks offer countless recreational options to our residents and visitors alike.

### 2021-2023 Noteworthy Items:

- ✓ Completed the Meldrum Bar site plan.
- ✓ Renovated the Pickleball/Tennis Courts at Max Patterson Park.
- ✓ Standardized park amenities for all parks.
- ✓ Provided weekly landscape maintenance to all parks from April to November.

### 2023-2025 Budget Highlights:

- Create park maintenance standards.
- Install a new playground at Meldrum Bar Park utilizing funding received through the Good Neighbor Grant and the American Rescue Plan funding.
- Complete improvements to Robin Hood Park.
- Pave the Nature Park loop trail with grant funds from Oregon Recreation & Parks Department.





## General Fund

Parks Expenditures							
Requirements - 526							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 308,344	\$ 349,043	\$ 398,624	\$ 205,883	\$ 220,580	\$ 426,463
439000	PART-TIME/SEASONAL	34,964	41,395	100,000	38,000	39,125	77,125
451000	OVERTIME	6,291	7,841	11,000	2,000	2,000	4,000
470000	ASSOCIATED PAYROLL COSTS	187,486	221,710	285,143	120,205	129,071	249,276
<b>Total Personnel Services</b>		<b>\$ 537,085</b>	<b>\$ 619,989</b>	<b>\$ 794,767</b>	<b>\$ 366,088</b>	<b>\$ 390,776</b>	<b>\$ 756,864</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 38,772	\$ 68,103	\$ 20,400	\$ 35,000	\$ 35,000	\$ 70,000
520120	BANK CHARGES	-	-	-	5,500	5,700	11,200
520130	OPERATIONS, MAINTENANCE & REPAIRS	154,462	88,773	145,000	75,000	77,000	152,000
520132	HAZARDOUS TREE REMOVAL	39,338	66,196	70,000	25,000	25,000	50,000
520134	SPRAY PK OPERATE & MAINTENANCE	267	-	-	-	-	-
520300	EQUIPMENT MAINTENANCE & SUPPLIES	220	19	-	-	-	-
520320	FLEET FUEL, MAINTENANCE & REPAIRS	28,453	30,185	45,000	22,500	22,500	45,000
520400	OFFICE SUPPLIES & EQUIPMENT	3,423	6,381	5,000	2,500	2,500	5,000
540220	TRAVEL, CONFERENCES & TRAINING	1,252	752	3,500	1,000	1,000	2,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	15,071	6,279	20,000	5,000	5,000	10,000
540400	DUMPING, HAULING & GARBAGE	801	560	3,000	500	500	1,000
560100	UTILITIES	51,995	56,593	70,000	36,100	37,200	73,300
<b>Total Materials &amp; Services</b>		<b>\$ 334,054</b>	<b>\$ 323,841</b>	<b>\$ 381,900</b>	<b>\$ 208,100</b>	<b>\$ 211,400</b>	<b>\$ 419,500</b>
<b>Capital Outlay</b>							
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 31,569	\$ 29,069	\$ 87,344	\$ 25,000	\$ 25,000	\$ 50,000
676050	SYSTEMS IMPROVEMENTS & PROJECTS	154,448	275,278	758,853	485,246	114,377	599,623
<b>Total Capital Outlay</b>		<b>\$ 186,017</b>	<b>\$ 304,347</b>	<b>\$ 846,197</b>	<b>\$ 510,246</b>	<b>\$ 139,377</b>	<b>\$ 649,623</b>
<b>Total Requirements</b>		<b>\$ 1,057,156</b>	<b>\$ 1,248,177</b>	<b>\$ 2,022,864</b>	<b>\$ 1,084,434</b>	<b>\$ 741,553</b>	<b>\$ 1,825,987</b>
<b>FTE COUNT</b>		<b>2.25</b>	<b>2.45</b>	<b>2.40</b>	<b>2.95</b>	<b>2.95</b>	



## General Fund

### 2023-2025 Budget Highlights:

- The Recreation department is staffed by part-time, seasonal employees. The City does not factor in an FTE count for part-time staff as of 2016-17.
- Field maintenance crew funds were moved to the Parks department seasonal budget.

<b>Recreation Expenditures</b>								
<b>Requirements - 527</b>								
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium	
<b>Personnel Services</b>								
435110	FIELD MAINTENANCE CREW	\$ 23,012	\$ 6,822	\$ 32,000	\$ -	\$ -	\$ -	
435120	PLAYGROUND AIDES	25,677	10,059	28,000	10,000	10,000	20,000	
470000	ASSOCIATED PAYROLL COSTS	7,670	1,826	6,000	3,750	3,750	7,500	
<b>Total Personnel Services</b>		<b>\$ 56,359</b>	<b>\$ 18,707</b>	<b>\$ 66,000</b>	<b>\$ 13,750</b>	<b>\$ 13,750</b>	<b>\$ 27,500</b>	
<b>Materials &amp; Services</b>								
500460	COMMUNITY SCHOOL CONTRACT	\$ 44,844	\$ -	\$ -	\$ -	\$ -	\$ -	
510062	SUMMER PROGRAMS	3,128	1,066	3,000	1,500	1,500	3,000	
510064	SPECIAL EVENTS	1,904	1,053	5,000	2,500	2,500	5,000	
520136	MAINTENANCE & SUPPLIES	1,345	66	2,200	1,100	1,100	2,200	
<b>Total Materials &amp; Services</b>		<b>\$ 51,221</b>	<b>\$ 2,185</b>	<b>\$ 10,200</b>	<b>\$ 5,100</b>	<b>\$ 5,100</b>	<b>\$ 10,200</b>	
510021	<b>TOURISM PROMOTION/ACTIVITIES</b>							
<b>Total Requirements</b>		<b>\$ 107,580</b>	<b>\$ 20,892</b>	<b>\$ 76,200</b>	<b>\$ 18,850</b>	<b>\$ 18,850</b>	<b>\$ 37,700</b>	
<b>FTE COUNT</b>		-	-	-	-	-	-	



*The Annual Easter Egg Hunt*



## SENIOR CENTER EXPENDITURES

The Gladstone Senior Center was built with General funds, fundraising contributions and Community Block Grant funding in 1981. The Center offers a variety of recreational classes, meals at the Center or homes, and a transport program to local area residents. In addition, Center staff conducts assessment information and referrals, along with health and wellness information.

The Center reopened for limited activities as of August 5, 2021, with full offerings by December. Participation has steadily grown since that time with an active Advisory Board and creative staff. Offerings are expanding and diversifying to accommodate the needs of our community.

### 2021-2023 Noteworthy Items:

- ✓ Nutrition Caterer position temporarily increased to full-time to increase meal offerings to public. Meal donation revenues have reflected the increase and interest in this service.
- ✓ Creation of an outside legacy garden area, furnishing improvements to the interior for update, along with exterior painting.
- ✓ Modified transportation activities to enrich social lives of seniors, including excursions and shopping assistance.
- ✓ Purchased “Myseniorcenter” software for reporting and attendance tracking necessary for Social Services contract with Clackamas County.

### 2023-2025 Budget Highlights:

- Requesting permanent full-time position for Nutrition Caterer, with an addition of volunteer coordination duties.
- Requesting addition of an increase to .75 FTE for the Tram Driver position to accommodate higher demand of services and excursions.
- Evaluating rate structures for room rentals, program delivery and tram activities.



## General Fund

<b>Senior Center Expenditures</b>							
<b>Requirements - 528</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 343,220	\$ 326,704	\$ 446,000	\$ 262,939	\$ 288,556	\$ 551,495
470000	ASSOCIATED PAYROLL COSTS	135,099	116,374	199,770	142,160	155,650	297,810
<b>Total Personnel Services</b>		<b>\$ 478,319</b>	<b>\$ 443,078</b>	<b>\$ 645,770</b>	<b>\$ 405,099</b>	<b>\$ 444,206</b>	<b>\$ 849,305</b>
<b>Materials &amp; Services</b>							
500210	COMPUTER/TECHNOLOGY SERVICE	\$ 2,161	\$ -	\$ -	\$ -	\$ -	\$ -
510075	NUTRITION PROGRAM SUPPLIES	26,243	16,610	40,000	15,000	15,000	30,000
520140	TRAM EXPENSES	10,615	10,158	14,500	7,250	7,250	14,500
520190	MISCELLANEOUS EQUIPMENT	3,080	1,997	8,250	-	-	-
520200	BUILDING MAINTENANCE & SUPPLIES	5,552	14,524	9,360	2,000	2,000	4,000
520320	FLEET FUEL, MAINTENANCE & REPAIRS	985	625	2,750	1,400	1,400	2,800
520400	OFFICE SUPPLIES & EQUIPMENT	11,050	4,958	13,000	2,500	2,500	5,000
540200	DUES & MEMBERSHIPS	785	506	3,200	500	500	1,000
540230	MILEAGE REIMBURSEMENT	-	-	200	-	-	-
560120	TELEPHONES	6,848	5,910	7,000	1,500	1,500	3,000
<b>Total Materials &amp; Services</b>		<b>\$ 67,319</b>	<b>\$ 55,288</b>	<b>\$ 98,260</b>	<b>\$ 30,150</b>	<b>\$ 30,150</b>	<b>\$ 60,300</b>
<b>Capital Outlay</b>							
641010	BUILDING REPAIR	\$ 2,938	\$ -	\$ -	\$ -	\$ -	\$ -
651000	VEHICLES & EQUIPMENT	23,000	-	75,000	-	-	-
676050	SYSTEMS IMPROVEMENTS & PROJECTS	11,000	-	-	-	-	-
<b>Total Capital Outlay</b>		<b>\$ 36,938</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Requirements</b>		<b>\$ 582,576</b>	<b>\$ 498,366</b>	<b>\$ 819,030</b>	<b>\$ 435,249</b>	<b>\$ 474,356</b>	<b>\$ 909,605</b>
<b>FTE COUNT</b>		<b>3.50</b>	<b>3.10</b>	<b>2.10</b>	<b>3.60</b>	<b>3.75</b>	



## LIBRARY EXPENDITURES

In November 2019, Clackamas County and the City entered into an intergovernmental agreement in which the county agreed to construct and operate a 6,000-square-foot library at the former Gladstone City Hall site in exchange for providing the County with all Gladstone Library Service Area district tax revenue and pay an annual fee for operations.

### 2021-23 Noteworthy Items:

- ✓ In FY 2021-22, the Gladstone Library statistics were as follows:
  - Circulation – 136,270
  - Downloaded eBooks & eAudiobooks – 16,603
  - Summer reading finishers – 177
  - Door count – 31,383
  - Internet sessions – 2,944
  - Seed checkouts – 3,005
- ✓ Program highlights included:
  - In person programming for storytime and activities
  - Gladstone Nature Park butterfly/pollinator hill grand opening
  - Gladstone Nature Park Arbor Day
  - Gladstone Community Festival
  - Storywalk at the Gladstone Nature Park
  - Seeds for sharing
- ✓ In the fall of 2022, abatement and demolition of the old City Hall was complete in preparation for construction of the new library.
- ✓ In October 2022, the Clackamas County Board of Commissioners approved \$6 million in American Rescue Plan Act (ARPA) funds for the new Gladstone Library.
- ✓ Construction is anticipated to begin Summer 2023 - Spring 2024.



## General Fund

### 2023-2025 Budgetary Highlights:

The information below is presented for historical purposes. The 2023-2025 budget consists only of the annual contribution of \$200,000 (adjusted for Assessed Value increases).

<b>Library Expenditures</b>							
<b>Requirements - 529</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 672,258	\$ 139,274	\$ -	\$ -	\$ -	\$ -
470000	ASSOCIATED PAYROLL COSTS	300,950	53,478	-	-	-	-
<b>Total Personnel Services</b>		<b>\$ 973,208</b>	<b>\$ 192,752</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 63,900	\$ 346,871	\$ 418,180	\$ 219,754	\$ 226,786	\$ 446,540
500210	COMPUTER/TECHNOLOGY SERVICE	34,095	-	-	-	-	-
500250	JANITORIAL SERVICES	-	-	-	-	-	-
510081	NEW BOOKS	164,284	24,880	-	-	-	-
510082	ADULT/CHILDREN'S PROGRAMS	6,525	1,224	-	-	-	-
510084	READY TO READ GRANT	5,649	1,472	-	-	-	-
510086	LIBRARY FNDTN FUNDED PROGRAM	7,400	2,488	-	-	-	-
510100	MARKETING	437	-	-	-	-	-
520200	BUILDING MAINTENANCE & REPAIRS	-	-	-	-	-	-
520310	OFFICE SUPPLIES & EQUIPMENT	11,524	1,420	-	-	-	-
530100	RENTALS & LEASES	13,953	3,675	-	-	-	-
540200	DUES & MEMBERSHIPS	597	5	-	-	-	-
542000	PUBLICATIONS & SUBSCRIPTIONS	8,040	193	-	-	-	-
560100	UTILITIES	-	-	-	-	-	-
<b>Total Materials &amp; Services</b>		<b>\$ 316,404</b>	<b>\$ 382,228</b>	<b>\$ 418,180</b>	<b>\$ 219,754</b>	<b>\$ 226,786</b>	<b>\$ 446,540</b>
<b>Total Requirements</b>		<b>\$ 1,289,612</b>	<b>\$ 574,980</b>	<b>\$ 418,180</b>	<b>\$ 219,754</b>	<b>\$ 226,786</b>	<b>\$ 446,540</b>
<b>FTE COUNT</b>		<b>8.86</b>	<b>5.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	







## ROADS & STREET FUND REVENUES & EXPENDITURES

The Roads & Street Fund maintains the City’s transportation system, including 37.14 centerline miles of roadway, sidewalks and pathways, in order to improve public safety and livability. The Roads & Street department strives to meet the ever changing mobility and transportation needs of our residents and visitors.

### 2021-2023 Noteworthy Items:

- ✓ Replacement of over 400 traffic/street signs and 200 street name signs.
- ✓ Restriped all streets and completed pavement patches.
- ✓ Completed the annual slurry seal and crack seal per the Pavement Management Program.
- ✓ Replaced nine American with Disabilities Act (ADA) ramps around John Wetten elementary School.
- ✓ Right of way (ROW) management, commercial and private development and plan reviews.

### 2023-2025 Budget Highlights:

- Annual slurry seal, crack sealing and paving projects. Expansion of the Pavement Management Program.
- Adopt a pavement condition index (PCI) for prioritizing ongoing street funding and goals.
- Replacement of approximately 150 traffic/street signs and approximately 100 street name signs.
- Ongoing maintenance and repairs to roadways and streets.
- Pedestrian crossing at Webster and Cason Rd.
- ROW management, commercial and private development and plan reviews.



## Public Works

ROAD & STREET FUND - 205							
Resources							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ 1,181,087	\$ 2,213,225	\$ 2,900,000	\$ 2,822,000	\$ 400,000	\$ 2,822,000
310060	VEHICLE REGISTRATION FEES	-	270,287	370,000	250,000	250,000	500,000
310140	STATE HIGHWAY TAXES	1,609,673	1,700,316	1,817,551	967,028	977,738	1,944,766
312050	RIGHT OF WAY FEES	-	645,430	576,500	230,500	235,500	466,000
314075	TRANSPORTATION SDC'S	125,401	129,899	20,000	-	-	-
360000	ALL OTHER ROAD/STREET REVENUE	40,632	81,024	60,000	25,000	25,000	50,000
<b>Transfers In (ROW Revenue):</b>							
399100	GENERAL FUND	316,801	-	-	-	-	-
399730	SEWER FUND	221,370	241,667	430,925	226,875	235,400	462,275
399740	WATER FUND	140,875	171,488	282,000	171,000	178,000	349,000
399750	STORM FUND	52,875	79,676	104,100	54,000	56,500	110,500
<b>Total Resources</b>		<b>\$ 3,688,714</b>	<b>\$ 5,533,012</b>	<b>\$ 6,561,076</b>	<b>\$ 4,746,403</b>	<b>\$ 2,358,138</b>	<b>\$ 6,704,541</b>
Requirements - 305							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 345,084	\$ 417,915	\$ 597,312	\$ 293,996	\$ 308,029	\$ 602,025
439000	PART-TIME/SEASONAL	14,156	16,820	50,000	38,000	39,125	77,125
450100	OVERTIME	5,948	10,945	8,000	5,000	5,000	10,000
470000	ASSOCIATED PAYROLL COSTS	216,332	277,976	374,085	207,493	220,308	427,801
<b>Total Personnel Services</b>		<b>\$ 581,520</b>	<b>\$ 723,656</b>	<b>\$ 1,029,397</b>	<b>\$ 544,489</b>	<b>\$ 572,462</b>	<b>\$ 1,116,951</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 43,001	\$ 84,189	\$ 46,000	\$ 20,000	\$ 20,000	\$ 40,000
520130	OPERATIONS, MAINTENANCE & REPAIRS	110,996	318,810	600,000	310,000	320,000	630,000
520172	STREET LIGHT MAINTENANCE	145,453	160,541	200,000	100,000	100,000	200,000
520176	TRAFFIC SIGNAL MAINTENANCE	12,960	14,679	16,000	7,000	7,000	14,000
520178	STREET SIGN MAINTENANCE	24,119	69,274	100,000	25,000	25,000	50,000
520311	EQUIPMENT REPAIRS	140	-	-	-	-	-
520320	FLEET FUEL, MAINTENANCE & REPAIRS	31,803	40,678	65,000	25,000	25,000	50,000
520400	OFFICE SUPPLIES & EQUIPMENT	2,908	4,160	5,000	2,000	2,000	4,000
540220	TRAVEL, CONFERENCES & TRAINING	555	752	5,000	1,250	1,250	2,500
540300	SMALL TOOLS, EQUIPMENT & SAFETY	13,553	15,861	40,000	10,000	10,000	20,000
540400	DUMPING, HAULING, GARBAGE	818	864	5,000	3,750	3,750	7,500
560100	UTILITIES	1,307	1,581	2,500	1,250	1,250	2,500
<b>Total Materials &amp; Services</b>		<b>\$ 387,613</b>	<b>\$ 711,389</b>	<b>\$ 1,084,500</b>	<b>\$ 505,250</b>	<b>\$ 515,250</b>	<b>\$ 1,020,500</b>
<b>Capital Outlay</b>							
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 241,690	\$ 46,540	\$ 622,000	\$ 250,000	-	\$ 250,000
675056	BIKEWAY & SIDEWALK IMPROVEMENTS	-	-	90,175	9,670	9,777	19,447
676050	SYSTEM IMPROVEMENTS & PROJECTS	134,381	316,817	1,581,935	1,741,927	142,195	1,884,122
678090	RESERVE FROM SDC'S	-	-	550,570	596,139	-	596,139
<b>Total Capital Outlay</b>		<b>\$ 376,071</b>	<b>\$ 363,357</b>	<b>\$ 2,844,680</b>	<b>\$ 2,597,736</b>	<b>\$ 151,972</b>	<b>\$ 2,749,708</b>

## Public Works

### ROAD & STREET FUND - 205

#### Requirements - 305

Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Transfers out:</b>							
899100	GENERAL FUND	\$ 130,285	\$ 77,008	\$ 367,284	\$ 289,503	\$ 295,214	\$ 584,717
899730	SEWER FUND	-	120,290	278,405	136,475	141,080	277,555
899740	WATER FUND	-	120,290	278,405	136,475	141,080	277,555
899750	STORM FUND	-	120,290	278,405	136,475	141,080	277,555
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
	UNAPPROPRIATED FUND BALANCE	2,213,225	3,296,732	-	-	-	-
<b>Total Requirements</b>		<b>\$ 3,688,714</b>	<b>\$ 5,533,012</b>	<b>\$ 6,561,076</b>	<b>\$ 4,746,403</b>	<b>\$ 2,358,138</b>	<b>\$ 6,704,541</b>
<b>FTE COUNT</b>		<b>2.75</b>	<b>3.08</b>	<b>4.21</b>	<b>3.66</b>	<b>3.66</b>	





## SEWER FUND REVENUES & EXPENDITURES

The Public Works Department is responsible for removing wastewater through a system of three pump stations and almost 35 miles of local sewer pipelines. Wastewater moves through the city's system reaching the sewer districts to be treated. The majority of the city is served by Water Environmental Services (WES), while residents in the north/northeast sections of Gladstone are served by Oak Lodge Water Services.

### 2021-2023 Noteworthy Items:

- ✓ Completed the Inflow and Infiltration Study in accordance with our mutual agreement order (MAO) with the Department of Environmental Quality (DEQ).
- ✓ Completed the design of Projects 1 and 2 of the inflow and Infiltration project.
- ✓ Continued line cleaning (46,500 feet per year), system maintenance and repair.
- ✓ Constructed W. Clackamas Sewer Project.
- ✓ Created maintenance standards for all sewer work.
- ✓ ROW management, commercial and private development and plan reviews.

### 2023-2025 Budget Highlights:

- Complete Inflow and Infiltration Projects 1 and 2.
- Continue mainline cleaning (approximately 46,500 feet per year), system maintenance and repair.
- Adopt agreement with Oak Lodge Water Services.
- Begin capital improvement projects in Oak Lodge Water Services area.
- ROW management, commercial and private development and plan reviews.



## Public Works

Sewer Fund - 730							
Resources							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ 1,186,877	\$ 1,202,166	\$ 2,320,000	\$ 4,400,000	\$ 400,000	\$ 4,400,000
314050	OAK LODGE SANITARY	1,154,472	1,449,503	1,785,000	940,000	960,000	1,900,000
314055	TRI CITY SERVICE DISTRICT	3,406,324	4,662,823	6,050,000	3,185,000	3,320,000	6,505,000
314080	CONNECTIONS FEES	21,750	57	10,000	5,000	5,000	10,000
314110	SEWER SDC'S	194,751	146,677	20,000	10,000	10,000	20,000
360000	ALL OTHER SEWER RECEIPTS	4,185	15,954	4,000	480,033	2,000	482,033
<b>Transfers In:</b>							
399105	ARPA FUND	\$ -	\$ -	\$ 1,210,000	\$ 840,000	\$ -	\$ 840,000
399205	ROAD & STREET FUND	-	120,290	278,405	136,475	141,080	277,555
<b>Total Resources</b>		<b>\$ 5,968,359</b>	<b>\$ 7,597,470</b>	<b>\$ 11,677,405</b>	<b>\$ 9,996,508</b>	<b>\$ 4,838,080</b>	<b>\$ 14,434,588</b>
Requirements - 703							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 320,073	\$ 373,568	\$ 485,061	\$ 258,899	\$ 277,818	\$ 536,717
439000	PART-TIME/SEASONAL	17,119	7,225	40,000	19,000	19,600	38,600
450100	OVERTIME	9,236	7,866	10,000	5,000	5,000	10,000
470000	ASSOCIATED PAYROLL COSTS	160,250	212,238	287,061	169,192	182,513	351,705
<b>Total Personnel Services</b>		<b>\$ 506,678</b>	<b>\$ 600,897</b>	<b>\$ 822,122</b>	<b>\$ 452,091</b>	<b>\$ 484,931</b>	<b>\$ 937,022</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 60,315	\$ 63,838	\$ 61,000	\$ 32,000	\$ 32,000	\$ 64,000
500452	SDC PASS-THROUGH TO WES	21,939	-	10,000	-	-	-
500456	OAK LODGE SANITARY DISTRICT	998,529	1,036,046	1,128,937	587,800	606,000	1,193,800
500458	TRI-CITY SERVICE DISTRICT	2,370,696	2,539,921	2,738,092	1,424,217	1,466,944	2,891,161
520120	BANK CHARGES	-	40,376	36,000	35,000	37,500	72,500
520130	OPERATIONS, MAINTENANCE & REPAIRS	70,290	51,422	115,000	50,000	50,000	100,000
520320	FLEET FUEL, MAINTENANCE & REPAIRS	19,189	19,643	55,000	28,300	29,500	57,800
520400	OFFICE SUPPLIES & EQUIPMENT	7,612	7,446	8,000	2,500	2,500	5,000
520430	UTILITY BILLS & POSTAGE	11,338	15,407	16,000	8,500	9,000	17,500
540220	TRAVEL, CONFERENCES & TRAINING	1,262	1,789	5,000	2,500	2,500	5,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	19,539	17,822	20,000	7,500	7,500	15,000
540400	DUMPING, HAULING, GARBAGE	670	1,343	5,500	4,000	4,000	8,000
560100	UTILITIES	2,612	2,919	6,500	2,500	2,500	5,000
<b>Total Materials &amp; Services</b>		<b>\$ 3,583,991</b>	<b>\$ 3,797,972</b>	<b>\$ 4,205,029</b>	<b>\$ 2,184,817</b>	<b>\$ 2,249,944</b>	<b>\$ 4,434,761</b>
<b>Capital Outlay</b>							
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 317,295	\$ 30,375	\$ 665,000	\$ 665,000	\$ -	\$ 665,000
676050	SYSTEM IMPROVEMENTS & PROJECTS	65,454	405,787	4,471,761	5,391,234	1,257,237	6,648,471
678090	RESERVE FROM SDC'S	15,000	-	393,964	469,159	-	469,159
<b>Total Capital Outlay</b>		<b>\$ 397,749</b>	<b>\$ 436,162</b>	<b>\$ 5,530,725</b>	<b>\$ 6,525,393</b>	<b>\$ 1,257,237</b>	<b>\$ 7,782,630</b>

## Public Works

Sewer Fund - 730							
Requirements - 703							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Transfers out:</b>							
899100	GENERAL FUND	\$ 56,405	\$ 60,748	\$ 288,604	\$ 207,332	\$ 210,568	\$ 417,900
899205	ROAD & STREET FUND	221,370	241,667	430,925	226,875	235,400	462,275
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	400,000	\$ 400,000	\$ 400,000	\$ 400,000
	UNAPPPROPRIATED FUND BALANCE	1,202,166	2,460,024	-	-	-	-
<b>Total Requirements</b>		<b>\$ 5,968,359</b>	<b>\$ 7,597,470</b>	<b>\$ 11,677,405</b>	<b>\$ 9,996,508</b>	<b>\$ 4,838,080</b>	<b>\$ 14,434,588</b>
<b>FTE COUNT</b>		<b>2.33</b>	<b>2.21</b>	<b>3.34</b>	<b>3.28</b>	<b>3.28</b>	







## WATER FUND REVENUES & EXPENDITURES

The Public Works Department is responsible for delivering clean, safe water to the residents of Gladstone. Our local system consists of three water tanks, two pump stations, and almost 40 miles of pipelines. Gladstone is a partner/owner in a regional water treatment provider, the North Clackamas County Water Commission, as well as a member of Clackamas River Water Providers, a coalition of all the municipal water providers that receive their drinking water from the Clackamas River.

### 2021-2023 Noteworthy Items:

- ✓ Responded to water leaks, met Oregon Health Authority requirements and performed minimal system improvements.
- ✓ Completed reservoir cleaning/inspections.
- ✓ Created standards for water system maintenance.
- ✓ Completed Water System Risk and Resilience Plan and certify with the Environmental Protection Agency (EPA).
- ✓ ROW management, commercial and private development and plan reviews.

### 2023-2025 Budget Highlights:

- Start unidirectional flushing program.
- Perform water system flushing on approximately 42,240 feet of mainline.
- Perform fire hydrant flushing/maintenance on approximately 66 hydrants.
- Perform valve exercising/maintenance on approximately 205 valves.
- Start design and construction on the Sherwood Forest neighborhood A/C pipe replacement project.
- ROW management, commercial and private development and plan reviews.



## Public Works

Water Fund - 740							
Resources							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ 2,016,105	\$ 2,728,517	\$ 3,868,000	\$ 6,100,000	\$ 400,000	\$ 6,100,000
314060	WATER SERVICE REVENUE	3,223,001	4,197,963	5,200,000	3,100,000	3,250,000	6,350,000
314080	WATER SERVICE CONNECTIONS	12,656	15,895	10,000	5,000	5,000	10,000
314110	WATER SDC'S	185,652	114,828	50,000	10,000	10,000	20,000
360000	ALL OTHER WATER FUND RESOURCES	100	14,006	-	-	-	-
<b>Transfers In:</b>							
399205	ROAD & STREET FUND	-	120,290	278,405	136,475	141,080	277,555
<b>Total Resources</b>		<b>\$ 5,437,514</b>	<b>\$ 7,191,499</b>	<b>\$ 9,406,405</b>	<b>\$ 9,351,475</b>	<b>\$ 3,806,080</b>	<b>\$ 12,757,555</b>
Requirements - 704							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 409,172	\$ 482,805	\$ 630,960	\$ 291,963	\$ 309,263	\$ 601,226
439000	PART-TIME/SEASONAL	9,006	10,212	40,000	19,000	19,600	38,600
450100	OVERTIME	12,352	10,239	10,000	5,000	5,000	10,000
470000	ASSOCIATED PAYROLL COSTS	211,008	292,839	434,079	178,886	191,289	370,175
<b>Total Personnel Services</b>		<b>\$ 641,538</b>	<b>\$ 796,095</b>	<b>\$ 1,115,039</b>	<b>\$ 494,849</b>	<b>\$ 525,152</b>	<b>\$ 1,020,001</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 103,885	\$ 114,141	\$ 71,000	\$ 200,000	\$ 75,000	\$ 275,000
500240	METER READING CONTRACT	44,757	52,484	65,000	32,000	32,000	64,000
500425	WHOLESALE WATER PURCHASES	828,698	1,014,414	1,300,000	624,000	648,960	1,272,960
520120	BANK CHARGES	50,386	38,066	36,000	35,000	37,000	72,000
520130	OPERATIONS, MAINTENANCE & REPAIRS	248,780	219,280	300,000	125,000	125,000	250,000
520162	LABORATORY WATER TESTS	15,340	43,944	40,000	20,000	20,000	40,000
520165	FIRE HYDRANT REPAIR	12,635	13,634	40,000	12,500	12,500	25,000
520320	FLEET FUEL, MAINTENANCE & REPAIRS	18,113	26,164	45,000	22,500	22,500	45,000
520400	OFFICE SUPPLIES & EQUIPMENT	5,689	5,783	6,000	3,000	3,000	6,000
520430	UTILITY BILLS & POSTAGE	12,768	15,386	16,000	8,500	9,000	17,500
540220	TRAVEL, CONFERENCES & TRAINING	9,687	3,711	10,000	2,500	2,500	5,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	21,091	18,067	20,000	7,500	7,500	15,000
540400	DUMPING, HAULING, GARBAGE	4,316	4,963	10,000	7,500	7,500	15,000
560100	UTILITIES	35,477	37,883	55,000	25,000	25,000	50,000
<b>Total Materials &amp; Services</b>		<b>\$ 1,411,622</b>	<b>\$ 1,607,920</b>	<b>\$ 2,014,000</b>	<b>\$ 1,125,000</b>	<b>\$ 1,027,460</b>	<b>\$ 2,152,460</b>
<b>Capital Outlay</b>							
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 60,682	\$ 30,375	\$ 279,000	\$ 279,000	\$ -	\$ 279,000
660703	METER REPLACEMENTS/BACKFLOW	-	-	1	-	-	-
676050	SYSTEM IMPROVEMENTS & PROJECTS	70,339	145,858	4,051,395	5,774,382	1,243,887	7,018,269
678090	RESERVE FROM SDC'S	-	-	609,610	657,771	-	657,771
<b>Total Capital Outlay</b>		<b>\$ 131,021</b>	<b>\$ 176,233</b>	<b>\$ 4,940,006</b>	<b>\$ 6,711,153</b>	<b>\$ 1,243,887</b>	<b>\$ 7,955,040</b>

## Public Works

Water Fund - 740							
Requirements - 704							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Debt Service</b>							
720040	2005 DEBT PRINCIPAL	\$ 303,000	\$ 317,000	\$ 331,000	\$ 173,000	\$ 174,000	\$ 347,000
730040	2005 DEBT INTEREST	49,361	36,987	27,235	6,910	3,466	10,376
<b>Total Debt Service</b>		<b>\$ 352,361</b>	<b>\$ 353,987</b>	<b>\$ 358,235</b>	<b>\$ 179,910</b>	<b>\$ 177,466</b>	<b>\$ 357,376</b>
<b>Transfers out:</b>							
899100	GENERAL FUND	\$ 31,580	\$ 65,903	\$ 297,125	\$ 269,563	\$ 254,115	\$ 523,678
899205	ROAD & STREET FUND	140,875	171,488	282,000	171,000	178,000	349,000
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
	UNAPPROPRIATED FUND BALANCE	2,728,517	4,019,873	-	-	-	-
<b>Total Requirements</b>		<b>\$ 5,437,514</b>	<b>\$ 7,191,499</b>	<b>\$ 9,406,405</b>	<b>\$ 9,351,475</b>	<b>\$ 3,806,080</b>	<b>\$ 12,757,555</b>
<b>FTE COUNT</b>		<b>3.34</b>	<b>3.27</b>	<b>4.40</b>	<b>3.85</b>	<b>3.85</b>	





## STORM WATER FUND REVENUES & EXPENDITURES

The Public Works Department is responsible for approximately 30 miles of city owned pipe, 1119 catch basins and 299 manholes. The city operates under a Phase I National Pollutant Discharge Elimination System (NPDES) MS4 permit which requires the implementation of storm water management strategies to reduce pollutants that are discharged from the city's storm water system.

### 2021-2023 Noteworthy Items:

- ✓ Completed ongoing line cleaning (approximately 31,600 feet cleaned per year).
- ✓ Cleaned 1,119 catch basins per year.
- ✓ Create maintenance standards for all storm water functions.
- ✓ Completed Barclay Storm Line Project.
- ✓ Finalize new NPDES permit and implement changes.
- ✓ Created a monthly street sweeping schedule.
- ✓ ROW management, commercial and private development and plan reviews.

### 2023-2025 Budget Highlights:

- System repairs in accordance with the City's NPDES permit requirements.
- Perform storm line cleaning (31,600 feet per year).
- Clean 1,119 catch basins per year.
- Replacement of the storm line on Evergreen Ln.
- ROW management, commercial and private development and plan reviews.



## Public Works

Storm Water Fund - 750							
Resources							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ -	\$ 378,889	\$ 1,040,000	\$ 1,875,000	\$ 400,000	\$ 1,875,000
314060	STORM REVENUE	1,036,814	1,529,816	1,898,000	985,500	1,025,000	2,010,500
314110	STORM SDC'S	85,496	86,259	11,000	5,500	5,500	11,000
360000	ALL OTHER STORM WATER RESOURCES	-	10,288	-	187,833	-	187,833
<b>Transfers In:</b>							
399105	ARPA FUND	\$ -	\$ -	\$ -	\$ 360,000	\$ -	360,000
399205	ROAD & STREET FUND	-	120,290	278,405	136,475	141,080	277,555
<b>Total Resources</b>		<b>\$ 1,122,310</b>	<b>\$ 2,125,542</b>	<b>\$ 3,227,405</b>	<b>\$ 3,550,308</b>	<b>\$ 1,571,580</b>	<b>\$ 4,721,888</b>
Requirements - 705							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 218,598	\$ 273,996	\$ 342,225	\$ 294,632	\$ 317,026	\$ 611,658
439000	PART-TIME/SEASONAL	5,866	19,732	40,000	-	-	-
450100	OVERTIME	3,228	5,090	5,000	2,500	2,500	5,000
470000	ASSOCIATED PAYROLL COSTS	105,603	132,795	180,486	180,861	195,487	376,348
<b>Total Personnel Services</b>		<b>\$ 333,295</b>	<b>\$ 431,613</b>	<b>\$ 567,711</b>	<b>\$ 477,993</b>	<b>\$ 515,013</b>	<b>\$ 993,006</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 77,127	\$ 72,422	\$ 41,000	\$ 22,000	\$ 22,000	\$ 44,000
520120	BANK CHARGES	-	40,362	36,000	39,000	41,000	80,000
520130	OPERATIONS, MAINTENANCE & REPAIRS	40,974	21,681	65,000	30,000	30,000	60,000
520320	FLEET FUEL, MAINTENANCE & REPAIRS	16,250	18,455	20,000	25,000	25,000	50,000
520400	OFFICE SUPPLIES & EQUIPMENT	4,831	5,550	5,000	2,500	2,500	5,000
520430	UTILITY BILLS & POSTAGE	10,651	15,391	16,000	8,500	9,000	17,500
540220	TRAVEL, CONFERENCES & TRAINING	1,166	1,651	4,000	1,000	1,000	2,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	13,936	13,851	11,000	3,000	3,000	6,000
540400	DUMPING, HAULING, GARBAGE	1,095	794	5,000	3,750	3,750	7,500
560100	UTILITIES	1,134	1,580	3,000	1,000	1,000	2,000
<b>Total Materials &amp; Services</b>		<b>\$ 167,164</b>	<b>\$ 191,737</b>	<b>\$ 206,000</b>	<b>\$ 135,750</b>	<b>\$ 138,250</b>	<b>\$ 274,000</b>
<b>Capital Outlay</b>							
651000	VEHICLES AND EQUIPMENT RESERVES	\$ 98,099	\$ -	\$ -	\$ -	\$ -	-
660100	EQUIPMENT REPLACEMENT RESERVES	11,118	30,378	115,000	165,000	50,000	215,000
676050	SYSTEM IMPROVEMENTS & PROJECTS	40,770	110,788	1,803,500	2,105,478	196,803	2,302,281
<b>Total Capital Outlay</b>		<b>\$ 149,987</b>	<b>\$ 141,166</b>	<b>\$ 1,918,500</b>	<b>\$ 2,270,478</b>	<b>\$ 246,803</b>	<b>\$ 2,517,281</b>
<b>Transfers out:</b>							
899100	GENERAL FUND	\$ 40,100	\$ 60,747	\$ 231,094	\$ 212,087	\$ 215,014	\$ 427,101
899205	ROAD & STREET FUND	52,875	79,675	104,100	54,000	56,500	110,500
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000
	UNAPPPROPRIATED FUND BALANCE	378,889	1,220,604				-
<b>Total Requirements</b>		<b>\$ 1,122,310</b>	<b>\$ 2,125,542</b>	<b>\$ 3,227,405</b>	<b>\$ 3,550,308</b>	<b>\$ 1,571,580</b>	<b>\$ 4,721,888</b>
<b>FTE COUNT</b>		<b>1.83</b>	<b>2.21</b>	<b>2.34</b>	<b>3.96</b>	<b>3.96</b>	



## POLICE & COMMUNICATIONS LEVY FUND REVENUES & EXPENDITURES

The Police & Communications Levy was originally approved by the voters in November, 1998. Since then, it has been renewed every five years, with the most recent approval in 2018. The existing and current levy rate until 2024, is \$0.68 per \$1,000, and funds approximately 18.2% of the total Gladstone Police Department 2023-2025 Biennial Budget.

The levy budget funds the Code Enforcement officer (to administer code violations), School Resource Officer, the K9 Officer Program and the Executive Assistant to the chief. Also, other services and equipment needs are covered to maintain police service levels.

### 2021-2023 Noteworthy Items:

- ✓ K9 program.
  - Since its inception and completion of training in July 2018 our K9 has performed well and continues to get better.
  - In 2021 the K9 team deployed 31 times resulting in 6 captures.
  - In 2022 the team deployed 46 times resulting in 14 captures and 1 article find.



*Officer Olson & Nanuk*

- ✓ Purchased new Ford F150 K9 Vehicle
  - After a two year wait for this vehicle to arrive due to supply chain issues, GPD received and up-fitted the new K9 vehicle.
  - The F150 replaces a 9-year-old vehicle that was in dire need of replacement.
  - Moving to the F150 vehicle platform allows for better storage of equipment and effective management of the K9 Nanuk.



- ✓ Purchased 2 SWAT Ballistic Shields
  - With the purchase of the two new ballistic shields, GPD replaced expired and obsolete equipment with state of the art safety technology.
  - Shields are available 24/7, 365 days a year for officers to use which increase both officer and community safety.
  - All officers are trained in the use of the shields in controlled live fire training scenarios that include, building searches, officer/community member rescues and other high-risk incidents.





## Other Funds

- ✓ Extensive public outreach, particularly by patrol staff – shop with a cop, ride-a-longs and community interactions.



### 2023-2025 Budget Highlights:

#### ➤ Code Enforcement

- Code Enforcement is an organizational priority for the police department and will continue to be a priority for the City of Gladstone.
- The new code compliance officer will be working a new shift to better serve the entire community with more availability and a wider deployment strategy. We will be looking for ways to better partnerships with other organizations and community partners for a more connected and efficient program.
- With the training of the new officer, we will be implementing new strategies for enforcement, tracking, and follow up. There will also be a greater focus on enforcement in Meldrum Bar Park parking.
- Code Enforcement's new operational guideline will be "See something, do something", meaning if there are obvious violations seen, there will be the expectation enforcement action taken without a complaint filed by a community member.



## Other Funds

POLICE & COMMUNICATIONS LEVY FUND - 228							
Resources							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ 301,319	\$ 190,856	\$ 140,000	\$ 23,000	\$ 66,365	\$ 23,000
310020	LEVY TAX	1,153,275	1,347,522	1,416,016	744,716	770,782	1,515,498
310050	PRIOR YEAR TAXES	29,372	15,756	16,000	5,000	5,000	10,000
330100	INTEREST	13,137	8,320	2,000	2,000	2,000	4,000
399100	TRANSFER IN FROM GENERAL	45,000	-	-	-	-	-
<b>Total Resources</b>		<b>\$ 1,542,103</b>	<b>\$ 1,562,454</b>	<b>\$ 1,574,016</b>	<b>\$ 774,716</b>	<b>\$ 844,147</b>	<b>\$ 1,552,498</b>
Requirements - 245							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 633,547	\$ 672,688	\$ 726,618	\$ 376,553	\$ 392,694	\$ 769,247
470000	ASSOCIATED PAYROLL COSTS	347,512	441,430	471,308	238,005	252,463	490,468
<b>Total Personnel Services</b>		<b>\$ 981,059</b>	<b>\$ 1,114,118</b>	<b>\$ 1,197,926</b>	<b>\$ 614,558</b>	<b>\$ 645,157</b>	<b>\$ 1,259,715</b>
<b>Materials &amp; Services</b>							
500498	SHARE COST	\$ 259,295	\$ 291,749	\$ 152,250	\$ 80,693	\$ 80,693	\$ 161,386
510032	SRO EXPENSES	954	1,466	4,000	2,000	2,000	4,000
510040	K-9 PROGRAM	25,398	6,599	14,000	7,000	7,000	14,000
510041	SWAT PROGRAM	-	1,313	8,200	4,100	4,100	8,200
520310	MAINTENANCE, REPAIR & OPERATIONS	1,000	-	-	-	-	-
<b>Total Materials &amp; Services</b>		<b>\$ 286,647</b>	<b>\$ 301,127</b>	<b>\$ 178,450</b>	<b>\$ 93,793</b>	<b>\$ 93,793</b>	<b>\$ 187,586</b>
<b>Capital Outlay</b>							
660000	FURNISHINGS & EQUIPMENT	\$ 54,006	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Outlay</b>		<b>\$ 54,006</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfers out</b>							
899100	TRANSFERS OUT TO GENERAL FUND	\$ 29,535	\$ 24,316	\$ 133,842	\$ -	\$ -	\$ -
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 63,798	\$ 66,365	\$ 105,197	\$ 105,197
	UNAPPROPRIATED FUND BALANCE	190,856	122,893	-	-	-	-
<b>Total Requirements</b>		<b>\$ 1,542,103</b>	<b>\$ 1,562,454</b>	<b>\$ 1,574,016</b>	<b>\$ 774,716</b>	<b>\$ 844,147</b>	<b>\$ 1,552,498</b>
<b>FTE COUNT</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	





Other Funds

**FIRE & EMERGENCY SERVICES LEVY FUND REVENUES & EXPENDITURES**

The Fire & Emergency Service Levy was originally approved by the voters in November, 1998. Since then, it has been renewed every five years, with the most recent approval in 2018. The existing and current levy rate until 2024 is \$0.31 per \$1,000, and funds approximately 18.0% of the total Gladstone Fire Department 2023-2025 Biennial Budget.

The levy fund contributes toward paying for the current fire services contract budgeted under the General Fund. Because the levy is maintained within a dedicated fund, the budgeting presentation is separate.

**2023-2025 Budget Highlights:**

- The following detail is displayed for historical purposes through the last biennium. The proposed budget for BN 2023-2025 reflects the current intergovernmental agreement between the City and Clackamas Fire District 1 financed through the special levy fund.

<b>FIRE &amp; EMERGENCY SERVICES LEVY FUND - 229</b>							
<b>Resources</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ 420,651	\$ 495,564	\$ 255,000	\$ 160,000	\$ -	\$ 160,000
310020	LEVY TAX	525,915	613,553	645,536	339,503	351,386	690,889
310050	PRIOR YEAR TAXES	13,393	7,182	8,000	2,500	2,500	5,000
330100	INTEREST	21,350	12,416	5,000	3,000	3,000	6,000
<b>Total Resources</b>		<b>\$ 981,309</b>	<b>\$ 1,128,715</b>	<b>\$ 913,536</b>	<b>\$ 505,003</b>	<b>\$ 356,886</b>	<b>\$ 861,889</b>
<b>Requirements - 255</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 162,348	\$ 217,769	\$ 208,666	\$ -	\$ -	\$ -
439000	PART-TIME/SEASONAL	62,148	14,122	49,508	-	-	-
470000	ASSOCIATED PAYROLL COSTS	118,938	152,944	155,388	-	-	-
<b>Total Personnel Services</b>		<b>\$ 343,434</b>	<b>\$ 384,835</b>	<b>\$ 413,562</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 51,221	\$ 5,440	\$ 20,000	\$ 505,003	\$ 356,886	\$ 861,889
520365	EQUIPMENT TESTING & SERVICE	11,000	14,075	20,000	-	-	-
520400	OFFICE SUPPLIES & EQUIPMENT	-	10,286	6,000	-	-	-
520126	SCBA & TURNOUT MAINTENANCE	-	7,865	20,000	-	-	-
560110	CELL PHONES, PAGERS, RADIOS	-	246	6,000	-	-	-
<b>Total Materials &amp; Services</b>		<b>\$ 62,221</b>	<b>\$ 37,912</b>	<b>\$ 72,000</b>	<b>\$ 505,003</b>	<b>\$ 356,886</b>	<b>\$ 861,889</b>
<b>Capital Outlay</b>							
641030	TRAINING FACILITY	\$ 2,774	\$ 548	\$ -	\$ -	\$ -	\$ -
661010	ROUTINE EQUIP REPLACEMENT	-	24,290	-	-	-	-
661012	SCBA & TURNOUT RESERVE	-	20,402	105,000	-	-	-
661014	TECH RESCUE EQUIPMENT	-	14,652	-	-	-	-
661016	FIRE APPARATUS	-	325,000	100,000	-	-	-
660120	FIRE, EMS & EXTRICATION EQUIPMENT	64,901	60,768	102,000	-	-	-
<b>Total Capital Outlay</b>		<b>\$ 67,675</b>	<b>\$ 445,660</b>	<b>\$ 307,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfers out</b>							
899100	TRANSFERS OUT TO GENERAL FUND	\$ 6,300	\$ 4,863	\$ 71,611	\$ -	\$ -	\$ -
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 49,363	\$ -	\$ -	\$ -
	UNAPPPROPRIATED FUND BALANCE	501,679	255,445	-	-	-	-
<b>Total Requirements</b>		<b>\$ 981,309</b>	<b>\$ 1,128,715</b>	<b>\$ 913,536</b>	<b>\$ 505,003</b>	<b>\$ 356,886</b>	<b>\$ 861,889</b>
<b>FTE COUNT</b>		<b>1.80</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>



Other Funds

**MUNICIPAL COURT FUND**

Though truly an Agency Fund, the Local Budget Law requires the City to budget the resources and requirements. This fund collects all the Fines & Fees collected from traffic infractions and municipal code violations, then remitted out to other agencies. The fund balance results from funds yet to be remitted.

<b>MUNICIPAL COURT FUND - 801</b>							
<b>Resources</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ -	\$ 35,069	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
326020	CITY OF GLADSTONE FINES/FEES	800,209	607,615	735,000	350,000	360,000	710,000
326030	CLACKAMAS COUNTY FINES/FEES	29,927	19,039	22,000	16,000	18,000	34,000
326040	STATE OF OREGON FINES/FEES	139,118	74,463	85,000	60,000	62,000	122,000
326050	RESTITUTION	-	200	3,000	1,500	1,500	3,000
326060	BOND	4,920	14,070	5,000	500	500	1,000
360000	ALL OTHER COURT FEES	2,493	1,939	-	-	-	-
<b>Total Resources</b>		<b>\$ 976,667</b>	<b>\$ 752,395</b>	<b>\$ 890,000</b>	<b>\$ 468,000</b>	<b>\$ 482,000</b>	<b>\$ 910,000</b>
<b>Requirements - 220</b>							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
<b>Materials &amp; Services</b>							
500500	CITY OF GLADSTONE FINES & FEES	\$ 775,975	\$ 609,487	\$ 735,000	\$ 350,000	\$ 360,000	\$ 710,000
500510	CLACKAMAS COUNTY FINES & FEES	29,192	18,550	22,000	16,000	18,000	34,000
500520	STATE OF OREGON FINES & FEES	135,104	73,845	85,000	60,000	62,000	122,000
500530	RESTITUTION	-	-	3,000	1,500	1,500	3,000
500540	BOND-COURT	-	-	5,000	500	500	1,000
500550	ALL OTHER FEES & FINES	1,328	2,000	-	-	-	-
910000	CONTINGENCY	-	-	40,000	40,000	40,000	40,000
	UNAPPROPRIATED FUND BALANCE	35,068	48,513	-	-	-	-
<b>Total Requirements</b>		<b>\$ 976,667</b>	<b>\$ 752,395</b>	<b>\$ 890,000</b>	<b>\$ 468,000</b>	<b>\$ 482,000</b>	<b>\$ 910,000</b>



Other Funds

**CIVIC BUILDINGS CAPITAL FUND – CLOSED FUND**

The City of Gladstone completed the design-build contract for the construction of a new City Hall and Police Station in April 2020. These new facilities were the first built in over 50 years, completed within budget and timeline, and are a tremendous addition to the downtown core.

On July 31, 2018 the City entered into two agreements to finance the design and construction of the new facilities. The total amount of the financing was \$6.8 million, with \$3.0 million provided by a full faith and credit agreement guaranteed by the City, and \$3.8 million provided by a note with the Gladstone Urban Renewal District. Funds were combined with existing Urban Renewal Agency cash for a total budget of \$13.5 million for construction costs. Debt service is included with the General Fund and the Gladstone Urban Renewal District budgets.

This fund information is shown for historical purposes only.

CIVIC BUILDINGS CAPITAL FUND - 307							
Resources							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
309999	FUND BALANCE	\$ 37,658	\$ 766	\$ -	\$ -	\$ -	\$ -
<b>Transfers In:</b>							
399390	URBAN RENEWAL DISTRICT	2,932,044	11,056,207	-	-	-	-
<b>Total Resources</b>		<b>\$ 2,969,702</b>	<b>\$ 11,056,973</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Requirements - 255							
Account Code	Description	Biennium 2017-2019 Actuals	Biennium 2019-2021 Actuals	Biennium 2021-2023 Final Budget	2023-24 Proposed Budget	2024-25 Proposed Budget	2023-2025 Proposed Biennium
620000	CAPITAL CONSTRUCTION	\$ 2,799,238	\$ 10,740,917	\$ -	\$ -	\$ -	\$ -
740040	ISSUANCE COSTS	132,807	-	-	-	-	-
<b>Transfers out:</b>							
	GENERAL FUND	-	316,056	-	-	-	-
	UNAPPROPRIATED FUND BALANCE	37,657	-	-	-	-	-
<b>Total Requirements</b>		<b>\$ 2,969,702</b>	<b>\$ 11,056,973</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>









## Capital Outlay

### Capital Outlay Information

Capital Outlay expenditures include the acquisition or construction of equipment, land, and capital facilities. A capital project is that which improves or adds value to the City’s capital facilities, costs \$5,000 or more, and has a useful life or extends the useful life of infrastructure for five years or more.

Capital equipment with a cost over \$5,000 each and a useful life of more than one year are also included in the annual capital budget.

The following chart itemizes the 2023-2025 capital budget for the City. Equipment and projects are grouped by departments/funds detailing the amount for each fiscal year. Because of the biennium budgeting approach, capital appropriations tend to be front loaded in the first fiscal year, with any unspent funds rolled for use within the second fiscal year.

The City is in the process of producing a six-year capital improvement plan (CIP) spanning FY 2024 through FY 2029, to be adopted separately from the 2023-2025 Biennium Budget, but incorporating these 2023-2025 appropriations.

Capital Outlay Funding				Fiscal Year	Fiscal Year	Total
Dept.	Project Description	Type	Funding	2023-24 Budget	2024-25 Budget	2023-2025 Biennium
<b>Information Technology</b>						
<b>Capital Equipment</b>						
	Computer & Equipment annual reserve	Replacement	General	94,164	36,335	130,499
	<b>Total Information Technology Capital Outlay</b>			<b>\$ 94,164</b>	<b>\$ 36,335</b>	<b>\$ 130,499</b>
<b>Facilities</b>						
<b>Capital Improvements</b>						
	Public Works Facility reconstruction	Improvements	FF& C Note	4,660,188	-	4,660,188
	Building annual reserve	Replacement	General	10,000	10,000	20,000
	<b>Total Facilities Capital Outlay</b>			<b>\$ 4,670,188</b>	<b>\$ 10,000</b>	<b>\$ 4,680,188</b>
<b>Police</b>						
<b>Capital Equipment</b>						
	Vehicles & Equipment annual reserve - TBD	Replacement	General	91,425	91,425	182,850
	<b>Total Police Capital Outlay</b>			<b>\$ 91,425</b>	<b>\$ 91,425</b>	<b>\$ 182,850</b>
<b>Parks</b>						
<b>Capital Equipment</b>						
	Equipment Replacement annual reserve - TBD	Replacement	General	25,000	25,000	50,000
<b>Capital Improvements</b>						
	Meldrum Bar Playground	Improvements	Grant - Good Nghbr	50,000	-	50,000
	Nature Park Loop Trail	Improvements	Grant - ORPA	100,000	-	100,000
	Nature Park Loop Trail	Improvements	General	50,000	-	50,000
	Robin Hood Playground	Improvements/Replacement	General	20,000	-	20,000
	Undesignated - (Kiosk funding balance)	Improvements/Replacement	General	162,746	61,877	224,623
	Undesignated - (Good Neighbor/WES)	Improvements/Replacement	Grant - Good Nghbr	102,500	52,500	155,000
	<b>Total Parks Capital Outlay</b>			<b>\$ 510,246</b>	<b>\$ 139,377</b>	<b>\$ 649,623</b>
<b>American Rescue Plan Grant</b>						
	Meldrum Bar Playground Improvements	Improvements	Grant - ARPA	100,000	-	100,000
	<b>Total ARPA Commitment (included in ARPA Funding TBD)</b>			<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>

# Capital Outlay

Capital Outlay Funding				Fiscal Year	Fiscal Year	Total
Dept.	Project Description	Type	Funding	2023-24 Budget	2024-25 Budget	2023-2025 Biennium
<b>Roads &amp; Streets</b>						
<b>Capital Equipment</b>						
	Equipment Replacement annual reserve - TBD	Replacement	Roads & Streets	227,500	-	227,500
	Dump Truck - 10 yard (cost split 4 ways)	Replacement	Roads & Streets	22,500	-	22,500
<b>Capital Improvements</b>						
	Pavement Management Program	Replacement	Roads & Streets	1,575,597	24,403	1,600,000
	Webster/Cason Crosswalk	Improvements	Roads & Streets	166,330	-	166,330
	Webster/Cason Crosswalk	Improvements	Sidewalk (1% Gas Tax)	9,670	-	9,670
	System Improvements & Projects - TBD	Improvements/Replacement	Roads & Streets	-	117,792	117,792
	Sidewalk Funding (1% of Gas Tax) - TBD	Improvements/Replacement	Sidewalk (1% Gas Tax)	-	9,777	9,777
	System Development Reserves - TBD	Improvements	SDC Revenues	596,139	-	596,139
<b>Total Roads &amp; Streets Capital Outlay</b>				<b>\$ 2,597,736</b>	<b>\$ 151,972</b>	<b>\$ 2,749,708</b>
<b>Sewer</b>						
<b>Capital Equipment</b>						
	Equipment Replacement annual reserve - TBD	Replacement	Sewer	562,500	-	562,500
	Dump Truck - 10 yard (cost split 4 ways)	Replacement	Sewer	22,500	-	22,500
	550 Service Truck	Replacement	Sewer	80,000	-	80,000
<b>Capital Improvements</b>						
	I & I Reduction Projects - Phase 1 & 2	Replacement	Sewer	191,800	-	191,800
	I & I Reduction Projects - Phase 1 & 2	Replacement	ARPA Grant	840,000	-	840,000
	I & I Reduction Projects - Phase 1 & 2	Replacement	WES reimbursement	508,200	-	508,200
	Oak Lodge area pipe repairs	Replacement	Sewer	206,250	287,223	493,473
	82nd Drive Pump Station	Replacement	Sewer	728,000	-	728,000
	System Improvements & Projects - TBD	Improvements/Replacement	Sewer	2,916,984	970,014	3,886,998
	System Development Reserves - TBD	Improvements	SDC Revenues	469,159	-	469,159
<b>Total Sewer Capital Outlay</b>				<b>\$ 6,525,393</b>	<b>\$ 1,257,237</b>	<b>\$ 7,782,630</b>
<b>Water</b>						
<b>Capital Equipment</b>						
	Equipment Replacement annual reserve - TBD	Replacement	Water	256,500	-	256,500
	Dump Truck - 10 yard (cost split 4 ways)	Replacement	Water	22,500	-	22,500
<b>Capital Improvements</b>						
	Sherwood Forest Pipe project	Improvement/Replacement	Water	3,000,000	-	3,000,000
	SCADA System	Improvement/Replacement	Water	202,200	-	202,200
	System Improvements & Projects - TBD	Improvements/Replacement	Water	2,572,182	1,243,887	3,816,069
	System Development Reserves - TBD	Improvements	SDC Revenues	657,771	-	657,771
<b>Total Water Capital Outlay</b>				<b>\$ 6,711,153</b>	<b>\$ 1,243,887</b>	<b>\$ 7,955,040</b>
<b>Storm Water</b>						
<b>Capital Equipment</b>						
	Equipment Replacement annual reserve - TBD	Replacement	Storm Water	142,500	50,000	192,500
	Dump Truck - 10 yard (cost split 4 ways)	Replacement	Storm Water	22,500	-	22,500
<b>Capital Improvements</b>						
	I & I Reduction Projects - Phase 1 & 2	Replacement	Storm Water	82,200	-	82,200
	I & I Reduction Projects - Phase 1 & 2	Replacement	ARPA Grant	360,000	-	360,000
	I & I Reduction Projects - Phase 1 & 2	Replacement	WES reimbursement	217,800	-	217,800
	Evergreen Ln. Storm line project	Replacement	Storm Water	250,000	-	250,000
	System Improvements & Projects - TBD	Improvements/Replacement	Storm Water	1,195,478	196,803	1,392,281
<b>Total Storm Water Capital Outlay</b>				<b>\$ 2,270,478</b>	<b>\$ 246,803</b>	<b>\$ 2,517,281</b>
<b>Total Capital Outlay for the 2023-2025 Biennium</b>				<b>\$ 23,570,783</b>	<b>\$ 3,177,036</b>	<b>\$ 26,747,819</b>

\* includes ARPA TBD funding tentatively allocated to Capital Outlay of \$100,000



## Operating Transfers In/Out 2023-2025 Biennium Budget

### Transfers In:

**Transfers Out:**

**Road & Street Fund**

	General Fund	Road & Street Fund	Sewer Fund	Water Fund	Storm Water Fund	Total Fund
Administration Dept. recovery	326,265					326,265
Info. Technology Dept. recovery	66,863					66,863
ROW Revenue distribution	27,841		277,555	277,555	277,555	860,506
Public Works debt service (22.5%)	163,748					163,748

**Sewer Fund**

Administration Dept. recovery	194,221					194,221
Info. Technology Dept. recovery	59,931					59,931
ROW Revenue payment		462,275				462,275
Public Works debt service (22.5%)	163,748					163,748

**Water Fund**

Administration Dept. recovery	289,783					289,783
Info. Technology Dept. recovery	70,147					70,147
ROW Revenue payment		349,000				349,000
Public Works debt service (22.5%)	163,748					163,748

**Storm Water Fund**

Administration Dept. recovery	191,199					191,199
Info. Technology Dept. recovery	72,154					72,154
ROW Revenue payment		110,500				110,500
Public Works debt service (22.5%)	163,748					163,748

**ARPA Fund**

Revenue Recovery funds	653,500					653,500
Inflow & Infiltration project			840,000		360,000	1,200,000

**Total City Fund Transfers:**

<b>\$2,606,896</b>	<b>\$921,775</b>	<b>\$1,117,555</b>	<b>\$277,555</b>	<b>\$637,555</b>	<b>\$5,561,336</b>
--------------------	------------------	--------------------	------------------	------------------	--------------------

**Urban Renewal Agency**

Debt Service	490,503					490,503
Economic Development	100,000					100,000

<b>\$3,197,399</b>	<b>\$921,775</b>	<b>\$1,117,555</b>	<b>\$277,555</b>	<b>\$637,555</b>	<b>\$6,151,839</b>
--------------------	------------------	--------------------	------------------	------------------	--------------------

(Note: includes Transfers In from Urban Renewal Agency for Debt Service not shown in Transfers Out on Summaries)



Additional Information

Summary of FTE

Description	2017-2019 Actuals	2019-2021 Actuals	2021-2023 Adopted	2023-2025 Proposed
General Fund:				
General Administration	5.70	5.80	5.00	5.55
Information Technology	0.00	1.00	1.00	1.00
Facilities	0.60	0.60	0.60	1.10
Municipal Court	1.50	2.00	2.00	2.00
Police Department	16.50	16.50	16.50	16.50
Fire Department	4.00	5.00	5.00	0.00
Parks Department	2.25	2.45	2.40	2.95
Recreation Department	0.00	0.00	0.00	0.00
Senior Center	3.50	3.10	2.10	3.60
Library	8.86	5.50	0.00	0.00
<b>Total General Fund FTE</b>	<b>42.91</b>	<b>41.95</b>	<b>34.60</b>	<b>32.70</b>
Road & Street Fund	2.75	3.08	4.21	3.66
Police & Communication Levy Fund	5.00	5.00	5.00	5.00
Fire & Emergency Services Levy Fund	1.80	1.00	1.00	0.00
Sewer Fund	2.33	2.21	3.34	3.28
Water Fund	3.34	3.27	4.40	3.85
Storm Water Fund	1.83	2.21	2.34	3.96
<b>Total Other Funds FTE</b>	<b>17.05</b>	<b>16.77</b>	<b>20.29</b>	<b>19.74</b>
<b>Total All Funds FTE</b>	<b>59.96</b>	<b>58.72</b>	<b>54.89</b>	<b>52.44</b>

Notes:

- ✓ FTE Counts are based on the first year of the biennial budget - refer to individual budget detail pages for fiscal year breakdown.
- ✓ FTE counts are based upon the departmental allocation of each employee which accounts for slight differences between the fiscal years and organizational chart.

Reconciliation:

2021-2023 Adopted
54.89

The changes in FTE's for BN 2023 - 2025 are as follows:

Administration	
Tourism & Economic Development Coordinator	0.75
Reduce Finance Director to .80 position	(0.20)
Senior Center	
Add back Manager FTE (held in Contingency)	1.00
Increase Nutritional Caterer to 1.0 FTE	0.50
Facilities and Parks	
Increase .50 position in each department to 1.0 FTE	1.00
Public Works	
Increase Office Assistant II to 1.0 FTE	0.50
Fire Department and Fire Levy Fund	
Positions absorbed in Intergovernmental Agreement with Clackamas Fire District #1 as of 07/01/2022	(6.00)
<b>Total BN 2023 - 2025 Proposed FTE's</b>	<b>52.44</b>





## Additional Information

### Salary Schedule Non-Represented Personnel

**July 1, 2023**

RANGE	CLASSIFICATION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
		Hourly		07/01/2023 Minimum Wage est.		
<b>24-NR</b>	<b>NE</b> Park Aides Senior Center Monitor	15.75	16.54	17.36	18.23	19.14
<b>25-NR</b>	<b>NE</b> VACANT	16.54	17.36	18.23	19.14	20.10
<b>26-NR</b>	<b>NE</b> Administration Office Assistant I Park Program Coordinator	17.36	18.23	19.14	20.10	21.10
<b>27-NR</b>	<b>NE</b> Field Maintenance Seasonal Public Works Seasonal Relief Caterer	18.23	19.14	20.10	21.10	22.16
<b>29-NR</b>	<b>NE</b> Relief Tram Driver Senior Center General Office	19.14	20.10	21.10	22.16	23.27
<b>30-NR</b>	<b>NE</b> VACANT	20.10	21.10	22.16	23.27	24.43
<b>31-NR</b>	<b>NE</b> On call Records Clerk	21.10	22.16	23.27	24.43	25.65
<b>32-NR</b>	<b>NE</b> VACANT	22.16	23.27	24.43	25.65	26.94
<b>33-NR</b>	<b>NE</b> VACANT	23.27	24.43	25.65	26.94	28.28
<b>34-NR</b>	<b>NE</b> VACANT	24.43	25.65	26.94	28.28	29.70
<b>35-NR</b>	<b>NE</b> VACANT	25.65	26.94	28.28	29.70	31.18
<b>37-NR</b>	<b>NE</b> Office Assistant II (casual)	4,735	4,972	5,221	5,482	5,756
<b>38-NR</b>	<b>NE</b> VACANT	4,972	5,221	5,482	5,756	6,044
<b>39-NR</b>	<b>NE</b> VACANT	5,221	5,482	5,756	6,044	6,346
<b>40-NR</b>	<b>NE</b> Executive Assistant	5,482	5,756	6,044	6,346	6,663
<b>41-NR</b>	<b>NE</b> Project Coordinator (Inactive)	5,756	6,044	6,346	6,663	6,996
<b>42-NR</b>	<b>NE</b> VACANT	6,044	6,346	6,663	6,996	7,346
<b>43-NR</b>	<b>NE</b> Court Administrator	6,346	6,663	6,996	7,346	7,713
<b>44-NR</b>	<b>NE</b> VACANT	6,663	6,996	7,346	7,713	8,099
<b>45-NR</b>	<b>NE</b> Public Works Supervisor E City Recorder E Human Resources Manager - Unfilled	6,996	7,346	7,713	8,099	8,504
<b>46-NR</b>	<b>NE</b> Police Sergeant	7,346	7,713	8,099	8,504	8,929
<b>47-NR</b>	<b>E</b> Public Works Utility Manager	7,713	8,099	8,504	8,929	9,375

Additional Information

**Salary Schedule**  
Non-Represented Personnel

July 1, 2023

RANGE	CLASSIFICATION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
		Monthly				
48-NR	E Community Services Manager	8,099	8,504	8,929	9,375	9,844
	E IT Manager					
	E Finance Manager (Inactive)					
	E Operations Manager (Inactive)					
49-NR	E VACANT	8,504	8,929	9,375	9,844	10,336
50-NR	E VACANT	8,929	9,375	9,844	10,336	10,853
51-NR	E Police Lieutenant	9,375	9,844	10,336	10,853	11,396
52-NR	E Public Works Director	9,844	10,336	10,853	11,396	11,966
53-NR	E Finance Director - Unfilled	10,336	10,853	11,396	11,966	12,564
54-NR	E VACANT	10,853	11,396	11,966	12,564	13,192
55-NR	E Police Chief	11,396	11,966	12,564	13,192	13,852

Additional Information

**Salary Schedule**  
AFSCME Personnel

**July 1, 2023**

<b>RANGE</b>	<b>CLASSIFICATION</b>	<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>	<b>STEP 5</b>
<b>13-A</b>	Tram Driver (Hourly)	3,901 22.51	4,096 23.63	4,301 24.81	4,516 26.05	4,742 27.36
<b>14-A</b>	Account Clerk I	4,096	4,301	4,516	4,742	4,979
<b>15-A</b>	Program & Serv. Coord. Nutrition Caterer (Hourly) Utility Worker II	4,301 24.81	4,516 26.05	4,742 27.36	4,979 28.73	5,228 30.16
<b>16-A</b>	VACANT	4,516	4,742	4,979	5,228	5,489
<b>17-A</b>	Account Clerk II Court Clerk Office Assistant II	4,742	4,979	5,228	5,489	5,763
<b>18-A</b>	Utility Worker III	4,979	5,228	5,489	5,763	6,051
<b>19-A</b>	Account Clerk III Office Assistant III PW Project Inspector (Inactive) Utility Worker - Journey	5,228	5,489	5,763	6,051	6,354
<b>20-A</b>	Engineering Technician (Inactive)	5,489	5,763	6,051	6,354	6,672
<b>21-A</b>	Accountant (Inactive)	5,763	6,051	6,354	6,672	7,006

## Additional Information

### Salary Schedule GPA Personnel

#### July 1, 2023 - December 31, 2023

RANGE	CLASSIFICATION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
17-GPA	Records Clerk	4,337	4,554	4,782	5,021	5,272		
18-GPA	Property Evidence Tech (FT)	4,554	4,782	5,021	5,272	5,536		
19-GPA	Vacant	4,782	5,021	5,272	5,536	5,813		
20-GPA	Community Service Officer	5,021	5,272	5,536	5,813	6,104		
21-GPA	Vacant	5,272	5,536	5,813	6,104	6,409		
22-GPA	Police Officer	5,536	5,813	6,104	6,409	6,729	7,065	7,418

#### January 1, 2024 - June 30, 2024

RANGE	CLASSIFICATION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
17-GPA	Records Clerk	4,424	4,645	4,877	5,121	5,377		
18-GPA	Property Evidence Tech (FT)	4,645	4,877	5,121	5,377	5,646		
19-GPA	Vacant	4,877	5,121	5,377	5,646	5,928		
20-GPA	Community Service Officer	5,121	5,377	5,646	5,928	6,224		
21-GPA	Vacant	5,377	5,646	5,928	6,224	6,535		
22-GPA	Police Officer	5,646	5,928	6,224	6,535	6,862	7,205	7,565

## Additional Information

### DEBT SERVICE

#### Debt Summary:

The City of Gladstone will have \$7,597,201 in debt outstanding at the beginning of this budget biennium, or as of July 1, 2023. This balance consists of the following:

- ✚ Water Full Faith & Credit Note: issued in 2015-16, \$853,000 to refund a 2005 bond for the water treatment plant and capital improvements to the water system, matures in 2025.
- ✚ General Full Faith & Credit Note: issued July 31, 2018, \$2,679,600 as a loan to the Urban Renewal Agency to fund a portion of the construction of the new City Hall and Police Station. Transfers in from the Urban Renewal Agency will fund the repayment of the note, matures in 2029.
- ✚ General Full Faith & Credit Note: issued April 21, 2022, \$5,000,000 to fund reconstruction/remodeling of the Public Works Facility. Repayment is funded by the General Fund (10%), and equal internal transfers (22.5%) from the Road & Street, Sewer, Water and Storm Water utility funds, matures in 2039.

	Original Debt Amount	Interest Rates	Beginning Balance as of July 1, 2023	Less: Principal Due	Ending Balance as of June 30, 2024	Less: Principal Due	Ending Balance as of June 30, 2025
--	----------------------	----------------	--------------------------------------	---------------------	------------------------------------	---------------------	------------------------------------

#### Full Faith & Credit Note:

Water Refunding 2016	\$ 1,614,000	1.98%	\$ 522,000	\$ 173,000	\$ 349,000	\$ 174,000	\$ 175,000
General Fund 2018	\$ 3,000,000	3.00%	\$ 2,339,431	\$ 177,775	\$ 2,161,656	\$ 183,109	\$ 1,978,547
General Fund 2022	\$ 5,000,000	1.98%	\$ 4,735,770	\$ 243,597	\$ 4,492,173	\$ 249,784	\$ 4,242,389
<b>Total Debt</b>	<b>\$ 9,614,000</b>		<b>\$ 7,597,201</b>	<b>\$ 594,372</b>	<b>\$ 7,002,829</b>	<b>\$ 606,893</b>	<b>\$ 6,395,936</b>

#### Future Debt Requirements:

The following provides a summary of debt service (principal and interest) requirements for the current year, next four years, and thereafter for City of Gladstone Notes:

#### Total Debt Service by Fund

Fund	2023	2024	2025	2026	2027	Thereafter	Total Future Debt Service
General Fund							
Principal	\$ 396,510	\$ 421,372	\$ 432,893	\$ 444,731	\$ 492,122	\$ 5,284,083	\$ 7,471,711
Interest	198,747	187,804	176,204	164,283	151,507	696,672	1,575,217
Water Fund							
Principal	\$ 166,000	\$ 173,000	\$ 174,000	\$ 175,000	\$ -	\$ -	\$ 688,000
Interest	10,335	6,910	3,466	-	-	-	20,711
Total Principal	562,510	594,372	606,893	619,731	492,122	5,284,083	8,159,711
Total Interest	209,082	194,714	179,670	164,283	151,507	696,672	1,595,928
<b>Total Debt Service</b>	<b>\$ 771,592</b>	<b>\$ 789,086</b>	<b>\$ 786,563</b>	<b>\$ 784,014</b>	<b>\$ 643,629</b>	<b>\$ 5,980,755</b>	<b>\$ 9,755,639</b>

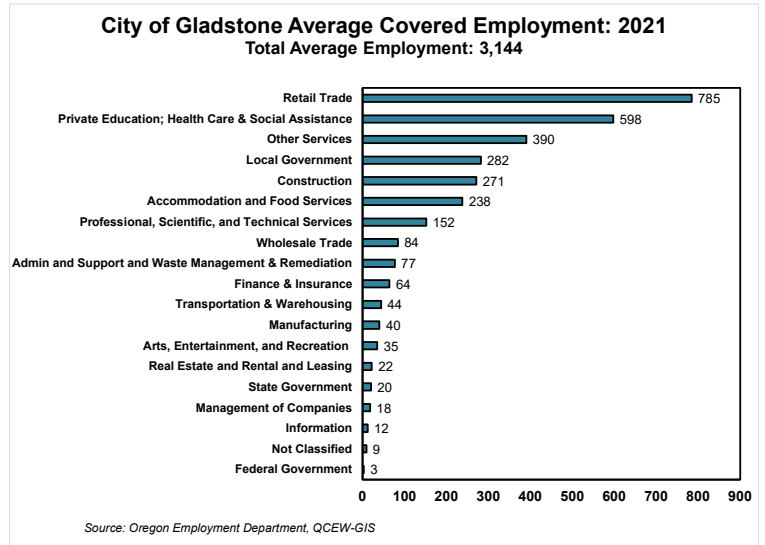


# Additional Information Business and Employment

## Retail

Retail trade provided one in four jobs in Gladstone during 2021.

- ◆ In 2021, the City of Gladstone had 384 employers providing 3,144 jobs.
- ◆ Six of the largest industries made up over four-fifths (81.5%) of covered employment. Retail trade was out front with 785 jobs followed by private education and healthcare and social assistance (598 jobs), other services (390 jobs), local government (282 jobs), construction (271 jobs), and accommodation and food services (238 jobs).
- ◆ From 2018-2021, the city gained a total of 66 employers and added 125 net jobs. The majority of job gains were in other services and local government. A large portion of job losses were in private education and health care.

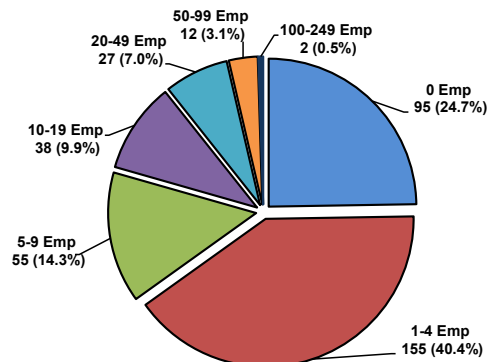


Covered Employment and Payroll, City of Gladstone: 2021				
Industry Description	Avg Emp	Firms	Total Payroll	Avg Wage
<b>Total Employment</b>	<b>3,144</b>	<b>384</b>	<b>177,940,166</b>	<b>\$56,597</b>
Construction	271	41	17,109,650	\$63,135
Manufacturing	40	8	1,232,275	\$30,807
Wholesale Trade	84	21	5,781,926	\$68,832
Retail Trade	785	34	62,989,881	\$80,242
Transportation & Warehousing	44	5	2,231,971	\$50,727
Information	12	6	997,586	\$83,132
Finance & Insurance	64	16	3,476,492	\$54,320
Real Estate and Rental and Leasing	22	14	1,111,644	\$50,529
Professional, Scientific, and Technical Services	152	44	10,186,459	\$67,016
Management of Companies	18	3	1,702,277	\$94,571
Admin and Support and Waste Management & Remediation	77	11	4,533,478	\$58,876
Private Education; Health Care & Social Assistance	598	77	23,503,073	\$39,303
Arts, Entertainment, and Recreation	35	3	1,117,868	\$31,939
Accommodation and Food Services	238	24	5,247,678	\$22,049
Other Services	390	39	17,072,765	\$43,776
Not Classified	9	30	422,824	\$46,980
Federal Government	3	1	176,752	\$58,917
State Government	20	1	1,093,763	\$54,688
Local Government	282	6	17,951,804	\$63,659

Majority of businesses in Gladstone have less than 20 employees.

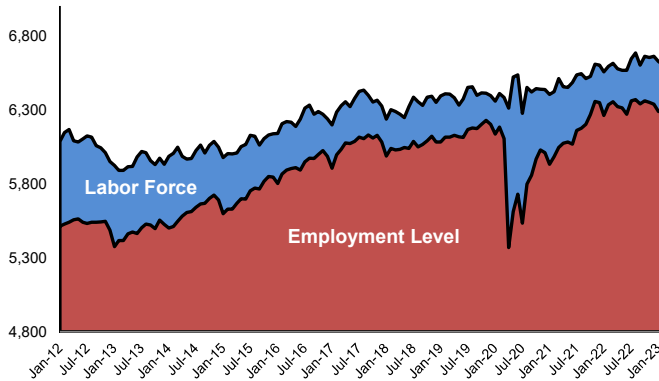
- ◆ Small businesses, with less than 20 employees, numbered 342 in 2021 and made up 89 percent of all employers in the city. These small businesses provided 1,191 jobs (37.9%).
- ◆ Nearly two-thirds (65%) of small businesses had less than five employees.
- ◆ Mid-size businesses, with 20-49 employees, consisted of 27 firms that provided 867 jobs (27.6%).
- ◆ Large employers, with more than 50 employees, consisted of 14 firms that provided 1,086 jobs (34.5%).

**Number of Firms by Class Size  
City of Gladstone, 2021**





**Labor Force and Employment Level  
City of Gladstone: 2012-2023**



Source: Oregon Employment Department, LAUS

Gladstone’s resident employment level reached 6,295 in February 2023 which was slightly above it’s pre-pandemic level of 6,200 In December 2019.

- ◆ The labor force in Gladstone numbered 6,605 in February 2023 and has increased by 294 from a low of 6,311 in April 2020.
- ◆ The number of unemployed residents in Gladstone reached a high of 944 (15.0%) in April 2020 and fell to 310 (4.7%) in February 2023.
- ◆ The employed labor force living in Gladstone rose to 6,295 In February 2023 from a pandemic low of 5,367 in April 2020.



**Gladstone Commute Patterns: 2020**

Only 6.8% of workers employed by businesses in the City of Gladstone also lived in the city in 2020.

- ◆ Ninety-three percent of workers who were employed in Gladstone came from outside the city to work in 2020.
- ◆ Nearly 7% percent or 224 workers both lived and worked for businesses in Gladstone during 2020.
- ◆ Ninety-six percent (5,260) of workers who lived in Gladstone traveled outside the city to their work in 2020.

One-third of Gladstone’s workforce traveled to Portland to work in 2020.

Table 1

**Where Workers Who Live in Gladstone are Employed**

	2020	
	Count	Share
Portland	1,853	33.8%
Oregon City	277	5.1%
Gladstone	224	4.1%
Milwaukie	209	3.8%
Tigard	184	3.4%
Gresham	162	3.0%
Tualatin	160	2.9%
Beaverton	148	2.7%
Oak Grove	135	2.5%
Lake Oswego	127	2.3%
All Other Locations	2,005	36.6%

Source: Census, LEHD

Table 2

**Where Workers Employed in Gladstone Live**

	2020	
	Count	Share
Portland	570	17.3%
Gladstone	224	6.8%
Oregon City	201	6.1%
Gresham	144	4.4%
Oak Grove CDP	103	3.1%
Jennings Lodge CDP	92	2.8%
Oatfield CDP	79	2.4%
Happy Valley	78	2.4%
Tigard	71	2.2%
Milwaukie	63	1.9%
All Other Locations	1,675	50.8%

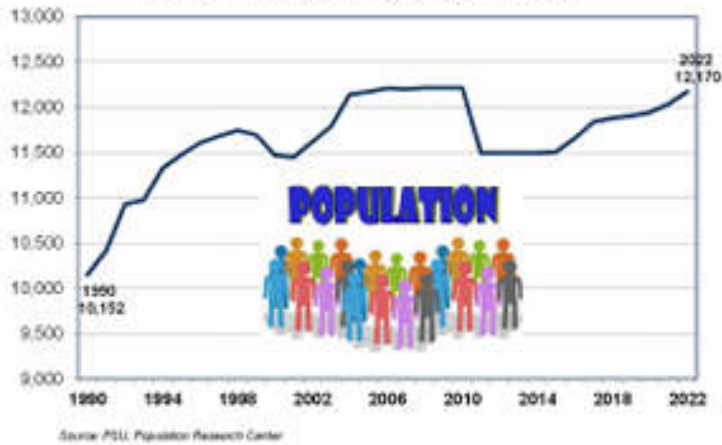
Source: Census, LEHD

- ◆ One-third (33.8%) of Gladstone’s labor force traveled to Portland to work in 2020 (Table 1).The next largest portion of workers were employed in Oregon City (5.1%), Milwaukie (3.8%),Tigard (3.4%), and Gresham (3.0%),
- ◆ Seventeen percent of workers employed by Gladstone businesses lived in Portland in 2020 (Table 2).The next largest portion of workers lived in Gladstone (6.8%), Oregon City (6.1%), Gresham (4.4%), Oak Grove, GDP (3.1%), Jennings Lodge, CDP (2.8%), Oatfield CDP (2.8%), Happy Valley (2.4%), Tigard ( 2.2%), and Milwaukie (1.9%).

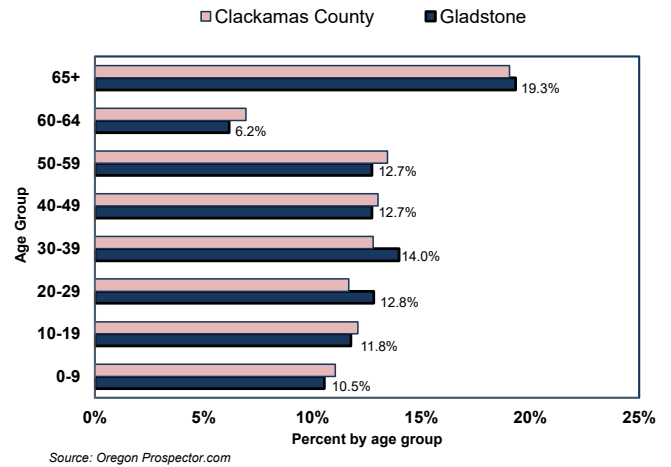
## Additional Information

# Population and Households

**Gladstone's Resident Population: 1990-2022**  
(Average annual growth rate at 0.6% since 1991)



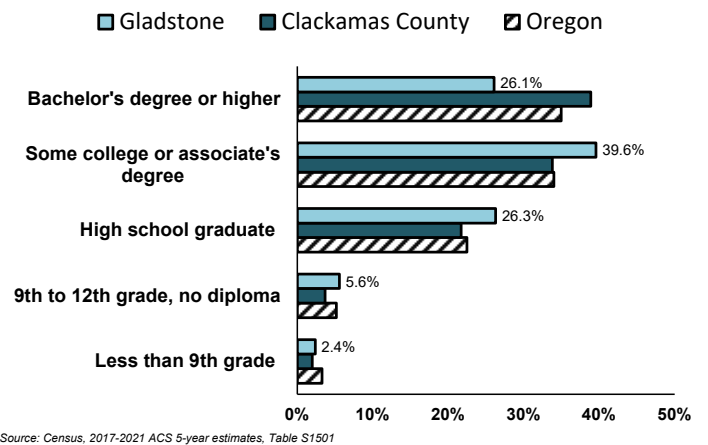
**% Age Distribution, City of Gladstone: 2022**



### Population Growth and Age Distribution

- ◆ Gladstone's current 2022 population of 12,170 has grown by 19.9 percent since 1990 adding 2,018 residents. Since 1991, the city's average year-over-year population growth has remained relatively flat at 0.6 percent.
- ◆ Compared to Clackamas County, Gladstone has both a higher percentage of the older population 65+ years (19.3%), and a higher percentage of the middle-range population 20-39 years (26.8%).
- ◆ Gladstone had a higher percentage of its population with some college or associate's degree (39.6%) and high school graduate (26.3%) than either Clackamas County or Oregon in 2021. On the other hand, the city had a much smaller portion of its population with a bachelor's degree or higher (26.1%) than either the county or state.

**Educational Attainment: 2021**  
(Population 25 years and over)



### Households and Occupations

Households and Occupations in 2021	Clackamas		
	Gladstone	County	Oregon
<b>Occupied Housing Units</b>	4,720	159,553	1,658,091
Owner occupied	63.1%	71.4%	63.2%
Renter occupied	36.9%	28.6%	36.8%
Owner cost (30% or more) as % of household income	28.9%	28.7%	30.0%
Gross rent (30% or more) as % of household income	54.4%	52.5%	50.6%
Median household income	\$83,214	\$88,517	\$70,084
Per capita personal income	\$39,632	\$45,140	\$37,816
Poverty rate (all people)	12.1%	7.5%	16.2%
<b>Occupations</b>			
Management, business, science, and arts	30.2%	42.9%	41.0%
Service occupations	16.7%	13.3%	17.4%
Sales and office	24.6%	22.2%	20.4%
Natural resources, construction, and maintenance	11.0%	9.2%	8.9%
Production, transportation, and material moving	17.5%	12.3%	12.3%
<b>Worked From Home</b>	13.3%	13.4%	12.5%

- ◆ In 2021, Gladstone had a lower percentage of households that were owner occupied (63.1%) and a higher portion of households that were renter occupied (36.9%) than Clackamas County.
- ◆ A higher portion of Gladstone renters (54.4%) paid 30 percent or more of their household income on housing than Clackamas County or Oregon.
- ◆ Gladstone's poverty rate for all people was at 12.1 percent in 2021. The city's poverty rate fell between Clackamas County (7.5%) and Oregon (16.2%).

Source: Census, 2017-2021 ACS 5-year estimates, Tables DP03-DP04



## Gladstone Financial Policies

### Policy 1 - Funds

1. The City of Gladstone will maintain an orderly and logical fund structure that provides stakeholders with ready access to financial information
2. The City of Gladstone will conform to Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association's best practices for establishing and maintaining funds.
3. The City of Gladstone will establish and maintain those funds required by law and sound financial administration. Acknowledging that unnecessary funds result in inflexibility, complexity, and inefficient financial administration, only the minimum number of funds consistent with legal and operating requirements will be established.
4. The criteria for establishing a new fund are variable, but include triggers such as;
  - a. Inauguration of a new dedicated revenue stream and a concurrent service.
  - b. The need for increased clarity of financial information.
  - c. The establishment of a new enterprise.
  - d. Covenants embodied in financing agreements.
  - e. Changes in state law or financial management/accounting standards
5. Only the Gladstone City Council has the authority to create or delete funds. The Council shall create or delete funds by resolution.

### Policy 2 - Budgeting

1. The City of Gladstone budget process shall consist of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.
2. The purpose 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.
3. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state:
  - a. 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

## Additional Information

- b. The total of all resources of the municipality must equal the total of all expenditures and all requirements for the municipality.
4. The Gladstone City Council shall adopt the budget at the fund, department, or program level (as appropriate to each fund) at a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.
5. Interfund Transfers shall be kept to a minimum. Interfund loans shall be documented in a resolution that cites the terms of the loan.
6. Budget forecasts will be created using an objective, analytical process incorporating applicable projections from the State of Oregon's latest Economic Forecast and conservative assumptions where State developed data is not available. Revenues will be estimated realistically and prudently using best practices as defined by the Government Finance Officers Association
7. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance department for City Council approval to ensure compliance with budget laws.
8. In the City's effort to strive for excellence, the City of Gladstone will make every effort to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA) when feasible.
9. Reports comparing actual to budgeted expenditures will be prepared monthly by the Finance Department and distributed to the City Council, City Administrator and Department Managers.

### Policy 3 - Revenue

1. City of Gladstone revenues are either unrestricted or dedicated. Unrestricted revenues can be used for any purpose. Dedicated revenues are restricted in the ways they can be used by federal or state regulations, contractual obligations, or by City Council action. The City of Gladstone will adhere to the restrictions applied to dedicated revenues.
2. The City of Gladstone will maintain a diversified revenue stream that is managed strategically to mitigate the impact of short term fluctuations in any revenue source.
3. The City of Gladstone will identify sustainable revenue levels and, to the extent possible, current operations will be funded by current sustainable revenues.

## Additional Information

4. One-time revenues will be used for one-time expenditures or as contributions to reserves and will not be used to pay for established services.
5. The City of Gladstone will not respond to long-term revenue shortfalls with deficit financing and borrowing to support established services. Expenses will be reduced and/or revenues will be increased to conform to the long-term revenue forecasts
6. During the budget process, the Gladstone City Council will identify those programs which are to be supported in whole by cost recovery and ensure that revenue collections reflect the cost of providing associated services by adjusting fees accordingly.
7. The City of Gladstone will charge fees for services where such an approach is permissible, and where a limited and specific group of beneficiaries who can pay such charges is identifiable.
8. New or expanded unrestricted revenue streams should first be applied to support existing programs. When existing programs are adequately funded, such revenue may be used as contributions to reserves or to fund new or expanded programs.

### Policy 4 – Expenditures

#### Controls

1. By resolutions, the City Council will establish a purchasing policy that conforms to state statutory requirements for purchasing and contracting and invests the City Administrator with purchasing and contracting authority.
2. By Budget and Supplemental Budget Resolutions, the City Council shall establish and limit expenditure appropriations by statutory categories. The City Administrator shall be responsible for limiting expenditures to those appropriation levels.

#### Specific Expenditures

1. **Personnel Services.** Pursuant to the City Charter, the City Administrator or designee is responsible for the management of employee staffing and compensation. The City Administrator or designee shall negotiate salaries and benefits for represented employee groups in conformance with the Oregon Public Employees Collective Bargaining Act and the Employee Relations Board decisions and arbitration decisions that emanate from the Act.

## Additional Information

2. **Capital Improvement Impacts.** Whenever Capital Improvement expenditures will result in increases to future operating expenses or asset replacement contributions, estimates of those impacts shall be incorporated into the long term financial plan.
3. **Capital Outlay.** By resolution the City Council shall define the characteristics of a capital asset by specifying the minimum purchase price and minimum term of service. The City will provide for adequate maintenance of Capital Assets.
4. **Capital Projects.** Gladstone City Charter requires voter approval for public projects costing more than \$1,000,000 and/or which require the City to incur debt.

### Policy 5 - Revenue Constraints and Fund Balance

#### Nature of Constraints

The City of Gladstone will maintain the following categories of revenue constraints in conformance with GASB 54. Fund Balances shall be accounted for on the basis of these categories.

1. **Non-spendable.** Assets that are not in a spendable form or are required to be maintained intact.
2. **Restricted.** Cash that can be spent only for specific purposes stipulated by third parties or by statutes. Only the constraining party can lift constraints on Restricted funds.
3. **Committed.** Cash that can be used only as directed by formal action of City Council. Council action may be in the form of a motion or resolution. Only the City Council can lift constraints on committed funds. Such a change must be made using the same action that established the constraint.
4. **Assigned.** Cash the City intends to use for specific purposes. The City Council delegates the authority to create this constraint to the City Administrator. In addition, for all funds except the general fund, all cash not in one of the Non-spendable, Restricted, or Committed categories, or specifically assigned under this category will, by default be assigned to this category.
5. **Unassigned.** General Fund cash that is not otherwise categorized fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications.

#### Other Considerations

1. **Stabilization.** The purpose of stabilization arrangements is to provide a revenue source to maintain service delivery during periods of diminished revenues. The City may choose to create stabilization arrangements either by creating new funds or dedicating revenues within existing funds. Stabilization arrangements will be created by the City Council and the authorizing legislation shall include the policies on funding and accessing the arrangement.

## Additional Information

2. **Order of Use.** If multiple categories of fund balance are applicable to an expenditure, the City shall access funds in the following order: Restricted, Committed, Assigned, and Unassigned.
3. **Purpose of Special Revenue Funds.** Special Revenue funds are general government funds created to track the use of dedicated revenues. The City legislation creating a special revenue fund will specify which specific revenues and other resources are authorized to be reported in the fund.
4. **Fund Balance.** Unrestricted fund balance is the sum of Committed, Assigned and Unassigned fund balance in any individual fund. In the General Fund, the City will maintain an Unrestricted fund balance of at least ten percent of fund revenue.

### Policy 6 - Continuing Disclosure

#### Continuing Disclosure In General

Issuers of municipal securities and entities working on their behalf disclose material information to the marketplace such as annual financial information and material event notices. In December 2008, the Securities and Exchange Commission directed the Municipal Securities Rulemaking Board to establish a continuing disclosure service of the MSRB's Electronic Municipal Market Access (EMMA) system effective July 1, 2009. The continuing disclosure service of EMMA collects continuing disclosure documents from the issuer community and makes them available to the public for free through EMMA.

In conformance with the "Continuing Disclosure Certificate" entered into by the City of Gladstone in bond issuances, the City shall comply with Rule 15c2-12 of the Securities Exchange Act of 1934 (Exchange Act). As noted above, these disclosures generally are divided between submissions made to update financial or operating information about the issuer and notices that disclose the occurrence of specific events that may have an impact on the bonds. These disclosures are described below.

#### City Responsibility

The Finance Director shall be responsible for adhering to the City's Continuing Disclosure Obligations.

#### Debt

The City will borrow only to finance capital assets. The City will not borrow for operating purposes.

No bonds will mature more than 20 years from the date of issuance. No debt will be issued with a life exceeding the estimated useful life of the capital assets being financed. The City will limit bonded debt to 3% or less of total assessed value, as required by ORS 287.004. Repayment sources are identified for every debt prior to issuance.



## Additional Information

### Rule 15c2-12 Disclosures

Rule 15c2-12 rule requires, for most new offerings of municipal securities, that the following types of information be provided to the MSRB's EMMA system:

1. Financial or operational information
  - a. Annual financial information concerning issuers or other obligated persons, or other financial information and operating data provided by issuers or other obligated persons
  - b. Audited financial statements for issuers or other obligated persons, if available
  
2. Event Notices
  - a. Principal and interest payment delinquencies
  - b. Non-payment related defaults, if material
  - c. Unscheduled draws on debt service reserves reflecting financial difficulties
  - d. Unscheduled draws on credit enhancements reflecting financial difficulties
  - e. Substitution of credit or liquidity providers, or their failure to perform
  - f. . Adverse tax opinions, Internal Revenue Service (IRS) notices or material events affecting the tax status of the security
  - g. Modifications to rights of security holders, if material
  - h. Bond calls, if material
  - i. Tender offers
  - j. Defeasances, release, substitution, or sale of property securing repayment of the securities, if material
  - k. Rating changes
  - l. Bankruptcy, insolvency, receivership or similar event;
  - m. Merger, consolidation, or acquisition, if material; and appointment of a successor or additional trustee, or the change of name of a trustee, if material
  - n. Notices of failures to provide annual financial information on or before the date specified in the written agreement.

## Budget Terms & Glossary:

**ACFR** - The Annual Comprehensive Financial Report, the audited report of the City's finances for the fiscal year.

**Adopted Budget** - The final budget appropriations approved by the City Council, which becomes the budget of the City.

**AFSCME** – This is the acronym for American Federation of State, County and Municipal Employees. This organization is one of the union organizations representing the bargaining employees of the City.

**Accrual basis** - A method of timing in the recognition of transactions and events. Please see Modified accrual basis for the alternative method. Accrual basis records revenue when earned and expenses as soon as a liability is incurred.

**Approved Budget** – The budget recommended by the Budget Committee for adoption by the City Council.

**Appropriation** - Authorization to spend a specific amount of money. The City Council gives appropriation authority by adopting the budget.

**Assessed value** - The value set on real and personal property as a basis for imposing taxes. Assessed values are determined by Clackamas County.

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures for a given purpose and/or period. The budget is the financial plan of

the City's allocations of the resources to provide services, and to accomplish the City's objectives.

**Budget Calendar** – Key dates or events which a government follows in the preparation and adoption of the budget.

**Budget Committee** - A committee required by Oregon Local Budget Law (ORS 294.305) which must recommend a budget and approve the maximum tax levy.

**Budget Message** – A written explanation of the budget and the City's financial priorities presented to the Budget Committee by the City Administrator which is required by Oregon Local Budget Law, ORS 294.

**Budget Officer** - The City Administrator or other person appointed by the City Council to prepare the proposed budget. This designation is required by Oregon Local Budget Law (ORS 294.305)

**Capital Lease** - Lease of a capital asset. The lease may or may not result in the City's ownership of the item at the end of the lease term.

**Capital Assets** - Items which have a useful life of two or more years and a cost of \$5,000 or more. These include land, infrastructure, buildings, improvements other than buildings, vehicles, and certain furniture and equipment.

## Additional Information

**Capital Improvement Plan (CIP)** - A schedule of planned capital projects and their costs, for three or more years.

**Capital Outlay** - Expenditures for capital assets. Includes all purchased capital assets. Expenditures for constructed capital projects appear in capital outlay, materials and services, and reimbursements, depending on the nature of the expenditure.

**Capital Projects** – Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

**COLA** - Cost of living. A COLA increases all salaries at all classes and steps by the same percentage.

**Contingency** – An amount appropriated in anticipation that some operating expenditures will become necessary which cannot be foreseen and planned in the budget.

**Debt Service** - Principal and interest payments on long-term debt.

**Department** – Units within a division consisting of one or more.

**Enterprise Funds** - A fund that accounts for operations that are financed and operated in a manner similar to private business enterprises. They are usually self-supporting. The City's enterprise funds are the Water, Storm and Sanitary Sewer funds.

**Fiscal Year** - The twelve month period to which the operating budget applies. The City's fiscal year is July 1 through June 30.

**Franchise Fee** – Fees charged to utilities for the use of public right-of-way.

**FTE** - Full-Time Equivalent - A part-time position converted to the decimal equivalent of a fulltime position based on 2,080 hours per year.

**Fund** - A fiscal and accounting entity, segregating resources for the purpose of carrying on specific activities in accordance with legal restrictions.

**Fund Balance** - The amount of available, spendable, financial resources in any given fund at a specified date.

**GASB** - The Governmental Accounting Standards Board, the body that defines generally accepted accounting principles for governments.

**General Fund** – The City's primary operating fund. There are no restrictions as to the purpose in which the revenues in this fund can be used.

**General Obligation Bond (G. O. Bond)** – A government pledge of full faith and credit to the repayment of the bonds issued by the government. They are usually issued to pay for general capital improvements.

**GFOA** – Acronym for Government Finance Officers Association.

## Additional Information

**Goal** – A statement of direction, purpose or intent based on the needs of the community, generally to be completed in a specified amount of time.

**GPA** – Gladstone Police Officers’ Association union.

**Grant** – A donation or contribution by one government unit or organization to another. This is usually made to aid a specified purpose.

**Infrastructure** - Infrastructure are assets that are immovable and of value only to the City. It includes roads, bridges, curbs and gutters, sidewalks, drainage systems, lighting systems, and water and sewer systems.

**Interfund Loan** - A loan made by one fund to another and authorized by the City Council.

**Levy** - The amount of property tax certified by the City Council.

**Materials and Services** – Expendable items purchased for delivery of services. This includes supplies, repairs, maintenance and replacement parts that are not of capital nature.

**Mission** – Defines the primary purpose of the City.

**Modified Accrual** - A method of timing in the recognition of transactions and events. Please see Accrual basis for the alternative method. Modified accrual basis records revenue when earned, if they are collectible within the period or soon enough afterwards

to be used to pay liabilities of the period. Expenditures are recorded when a liability is incurred except that debt service payments and other specific accrued liabilities are recognized only when payment is due.

**Objective** - What we want to accomplish. City-wide objectives are longer term than one year, cross departments, and/or are comprehensive in scope.

**Operating Budget** - Sources and uses necessary for day-to-day operations.

**Ordinance** – A formal legislative enactment 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 constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**ORS** - Oregon Revised Statutes, laws of the State of Oregon.

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

**PERS** – Acronym for Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employer contribute.

**Personnel Services** - Expenditures for payroll, payroll taxes, and employee benefits.

**Project** - Projects are distinct, with a definable result, process, and beginning and end. Projects are capital or operating.

## Additional Information

**Property Tax Levy** – Based upon the assessed value of property and is used as the source of monies to pay general obligation debts and to support the general fund.

**PSU** – Acronym for Portland State University. The University prepares populations estimates each July 1 for all Oregon Municipalities.

**Reserved for Future Years** – An amount budgeted, but not appropriated, that is not anticipated to be spent in the fiscal year, but rather carried forward into future fiscal years.

**Resolution** – An action by the governing body which requires less formality and has a lower legal status than an ordinance.

**Resources** - Financial resources that are or will be available for expenditure during the fiscal year.

**Revenue** – The gross receipts and receivables that the City receives such as: tax payments, licenses, fines and forfeitures, grants and interest income.

**System Development Charges (SDC)** - Fees charged upon issuance of building permits to offset the cost of infrastructure improvements that are or will be required to provide capacity to serve the development. SDC's are charged for parks, water, sanitary, storm, and streets.

**Supplemental Budget** – Appropriations established to meet the needs not anticipated at the time the budget was adopted.

**Transfers** - Amounts moved from one fund to finance activities in another fund, with no requirement of repayment.

**TSP** – Acronym for Transportation System Plan. A long-range plan for transportation needs and facilities.

**Unappropriated Ending Fund Balance** – An amount set aside in the budget to be used as a cash carryover to the next year's budget; providing the local government with operating cash until tax money is received in November.

**Unrestricted Revenue** - Revenue that may be used for any legitimate City purpose. Please refer to "restricted revenue".

**URA** - The City of Gladstone Urban Renewal Agency. The Agency is a municipal corporation distinct from the City. The Gladstone City Council serves as the Board of Directors for the URA, and its' budget may be obtained from the City of Gladstone.

**URD** - The urban renewal district, the geographic area encompassed by the City of Gladstone Urban Renewal Agency.

**User Charges** - A fee charged for services to a person who directly benefits from the service.

**Uses** - The ways in which financial resources will be used during the fiscal year.

