



# City of Gladstone 2021-2023 Biennium Proposed Budget





# City of Gladstone, Oregon

## 2021 – 2023 Proposed Biennial Budget

For the biennium beginning July 1, 2021 and ending June 30, 2023



### CITY COUNCIL:

Tamara Stempel, Mayor

Randy Ripley, City Councilor Position 1

Greg Alexander, City Councilor Position 2

Matt Tracy, City Councilor Position 3

Annessa Hartman, City Councilor Position 4

Tracy Todd, City Councilor Position 5

Mindy Garlington, City Councilor Position 6

### BUDGET COMMITTEE:

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Michael Milch

Kristi Haller-Shaffer

Riley Hartman

Neal Reisner

Tanaya Neff

### CITY STAFF:

Jacque Betz, City Administrator

Tami Bannick, City Recorder

Cathy Brucker, Finance Consultant

John Schmerber, Police Chief

Darren Caniparoli, Acting Public Works Director

Rick Huffman, Fire Chief

Nancy McDonald, Human Resources Consultant



**GLADSTONE**  
Oregon

# City of Gladstone

## Proposed Biennium Budget 2021-2023

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## Introduction

May 3 ,2021

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



After an astounding year that included an unprecedented global pandemic and devastating natural disasters, the City of Gladstone is hopeful and wary of what a new year will bring. Preparing a budget for a full-service city has its share of unknowns as we continue to work our way out of the pandemic and it is impossible to anticipate the depth or duration of the economic impacts. Yet, with the City of Gladstone's conservative approach to budgeting we remain positive and full of desire to achieve.

It is my pleasure to present for your consideration, a balanced budget of \$53,551,917 for the Fiscal Years (FY) 2021-23 biennial budget, which is a decrease of 0.74% from the previous biennial budget. The decrease is attributable to completion of the Civic Center Construction, offset by cost of living adjustments throughout all categories of the budget. The purpose of the budget message is to introduce the Proposed Budget, 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.

The 2021-23 Proposed Budget for the City of Gladstone is, as required by Oregon Law, the most important document of the City. It sets standards and establishes an action, operational and financial plan for the delivery of City services. The budget document is organized into 11 funds and accounts for 18 programs; in addition to the urban renewal agency that publishes a separate budget. It is important for citizens to 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 to assist in the management of public dollars. Dollars cannot be moved between funds without the proper budgetary appropriations.

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

### [City Council Goals for 2021-23](#)

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 years, and the momentum will carry us into the next biennium. These goals are identified in the budget document.

### [2021-23 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 revenues will remain steady. Changes in personnel, that have been incorporated, are discussed below.



## Introduction

### Budget highlights include:

- Our proudest accomplishment is the completion of the new Gladstone Civic Center located on Portland Avenue. The Gladstone Civic Center is the new home for the police department and city hall, built on a 2-acre vacant site that is next to the City's public works facility. The building is safer, built to comply with (and surpass) up-to-date earthquake standards. Gladstone residents should feel safer knowing their Police Department and emergency services can continue to operate in case of a major seismic event.

The Civic Center is the City's first building to be constructed using the streamlined "Progressive Design-Build" approach under which the design-build team is fully responsible for delivering the project on-time and on-budget. The funding for the building was from the Gladstone Urban Renewal Agency, along with "full faith and credit" notes, and cash reserves. No additional property tax dollars were required. The project cost \$13.5 million and we moved in on-time and within budget. Now that the project has been completed, the Gladstone Civic Center will require time and money to maintain and keep it operating efficiently.

- This budget assumes \$250,000 per year in revenue in the parks budget for the Meldrum Bar Parking Fee. The City Council will consider implementing the fee May 11, 2021.
- This budget also sustains current service levels for the Gladstone Fire Department, which includes fully funding the two captain's positions from the General Fund, that were previously added with funds from the federal Staffing for Adequate Fire and Emergency Response Grants (SAFER). The current structure of fire services is not sustainable in the long term and staff will be exploring options to recommend to the City Council.
- Clackamas County assumed responsibility for the Gladstone Public Library, including all expenses, and the construction of the new building. The City contributes annually from the General Fund revenues at approximately \$200,000 per year plus inflation, and these payments are reflected in the proposed budget.
- The proposed budget includes 54.89 full-time employees (FTE). The FTE counts are based on the first year of the biennial budget and individual budget detail has the breakdown. The counts are also based upon the departmental allocation of each employee which accounts for slight differences between fiscal years.
- Within the Public Works department, new positions have been incorporated that will be split amongst Parks, Roads & Streets, Sewer, Water and Storm Water. These positions amount to 3 FTE's, and will be added incrementally between the two years of the biennium.

Within Administration, in the second year, the City will bring on a full-time human resources manager position, (increased from a part-time contracted position).

With the transfer of fire marshal services to Clackamas County and the elimination of a part time position in the Fire Levy, an executive assistant position has been created in the Gladstone Fire Department with no new financial impact to the budget.

## Introduction

Due to unknown reopening plans, the senior center manager position has been eliminated and the funds are in contingency until plans are determined on how they will be allocated.

The City now has three collective bargaining agreements; International Association of Firefighters Local 1159 (expires June 30, 2023); Gladstone Police Association (expires June 30, 2022), and American Federation of State, County and Municipal Employees (AFSCME) Local 350-03 (expires June 30, 2022). It is the City's intent to try and negotiate a one-year roll over with the Gladstone Police Association and AFSCME to align all three agreements with the same expiration date and make them parallel with the City's budget.

- Labor expenses driven by increasing costs associated with retirement benefits, specifically the Public Employees Retirement System (PERS) are expected to increase for the next several years. This biennium increase is relatively small, but is expected to accelerate in the future. For Gladstone the actuary increase is an average of 1.22 percentage points to the previous rate (or a 5.91% overall increase). A cost of living increase of an average of 2.5% has been factored into salary calculations. Fortunately, other payroll related benefits have remained relatively stable.

This year's General Fund unappropriated ending fund balance (before reserves) is \$628,731; and including a minimum contingency reserve of \$400,000 the final ending fund balance is \$1,028,731. The City strives to maintain a healthy General Fund ending fund balance of 10% of General Fund unreserved revenues at a minimum (\$714,044) as determined by the City's financial policy, in order to be financially stable through December for the following fiscal year before property taxes are received.

We recommend the City prepare a five-year long-range financial plan, including a capital improvement plan, in the next biennium to monitor the fiscal health of the City in addition to the progress we make each year in attaining and maintaining the fund balance targets. Due to the pandemic we were not able to complete this but it is still of importance.

With the passage of the \$1.9 Trillion Federal Stimulus Package, local governments will be recipients of direct distribution funds. Gladstone's allocation will be approximately \$2,512,049. It will be available for revenue replacement to provide essential government services however, we need to wait until we receive the formal award notice and the Federal and State guidelines are in place to strategize the usefulness of the funds. They will be included in the approved budget as presented to the City Council.

Finally, we want to thank the elected officials and the city employees for your unwavering perseverance. Your positivity carries us through the toughest times and the Gladstone community has prevailed through adversity.

Sincerely,



Handwritten signature of Jacquie M. Betz in blue ink.

Jacquie M. Betz  
City Administrator



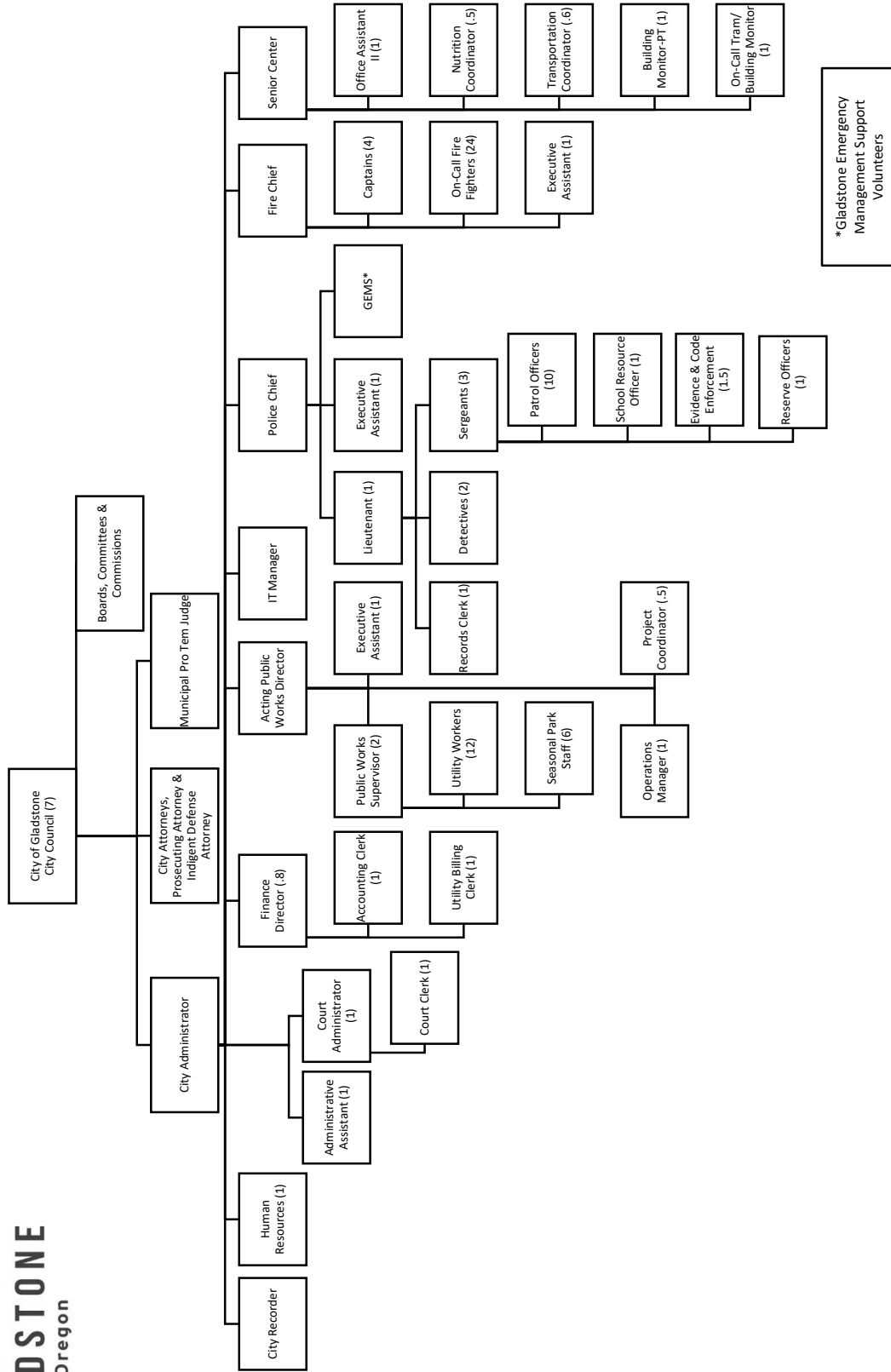


## Budget Calendar 2021-2023 Biennium Budget

<b>February 9, 2021</b>	<b>City Council Meeting</b> <ul style="list-style-type: none"><li>• Consider and approve Budget Calendar</li></ul>
<b>March 29, 2021</b>	<b>Budget Committee Meeting</b> <ul style="list-style-type: none"><li>• Budget 101 – The Role of the Budget Committee</li></ul>
<b>April 14, 2021</b>	Publication of May 3 <sup>rd</sup> , 2021 Budget Committee Meeting and posting on City Website
<b>May 3, 2021</b>	<b>Budget Committee Meeting</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 12, 2021</b>	Publication of Budget Committee Meeting (if needed)
<b>May 17, 2021</b>	<b>Budget Committee Meeting (if needed)</b> <ul style="list-style-type: none"><li>• Budget Committee Deliberations</li><li>• Approve Budget</li></ul>
<b>June 9, 2021</b>	Publication of Notice of Budget Hearing and Financial Summaries
<b>June 22, 2021</b>	<b>City Council Meeting/Conduct Budget Hearing</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 24, 2021</b>	Submit Tax Certification Documents <ul style="list-style-type: none"><li>• To County Assessor by July 15, 2021</li><li>• File Budget with County Assessor and Designated Agencies</li></ul>
<b>January 2022</b>	Schedule necessary publications for 2022-23 Fiscal Year Budget



# City of Gladstone Organizational Chart Biennium Budget 2021-2023



\*Gladstone Emergency Management Support Volunteers

# CITY OF GLADSTONE CITY COUNCIL GOALS

2021-2022



The Gladstone City Council has adopted goals to better serve citizens for the next two years. The priority projects will be undertaken within available and forecasted financial resources. The City’s vision and core values and recent accomplishments are highlighted below.

### Commitment as Elected Leaders:

- Listen to each other and our community
- Be good stewards
- Be accountable
- Be honest
- Be consistent
- Encourage collaboration
- Respect one another, staff and community members
- Achieve good governance for Gladstone
- To be transparent

### Gladstone City Council



### PRIORITY PROJECTS: 2021-2022

Here are some of the amazing projects coming soon...

**Facilities:** Return to pre-COVID operations City-wide as allowed by federal, state, and county officials.

**Affordable Housing and Redevelopment:** Prioritize and take the next steps of the City’s Community Development initiatives including:

- Implementation of the City’s Downtown Revitalization Plan (2017).
- Complete the Housing Code Audit (2019) and make changes mandated by HB 2001.
- Complete and adopt the Housing Needs Analysis and the Community Engagement Strategy.

**Parks:** Secure Resources to support Gladstone City Parks:

- Construct and implement parking fee station at Meldrum Bar Park.
- Complete Site Plan at Meldrum Bar Park.
- Max Patterson Parks Pickleball Courts Renovation Project.
- Shelter rental fees at Meldrum Bar.

**Facilities:** Initiate the planning, design, financing and construction of a Public Works Facility upgrade to meet critical facility requirements and support increased demands and staff needs.

Sustain current service levels in the Gladstone Fire Department and its ability to meet Standards of Cover Objectives.

**Other Projects:** Restart the Chapter Review Process.

### Gladstone Vision and Core Values

Our City will be...

- Safe
- Healthy
- Engaged
- Livable
- Vibrant
- Thriving
- Highly Qualified
- Accountable
- Financially Stable
- Continually Improving

## Introduction

**After an incredibly difficult year that included a global health crisis, social issues dividing our country, devastating natural disasters, and a polarizing political season, the City of Gladstone is proud to highlight its major accomplishments of 2020.**

### DONE!

Gladstone's Recent Accomplishments:

- ✓ Completed the Trolley Trail Bridge Feasibility Study for the replacement bridge at the Clackamas River in the City of Gladstone at the same location.
- ✓ Completed a reconstruct on E. Clarendon Street.
- ✓ Participated in regional conversations regarding Gladstone's position on the I-205 tolling.
- ✓ Completed the final phase of the Meldrum Bar Park dredging project.
- ✓ Developed a new Gladstone Brand and Tourism Strategy.
- ✓ Completed the Gladstone Housing Needs Analysis.
- ✓ Sold City surplus property at Clackamas River Drive to provide resources for parks budget.
- ✓ Entered into an agreement with Water Environmental Services (WES) for implementing the Infiltration and Inflow (I&I) Source Identification and Rehabilitation Program, consistent with stipulations in the Oregon Department of Environmental Quality (DEQ) Mutual Agreement Order.
- ✓ Adopted the Nature Park Site Plan.

### COVID-19

- ✓ Provided \$22,000 to local businesses thanks to the State and the CARES Act.
- ✓ Through a partnership with St. Vincent de Paul Society of Portland, provided CARES funding to assist Gladstone residents with housing, utilities and food assistance.
- ✓ Entered into an agreement with Clackamas County to allow their food distribution program to be located at the Senior Center so they could continue to assemble 400-500 boxes per week for delivery, using COVID safety protocols.

**Our biggest accomplishment of 2020 was the completion of the new \$13.5 million Gladstone Civic Center, on-time and on budget.**



## 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, 2021 and ending June 30, 2023.

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.

**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:

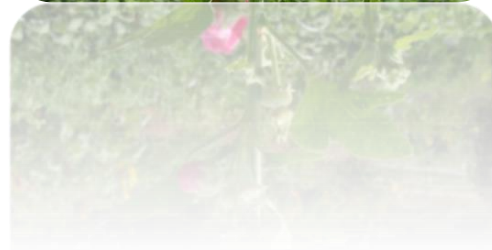
1. An occurrence, condition or need which had not been ascertained at the time the budget was adopted.
2. Funds were made available by another government agency and were not anticipated at the time the budget was adopted.
3. Proceeds from involuntary conversion require immediate replacement to continue 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 comprehensive financial report that documents the City's budgetary performance and compliance.



## 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.

### 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 one Full Faith & Credit

Obligation payment 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

## Introduction

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		
Road & Street		X	
Capital			X
Transfers Out	X		
Contingency & Reserve	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.



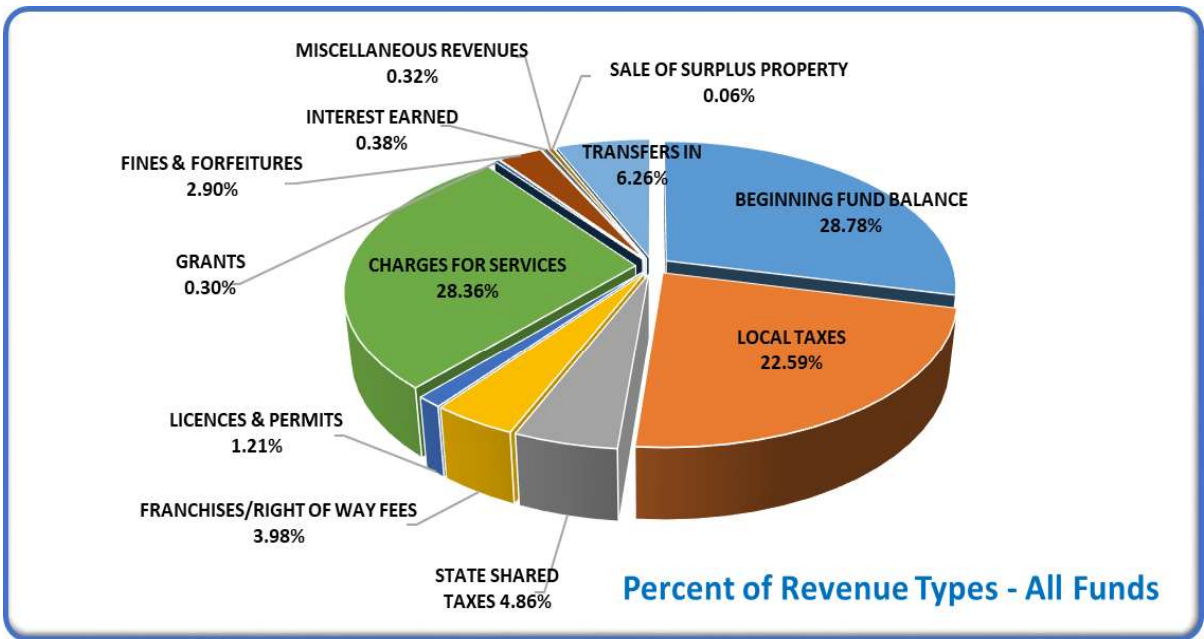




# Budget Summary

## Revenue Summary by Source (All Funds)

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Resources:</b>							
3000	BEGINNING FUND BALANCE	\$ 8,762,531	\$ 8,246,255	\$ 9,346,000	\$ 15,413,000	\$ 4,214,976	\$ 15,413,000
3100	LOCAL TAXES	5,342,283	11,831,569	11,932,292	5,920,439	6,175,839	12,096,278
3110	STATE SHARED TAXES	1,026,610	2,444,378	2,720,581	1,286,259	1,315,595	2,601,854
3120	FRANCHISES/RIGHT OF WAY FEES	651,891	1,969,326	2,642,000	1,045,750	1,083,750	2,129,500
3130	LICENCES & PERMITS	134,204	236,611	194,000	321,750	327,750	649,500
3140	CHARGES FOR SERVICES	3,450,941	9,751,887	10,099,111	7,442,000	7,746,500	15,188,500
3150	GRANTS	174,122	795,905	334,570	80,400	80,400	160,800
3260	FINES & FORFEITURES	325,343	1,767,293	1,600,000	735,000	820,000	1,555,000
3301	INTEREST EARNED	108,343	432,859	269,800	98,500	103,500	202,000
3600	MISCELLANEOUS REVENUES	217,674	245,219	227,000	82,000	91,000	173,000
3710	SALE OF SURPLUS PROPERTY	4,948	180,493	30,000	15,000	15,000	30,000
3810	DEBT SERVICE PROCEEDS	-	3,000,000	-	-	-	-
3990	TRANSFERS IN:						
	GENERAL FUND	280,956	345,320	789,375	816,613	883,632	1,700,245
	ROAD & STREET FUND	170,085	731,921	492,831	400,730	416,295	817,025
	POLICE LEVY FUND	-	45,000	-	-	-	-
	CIVIC BUILDING FUND	984,848	2,932,044	12,766,000	-	-	-
	SEWER FUND	-	-	169,560	135,146	143,259	278,405
	WATER FUND	-	-	169,560	135,146	143,259	278,405
	STORM WATER FUND	-	-	169,560	135,146	143,259	278,405
<b>Total Resources All Funds</b>		<b>\$ 21,634,779</b>	<b>\$ 44,956,080</b>	<b>\$ 53,952,240</b>	<b>\$ 34,062,879</b>	<b>\$ 23,704,014</b>	<b>\$ 53,551,917</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 7.42% 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 the newly established (2018) 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

### ○ 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.

### ○ 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 per year plus inflation (\$206,000/\$212,180), and all Library District revenues reverted to the County, with the transfer.

## Budget Summary

- **Transient Lodging Tax**

Implemented in 2018, this tax assesses 6% 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 a 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 and alarm permits. Revenue estimates are based on prior year actuals, along with any rate revisions. Parking fees at Meldrum Bar Park are implementing this biennium, and revenues will be dedicated towards park improvements.

### **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.
- Recreation fees, revenue estimates are based on the number of registered leagues.
- Senior Center services and building rentals.

## Budget Summary

- **Utility Fees**

The City charges utility fees for the water, and sanitary systems, and Storm Water fees beginning January 2018. 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.

- **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 the known development activity as well as projections of projects that are likely to be submitted.

### **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 2021-2023 biennium at this time.

### **Grants and the COVID-19 Pandemic**

With the onset of the pandemic in March 2020, the city immediately assessed the potential loss of revenues and pursued any and all grant funding sources available. The City was able to secure grants totaling over \$530,000 to help offset the costs associated with pandemic issues. Furthermore, with the passage of the American Recovery Plan the City will receive approximately

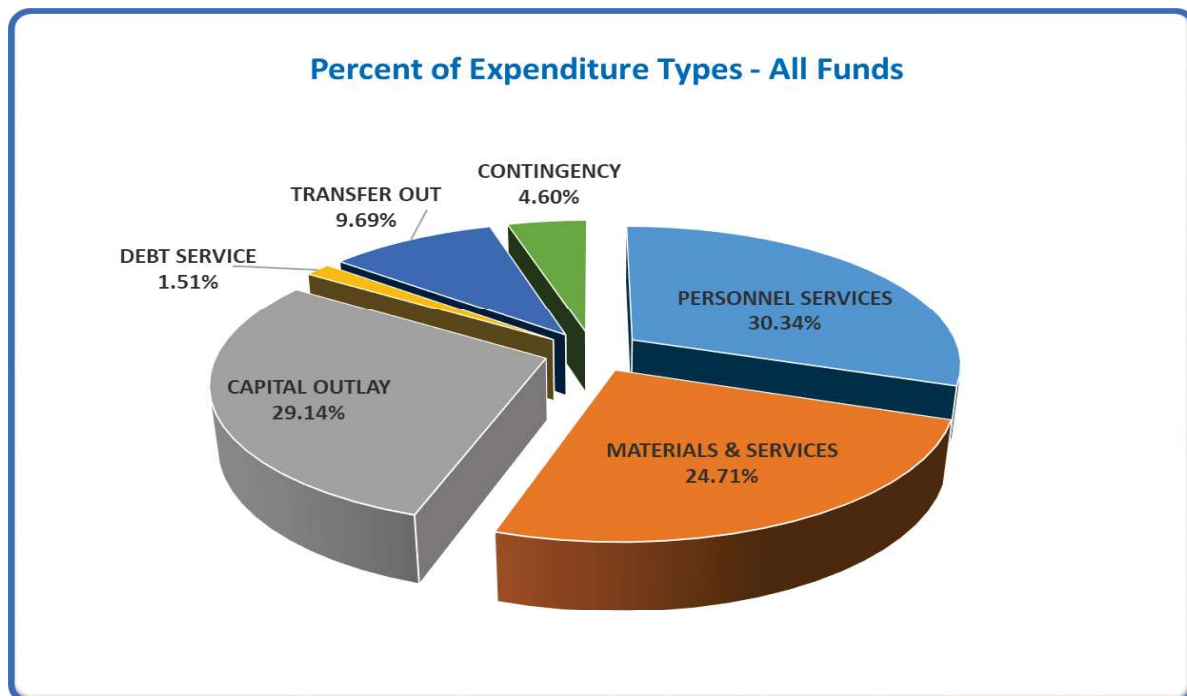
## Budget Summary

\$2.5 million, with funds allowed for revenue recovery. Treasury guidelines have not been issued as of yet, so the spending plan cannot be finalized until that time.

### Expenditure Summary by Category (All Funds)

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Requirements:</b>							
4000	PERSONNEL SERVICES	\$ 5,623,982	\$ 12,553,800	\$ 15,232,146	\$ 8,163,454	\$ 8,868,514	\$ 17,031,968
5000	MATERIALS & SERVICES	5,162,878	11,009,207	13,579,473	6,953,105	6,917,427	13,870,533
6000	CAPITAL OUTLAY	1,794,127	4,661,798	20,744,711	12,929,092	3,429,525	16,358,617
7300	DEBT SERVICE	171,561	530,168	847,985	425,701	423,348	849,049
8990	TRANSFER OUT:						
	GENERAL FUND	82,477	3,361,801	-	-	-	-
	STATE REVENUE SHARING FUND	1,047,121	-	-	-	-	-
	ROAD & STREET FUND	62,308	130,285	590,615	583,630	618,869	1,202,499
	POLICE LEVY FUND	14,120	29,535	24,316	53,753	80,089	133,842
	FIRE LEVY FUND	5,935	6,300	4,863	34,207	37,404	71,611
	SEWER FUND	83,855	277,775	302,415	305,462	323,096	628,558
	WATER FUND	45,828	172,455	237,391	281,185	297,940	579,125
	STORM WATER FUND	-	92,975	140,424	118,314	125,909	244,223
9100	CONTINGENCY	-	-	2,247,901	4,214,976	2,581,892	2,581,892
9100	UNAPPROPRIATED ENDING FUND BALANCE	7,540,587	12,129,981	-	-	-	-
<b>Total Requirements All Funds</b>		<b>\$ 21,634,779</b>	<b>\$ 44,956,080</b>	<b>\$ 53,952,240</b>	<b>\$ 34,062,879</b>	<b>\$ 23,704,013</b>	<b>\$ 53,551,917</b>

Budgeted Positions in FTE's	52.41	59.96	57.22	54.89	56.89	56.89
Monthly Operating Costs per Capita	\$77.09	\$165.84	\$101.05	\$105.46	\$110.13	\$107.79
Residents served per FTE	222	197	208	218	210	210



## Budget Summary

Comparison discussion is based on the changes between the 2019-2021 and 2021-2023 biennium. Further information may be found in the [Budget Detail](#) section, located further in the document.

### Personnel Services

Overall, personnel services have increased by 11.82% over the previous biennium. A cost of living increase of an average of 2.5% has been factored into salary calculations. During the current biennium, funds were transferred to Contractual & Professional Services from personnel services to accommodate the usage of interim contractors in place of actual employees in key positions. These positions have been subsequently budgeted again within personnel services, factoring into the overall increase.

Another small factor in the increase of personnel services stems from the retirement rate increases experienced for the biennium, which were far lower than previous years. The City's contribution rate increased from 25.38%, 15.92% and 20.59% (Tier 1&2, OPSRP, and OPSRP Police & Fire) to 24.43% (a small decrease), 18.38% and 22.74%. This resulted in an average increase of only 1.22% to the previous rates, or a 5.91% overall increase. These rates are applicable for the full biennium. Unfortunately, interest earnings on the PERS funds have stayed below expectations, so future rates are expected to increase at higher rates again.

All other payroll benefit rates have remained static or increased at a manageable level. Overall, payroll benefits are 58.99% of the total personnel services cost, an increase of 4.38% over the previous biennium.

Personnel services also reflects the loss of the Library personnel (5.50 FTE) plus an increase of 3.0 FTE within 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 current cost of living rate. With the onset of the COVID-19 pandemic in March 2020, cost reduction methods were immediately implemented to offset the potential loss of revenue.

### 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.

### Debt Service

The City has three 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

## Budget Summary

service is budgeted for the annual payments of 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 \$490,814 into the General Fund comes in from the Urban Renewal Agency to offset the debt service paid on the Civic Center note, so is not reflected within the City's transfers out. 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 14.86% 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).

### Summary by all Funds

Fund Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Funds</b>							
100	GENERAL FUND	\$ 10,495,057	\$ 22,269,402	\$ 19,026,150	\$ 12,488,004	\$ 10,453,936	\$ 20,512,074
110	STATE SHARED FUND	1,047,121	-	-	-	-	-
205	ROAD & STREET FUND	1,810,370	3,688,714	5,051,954	4,702,389	2,258,687	6,561,076
240	POLICE & COMMUNICATIONS LEVY FUND	788,615	1,542,103	1,532,123	844,831	919,532	1,574,016
250	FIRE & EMERGENCY SERVICES FUND	645,055	981,309	1,078,722	578,717	489,582	913,536
307	CIVIC BUILDINGS FUND	984,848	2,969,702	12,766,000	-	-	-
730	SEWER FUND	3,232,349	5,968,359	5,955,891	6,312,146	4,555,259	10,467,405
740	WATER FUND	2,631,364	5,437,514	5,638,310	6,583,146	3,223,259	9,406,405
750	STORM WATER FUND	-	1,122,310	2,038,090	2,108,646	1,318,759	3,227,405
801	MUNICIPAL COURT	-	976,667	865,000	445,000	485,000	890,000
<b>Total Resources All Funds</b>		<b>\$ 21,634,779</b>	<b>\$ 44,956,080</b>	<b>\$ 53,952,240</b>	<b>\$ 34,062,879</b>	<b>\$ 23,704,014</b>	<b>\$ 53,551,917</b>
100	GENERAL FUND	\$ 10,495,057	\$ 22,269,402	\$ 19,026,150	\$ 12,488,004	\$ 10,453,936	\$ 20,512,074
110	STATE SHARED FUND	1,047,121	-	-	-	-	-
205	ROAD & STREET FUND	1,810,370	3,688,714	5,051,954	4,702,389	2,258,687	6,561,076
240	POLICE LEVY FUND	788,615	1,542,103	1,532,123	844,831	919,532	1,574,016
250	FIRE & EMERGENCY SERVICES FUND	645,055	981,309	1,078,722	578,717	489,582	913,536
307	CIVIC BUILDINGS FUND	984,848	2,969,702	12,766,000	-	-	-
730	SEWER FUND	3,232,349	5,968,359	5,955,891	6,312,146	4,555,259	10,467,405
740	WATER FUND	2,631,364	5,437,514	5,638,310	6,583,146	3,223,259	9,406,405
750	STORM WATER FUND	-	1,122,310	2,038,090	2,108,646	1,318,759	3,227,405
801	MUNICIPAL COURT	-	976,667	865,000	445,000	485,000	890,000
<b>Total Requirements All Funds</b>		<b>\$ 21,634,779</b>	<b>\$ 44,956,080</b>	<b>\$ 53,952,240</b>	<b>\$ 34,062,879</b>	<b>\$ 23,704,014</b>	<b>\$ 53,551,917</b>





# General Fund

## GENERAL FUND Fund 100

### Resources Summary

#### Resources

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
309999	FUND BALANCE	\$ 3,833,057	\$ 3,102,558	\$ 3,730,000	\$ 4,850,000	\$ 2,429,866	\$ 4,850,000
	<b>Local Taxes:</b>						
310010	CURRENT YEAR TAXES	3,670,276	8,169,448	8,609,105	4,570,391	4,730,335	9,300,726
310050	PRIOR YEAR TAXES	180,593	208,056	300,000	45,000	45,000	90,000
311030	LIBRARY DISTRICT REVENUE	700,159	1,517,242	743,142	-	-	-
314045	TRANSIENT LODGING TAX	-	214,868	305,000	100,000	150,000	250,000
	<b>Total Local Taxes</b>	<b>4,551,028</b>	<b>10,109,614</b>	<b>9,957,247</b>	<b>4,715,391</b>	<b>4,925,335</b>	<b>9,640,726</b>
	<b>State Shared Taxes:</b>						
310170	STATE REVENUE SHARING	-	278,915	305,000	125,000	135,000	260,000
311010	ALCOHOL TAX REVENUE	177,794	401,916	450,846	221,102	230,180	451,282
311015	MARIJUANA TAX REVENUE	-	124,319	99,457	25,170	30,051	55,221
311020	CIGARETTE TAX REVENUE	15,735	29,555	28,155	9,078	8,722	17,800
	<b>Total State Shared Taxes</b>	<b>193,529</b>	<b>834,705</b>	<b>883,458</b>	<b>380,350</b>	<b>403,953</b>	<b>784,303</b>
	<b>Franchise/Right of Way Fees:</b>						
312010	GLADSTONE DISPOSAL FRANCHISE	26,431	233,384	250,000	120,000	130,000	250,000
312025	PGE FRANCHISE FEES	283,291	797,067	800,000	400,000	400,000	800,000
312030	NW NATURAL GAS FRANCHISE FEE	104,299	232,589	340,000	112,000	115,000	227,000
312035	CENTURY LINK FRANCHISE FEE	16,300	15,167	-	-	-	-
312040	COMCAST CABLE TV FRANCHISE FEE	124,113	348,016	360,000	138,000	138,000	276,000
312050	RIGHT OF WAY FEES	97,457	343,103	-	-	-	-
	<b>Total Franchise/Right of Way Fees</b>	<b>651,891</b>	<b>1,969,326</b>	<b>1,750,000</b>	<b>770,000</b>	<b>783,000</b>	<b>1,553,000</b>
	<b>Licenses &amp; Permits:</b>						
313010	BUSINESS LICENSE FEES	129,999	223,966	184,000	65,000	70,000	135,000
313015	LIQUOR LICENSE RENEWALS	1,055	1,820	2,000	750	750	1,500
313020	ALARM PERMITS	3,150	10,825	8,000	6,000	7,000	13,000
313025	PARKING PERMITS	-	-	-	250,000	250,000	500,000
	<b>Total Licenses &amp; Permits</b>	<b>134,204</b>	<b>236,611</b>	<b>194,000</b>	<b>321,750</b>	<b>327,750</b>	<b>649,500</b>
	<b>Charges for Services:</b>						
314010	RECREATION FEES	3,600	5,132	6,000	2,000	2,000	4,000
314015	SENIOR CENTER BUILDING RENTAL	10,082	8,932	8,500	2,500	5,000	7,500
314020	PLANNING APPLICATION FEES	42,581	107,932	70,000	15,000	20,000	35,000
314025	SOCIAL SERVICES CONTRACT	32,361	34,479	75,000	40,000	40,000	80,000
314030	LIEN SEARCH FEES	5,035	12,760	12,000	4,000	4,000	8,000
314040	ALL OTHER LIBRARY FEES	19,908	32,995	16,000	-	-	-
314110	PARK SDC FEES	-	103,340	-	-	-	-
	<b>Total Charges for Services</b>	<b>113,567</b>	<b>305,570</b>	<b>187,500</b>	<b>63,500</b>	<b>71,000</b>	<b>134,500</b>
	<b>Grants:</b>						
315030	POLICE GRANTS	746	50,881	-	-	-	-
315040	FIRE GRANTS	-	379,003	331,620	25,000	25,000	50,000
315050	READY TO READ/STATE AID LIBRARY	2,777	5,907	2,950	-	-	-
315055	MARINE BOARD MAINTENANCE GRANT	5,400	10,800	-	5,400	5,400	10,800
315065	WES/GOOD NEIGHBOR GRANT	-	-	-	50,000	50,000	100,000
315075	SENIOR CENTER STATE/LOCAL FUNDS	-	32,854	-	-	-	-
315080	OTHER GRANTS	165,199	316,460	-	-	-	-
	<b>Total Grants</b>	<b>174,122</b>	<b>795,905</b>	<b>334,570</b>	<b>80,400</b>	<b>80,400</b>	<b>160,800</b>

## General Fund

Resources		FY	Biennium	Biennium	2021-22	2022-23	2021-2023
Account Code	Description	2016-17	2017-2019	2019-2021	Proposed	Proposed	Proposed
		Actuals	Actuals	Final Budget	Budget	Budget	Biennium
<b>Fines &amp; Forfeitures:</b>							
326010	COURT FINES & FORFEITURES	325,343	793,119	775,000	330,000	375,000	705,000
	<b>Total Fines &amp; Forfeitures</b>	<b>325,343</b>	<b>793,119</b>	<b>775,000</b>	<b>330,000</b>	<b>375,000</b>	<b>705,000</b>
<b>Interest:</b>							
330100	INTEREST EARNED	94,591	398,372	250,000	95,000	100,000	195,000
	<b>Total Interest</b>	<b>94,591</b>	<b>398,372</b>	<b>250,000</b>	<b>95,000</b>	<b>100,000</b>	<b>195,000</b>
<b>Miscellaneous:</b>							
360000	ALL OTHER GENERAL FUND RECEIPTS	112,337	77,274	70,000	35,000	35,000	70,000
361014	FIRE TRAINING REIMBURSEMENT	-	-	-	-	-	-
361016	FIRST RESPONDER SUPPLIES REIMB.	7,900	17,201	10,000	5,000	5,000	10,000
361041	LIBRARY FOUNDATION FUNDED PROGRAM	1,598	11,500	5,000	-	-	-
362210	SENIOR CENTER BEQUESTS	813	35,367	-	-	-	-
362212	TRAM TRIPS	2,265	13,801	17,000	3,000	7,000	10,000
362213	MEAL CHARGES	12,908	42,666	33,000	7,000	12,000	19,000
362214	MEDICAID FUNDS	-	-	10,000	-	-	-
	<b>Total Miscellaneous</b>	<b>137,821</b>	<b>197,809</b>	<b>145,000</b>	<b>50,000</b>	<b>59,000</b>	<b>109,000</b>
<b>Other:</b>							
371000	SALE OF SURPLUS PROPERTY	4,948	180,493	30,000	15,000	15,000	30,000
381000	DEBT SERVICE PROCEEDS	-	3,000,000	-	-	-	-
	<b>Total Other</b>	<b>4,948</b>	<b>3,180,493</b>	<b>30,000</b>	<b>15,000</b>	<b>15,000</b>	<b>30,000</b>
<b>Total Non-Departmental Revenues</b>		<b>\$ 10,214,101</b>	<b>\$ 21,924,082</b>	<b>\$ 18,236,775</b>	<b>\$ 11,671,391</b>	<b>\$ 9,570,304</b>	<b>\$ 18,811,829</b>
<b>Transfers In:</b>							
399110	STATE REVENUE SHARING FUND	156,519	-	-	-	-	-
399205	STREET FUND	62,308	130,285	81,935	178,192	189,092	367,284
399228	POLICE LEVY FUND	14,120	29,535	24,316	54,233	80,790	135,023
399229	FIRE LEVY FUND	5,935	12,415	4,863	34,512	37,731	72,243
399390	URBAN RENEWAL DISTRICT	-	45,000	490,862	245,445	245,369	490,814
399730	SEWER FUND	26,975	56,405	60,748	94,262	103,371	197,633
399740	WATER FUND	15,099	31,580	65,903	142,685	154,440	297,125
399750	STORM WATER FUND	-	40,100	60,748	67,284	72,839	140,123
	<b>Total Transfers In</b>	<b>280,956</b>	<b>345,320</b>	<b>789,375</b>	<b>816,613</b>	<b>883,632</b>	<b>1,700,245</b>
<b>Total General Fund Resources</b>		<b>\$ 10,495,057</b>	<b>\$ 22,269,402</b>	<b>\$ 19,026,150</b>	<b>\$ 12,488,004</b>	<b>\$ 10,453,936</b>	<b>\$ 20,512,074</b>

# General Fund

## GENERAL FUND FUND 100

### Expenditure Summary by Department

Requirements		FY	Biennium	Biennium	2021-22	2022-23	2021-2023
Dept Code	Description	2016-17	2017-2019	2019-2021	2021-22	2022-23	2021-2023
		Actuals	Actuals	Final Budget	Proposed Budget	Proposed Budget	Proposed Biennium
<b>Departments</b>							
121	ADMINISTRATION	\$ 1,952,264	\$ 2,777,093	\$ 3,274,144	\$ 1,795,843	\$ 1,712,863	\$ 3,508,706
122	INFORMATION TECHNOLOGY	-	-	418,013	380,725	376,205	756,930
124	FACILITIES	-	407,319	781,686	489,266	496,961	986,227
220	MUNICIPAL COURT	242,433	548,198	711,026	369,359	382,076	751,435
240	POLICE	2,364,996	4,561,939	5,520,156	3,135,331	3,069,074	6,204,405
250	FIRE	1,046,239	2,655,136	3,709,081	2,017,424	1,748,430	3,765,854
526	PARKS	505,782	1,057,156	1,252,449	1,153,870	909,426	2,063,296
527	RECREATION	56,464	107,580	76,200	38,100	38,100	76,200
528	SENIOR CENTER	391,148	582,576	671,255	226,775	234,521	461,296
529	LIBRARY	678,492	1,289,612	976,550	206,000	212,180	418,180
600	DEBT SERVICE	-	45,000	490,861	245,445	245,369	490,814
920	TRANSFERS OUT TO:						
	ROAD & STREET FUND	82,477	316,801	-	-	-	-
	POLICE LEVY FUND	-	45,000	-	-	-	-
	URBAN RENEWAL FUND	-	3,000,000	-	-	-	-
990	CONTINGENCY FUNDS	-	-	1,144,729	2,429,866	1,028,731	1,028,731
991	UNAPPROPRIATED FUND BALANCE	3,174,762	4,875,992	-	-	-	-
<b>TOTAL GENERAL FUND REQUIREMENTS</b>		<b>\$ 10,495,057</b>	<b>\$ 22,269,402</b>	<b>\$ 19,026,150</b>	<b>\$ 12,488,004</b>	<b>\$ 10,453,936</b>	<b>\$ 20,512,074</b>

### Expenditure Summary by Category

Requirements		FY	Biennium	Biennium	2021-22	2022-23	2021-2023
Account Code	Description	2016-17	2017-2019	2019-2021	2021-22	2022-23	2021-2023
		Actuals	Actuals	Final Budget	Proposed Budget	Proposed Budget	Proposed Biennium
400000	PERSONNEL SERVICES	\$ 4,329,259	\$ 9,166,276	\$ 10,828,548	\$ 5,653,247	\$ 6,232,964	\$ 11,886,211
500000	MATERIALS & SERVICES	2,489,317	4,134,282	5,108,220	2,815,995	2,444,559	5,260,554
600000	CAPITAL OUTLAY	419,242	686,051	1,453,792	1,343,451	502,313	1,845,764
730000	DEBT SERVICE	-	45,000	490,861	245,445	245,369	490,814
899000	TRANSFERS OUT	82,477	3,361,801	-	-	-	-
910000	CONTINGENCY FUNDS	-	-	1,144,729	2,429,866	1,028,731	1,028,731
910000	UNAPPROPRIATED FUND BALANCE	3,174,762	4,875,992	-	-	-	-
<b>TOTAL GENERAL FUND REQUIREMENTS</b>		<b>\$ 10,495,057</b>	<b>\$ 22,269,402</b>	<b>\$ 19,026,150</b>	<b>\$ 12,488,004</b>	<b>\$ 10,453,936</b>	<b>\$ 20,512,074</b>
<b>FTE COUNT</b>		<b>30.10</b>	<b>34.05</b>	<b>41.95</b>	<b>34.60</b>	<b>36.60</b>	



## 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, information technology, records management, and planning services.

### 2019-2021 Noteworthy Items:

- Completion of the new \$13.5 million Gladstone Civic Center for the new police department and city hall.
- Completed the Trolley Trail Feasibility Study for the replacement at the Clackamas River in the City of Gladstone at the same location.
- Participated in regional conversations regarding Gladstone's position on the I-205 tolling.
- Completed the Gladstone Housing Needs Analysis.
- Completed the Gladstone Brand and Tourism Strategy.
- Completed annual audits and financial reports for the City of Gladstone and the Gladstone Urban Renewal Agency with no audit findings.



### 2021-2023 Budget Highlights:

- Major focus is to return to pre-COVID operations City-wide as allowed by federal, state, and county officials.
- Prioritize and take the next steps of the City's Community Development Initiatives including:
  - Implementation of the City's Downtown Revitalization Plan.
  - Complete the Housing Code Audit.
  - Complete the Community Engagement Strategy.
  - Complete the Charter Review Process
- Implement parking fee at Meldrum Bar Park to secure resources for Gladstone parks.

## General Fund

Administration Expenditures							
Requirements - 121							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 472,191	\$ 799,171	\$ 837,297	\$ 522,256	\$ 647,991	\$ 1,170,247
451000	OVERTIME	2,052	1,513	2,000	-	-	-
470000	ASSOCIATED PAYROLL COSTS	223,846	366,808	485,387	298,685	386,329	685,014
<b>Total Personnel Services</b>		<b>\$ 698,089</b>	<b>\$ 1,167,492</b>	<b>\$ 1,324,684</b>	<b>\$ 820,941</b>	<b>\$ 1,034,320</b>	<b>\$ 1,855,261</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 233,207	\$ 396,618	\$ 359,000	\$ 100,000	\$ 25,000	\$ 125,000
500120	MUNICIPAL AUDIT CONTRACT	33,450	59,200	84,000	40,000	42,000	82,000
500130	LEGAL FEES	212,668	199,500	216,000	100,000	100,000	200,000
500210	COMPUTER /TECHNOLOGY SERVICE	281,539	323,259	-	-	-	-
500490	COUNCIL ACTIVITIES	7,678	21,577	25,000	12,500	12,500	25,000
500491	OUTSIDE AGENCY REQUESTS	-	-	47,000	23,500	23,500	47,000
500492	COUNTY PLANNING SERVICES	81,493	174,806	160,000	80,000	80,000	160,000
510020	COMM. PROMOTIONS/BUSINESS DEV.	-	32,633	187,480	229,609	-	229,609
510021	TOURISM PROMOTION/ACTIVITIES	-	-	197,170	39,043	39,043	78,086
520120	BANK CHARGES	-	9,333	7,500	4,000	4,250	8,250
520200	BUILDING MAINTENANCE & SUPPLIES	14,566	1,155	-	-	-	-
520320	FLEET FUEL, MAINTENANCE & REPAIR	42	493	1,000	250	250	500
520400	OFFICE SUPPLIES & EQUIPMENT	22,982	51,135	38,310	18,500	18,500	37,000
520450	CITY NEWSLETTER	35,593	63,177	70,000	40,000	40,000	80,000
530000	FIRE & LIABILITY INSURANCE	269,787	183,706	350,000	195,000	200,000	395,000
530200	EMERGENCY MANAGEMENT	-	13,077	25,000	2,500	2,500	5,000
540110	EMPLOYEE APPRECIATION	765	2,311	5,000	2,500	2,500	5,000
540120	PERSONNEL RECRUITMENT	12,599	16,947	20,000	13,000	13,000	26,000
540200	DUES & MEMBERSHIPS	24,775	16,819	60,000	30,000	30,000	60,000
540220	TRAVEL, CONFERENCES & TRAINING	1,490	8,815	45,000	22,000	23,000	45,000
540230	MILEAGE REIMBURSEMENT	-	147	2,000	1,000	1,000	2,000
542000	PUBLICATIONS & SUBSCRIPTIONS	288	14,635	20,000	7,500	7,500	15,000
560100	UTILITIES	12,135	20,258	-	-	-	-
560120	TELEPHONES	9,118	-	30,000	14,000	14,000	28,000
<b>Total Materials &amp; Services</b>		<b>\$ 1,254,175</b>	<b>\$ 1,609,601</b>	<b>\$ 1,949,460</b>	<b>\$ 974,902</b>	<b>\$ 678,543</b>	<b>\$ 1,653,445</b>
<b>Total Requirements</b>		<b>\$ 1,952,264</b>	<b>\$ 2,777,093</b>	<b>\$ 3,274,144</b>	<b>\$ 1,795,843</b>	<b>\$ 1,712,863</b>	<b>\$ 3,508,706</b>
<b>FTE COUNT</b>		<b>5.00</b>	<b>5.70</b>	<b>5.80</b>	<b>5.00</b>	<b>6.00</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.

### 2019-2021 Noteworthy Items:

- ✓ Completed the upgrade of all operating systems from Windows 7 to Windows 10
- ✓ Completed Wireless Bridge Setup and install for Fire Dept Admin Building
- ✓ Decommissioned old fiber connection and move from Old City Hall to Fire Dept
- ✓ Moved access control systems from Old City Hall to Fire Dept
- ✓ Helped with development of IT Systems in New Civic Building
- ✓ Moved all City IT Equipment into New Civic Building
- ✓ Implementation of a new phone system for all City Buildings/Departments

### 2021-2023 Budget Highlights:

- Develop a hardware replacement cycle
- Update Domain Controller & Netmotion Server to latest server OS
- Implement a trouble ticket system for the Information Technology Dept
- Replace all department issued Cell phones with newer version iPhones to remain security compliant (current department issued iPhone 6 will no longer get iOS updates)



## General Fund

Information Technology Expenditures							
Requirements - 122							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ -	\$ -	\$ 198,120	\$ 106,044	\$ 113,568	\$ 219,612
470000	ASSOCIATED PAYROLL COSTS	-	-	79,889	53,345	57,537	110,882
<b>Total Personnel Services</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 278,009</b>	<b>\$ 159,389</b>	<b>\$ 171,105</b>	<b>\$ 330,494</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ -	\$ -	\$ 37,360	\$ 5,000	\$ 5,000	\$ 10,000
500210	COMPUTER /TECHNOLOGY SERVICE	-	-	34,200	101,734	111,077	212,811
520400	OFFICE SUPPLIES & EQUIPMENT	-	-	35,112	20,130	20,130	40,260
540220	TRAVEL, CONFERENCES & TRAINING	-	-	-	400	400	800
540300	SMALL TOOLS, EQUIPMENT & SAFETY	-	-	540	300	300	600
560110	CELL PHONES, PAGERS & RADIOS	-	-	5,292	32,665	32,665	65,330
<b>Total Materials &amp; Services</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 112,504</b>	<b>\$ 160,229</b>	<b>\$ 169,572</b>	<b>\$ 329,801</b>
<b>Capital Outlay</b>							
661018	COMPUTER & EQUIPMENT RESERVE	\$ -	\$ -	\$ 27,500	\$ 61,107	\$ 35,528	\$ 96,635
<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,500</b>	<b>\$ 61,107</b>	<b>\$ 35,528</b>	<b>\$ 96,635</b>
<b>Total Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 418,013</b>	<b>\$ 380,725</b>	<b>\$ 376,205</b>	<b>\$ 756,930</b>
<b>FTE COUNT</b>		<b>-</b>	<b>-</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. The department was established during the 2017-2019 Biennium to set a standard of maintenance of City buildings. With the completion of the new City Hall and Police Station in April 2020, there is an increasing need to ensure all City assets are well maintained on a routine basis.

Facilities include City Hall, Police Department, Fire Department, Senior Center and Public Works.

### 2019-2021 Noteworthy Items:

- ✓ Completed the Gladstone Civic Center
- ✓ Implemented bi-weekly facility inspections at all locations.
- ✓ Completed needed repairs and painting of the Gladstone Senior Center.
- ✓ Established a Building Reserve account to begin the remodeling of the Public Works facility.

### 2021-2023 Budget Highlights:

- Beginning phases of develop and design the new Public Works facility.
- Develop maintenance standards for all city facilities
- Provide attractive, clean, safe and well maintained facilities for the public and city employees



## General Fund

Facilities Expenditures							
Requirements - 124							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ -	\$ 57,028	\$ 73,027	\$ 38,489	\$ 65,747	\$ 104,236
439000	PART-TIME/SEASONAL	-	4,939	16,490	10,000	10,000	20,000
451000	OVERTIME	-	1,803	2,000	1,600	1,600	3,200
470000	ASSOCIATED PAYROLL COSTS	-	24,882	32,469	18,677	44,114	62,791
<b>Total Personnel Services</b>		<b>\$ -</b>	<b>\$ 88,652</b>	<b>\$ 123,986</b>	<b>\$ 68,766</b>	<b>\$ 121,461</b>	<b>\$ 190,227</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ -	\$ 82,509	\$ 105,000	\$ 65,000	\$ 75,000	\$ 140,000
520130	OPERATIONS, MAINTENANCE & REPAIR	-	80,042	105,000	55,000	65,000	120,000
520322	GENERATOR FUEL	-	340	3,200	-	-	-
540220	TRAVEL, CONFERENCES & TRAINING	-	-	2,000	2,000	2,000	4,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	-	3,770	5,500	3,500	3,500	7,000
560100	UTILITIES	-	129,124	140,000	90,000	95,000	185,000
<b>Total Materials &amp; Services</b>		<b>\$ -</b>	<b>\$ 295,785</b>	<b>\$ 360,700</b>	<b>\$ 215,500</b>	<b>\$ 240,500</b>	<b>\$ 456,000</b>
<b>Capital Outlay</b>							
641010	BUILDING REPAIR	\$ -	\$ 22,882	\$ 47,000	\$ 10,000	\$ 10,000	\$ 20,000
641000	FACILITY IMPROVEMENTS	-	-	250,000	195,000	125,000	320,000
<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>\$ 22,882</b>	<b>\$ 297,000</b>	<b>\$ 205,000</b>	<b>\$ 135,000</b>	<b>\$ 340,000</b>
<b>Total Requirements</b>		<b>\$ -</b>	<b>\$ 407,319</b>	<b>\$ 781,686</b>	<b>\$ 489,266</b>	<b>\$ 496,961</b>	<b>\$ 986,227</b>
<b>FTE COUNT</b>			<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>1.10</b>	



## 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.

### 2019-2021 Noteworthy Items:

- ✓ Ran an amnesty program and collected \$65,344.22
- ✓ Hired new indigent defense attorneys
- ✓ Created new filing system for misdemeanor cases
- ✓ Transitioned services to the new Gladstone Civic Center
- ✓ Court is allowing individuals to appear by phone after arraignment if appropriate paperwork is filled prior to court date.
- ✓ Pro Tem Judge Lindgren is utilizing court software, allowing court staff to be more productive while in court.

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.

### 2021-2023 Budget Highlights:

- Continue purging documents that have exceeded the Oregon records retention schedule.
- Attend OACA/CJIS Conferences – funds in Travel, Conferences & Training
- Exporting abstracts to DMV
- Hiring new Judge
- Jury trials have been placed on hold for Covid-19. Expected increase in jury trials.



## General Fund

Municipal Court Expenditures							
Requirements - 220							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 83,942	\$ 200,298	\$ 277,824	\$ 152,319	\$ 159,709	\$ 312,028
451000	OVERTIME	-	173	-	-	-	-
470000	ASSOCIATED PAYROLL COSTS	37,587	93,831	157,102	82,670	87,997	170,667
<b>Total Personnel Services</b>		<b>\$ 121,529</b>	<b>\$ 294,302</b>	<b>\$ 434,926</b>	<b>\$ 234,989</b>	<b>\$ 247,706</b>	<b>\$ 482,695</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ -	\$ 1,529	\$ 1,000	\$ 500	\$ 500	\$ 1,000
500132	PROSECUTING ATTORNEY	36,000	73,118	73,800	36,000	36,000	72,000
500134	ATTORNEYS FOR INDIGENT CLIENTS	32,056	59,325	67,000	33,500	33,500	67,000
500136	MUNICIPAL COURT JUDGE	36,000	70,092	73,800	36,000	36,000	72,000
500137	PRO-TEM JUDGE	-	2,547	3,000	1,500	1,500	3,000
500138	JURY EXPENSES	712	720	2,000	1,000	1,000	2,000
500282	COURTROOM SECURITY	5,790	13,739	16,000	8,000	8,000	16,000
520120	BANK CHARGES	-	9,852	8,000	4,000	4,000	8,000
520400	OFFICE SUPPLIES & EQUIPMENT	9,244	20,098	27,500	12,370	12,370	24,740
520420	COLLECTION SERVICES	1,102	-	-	-	-	-
530200	DOCUMENT IMAGING	-	13	-	-	-	-
540220	TRAVEL, CONFERENCES & TRAINING	-	2,863	4,000	1,500	1,500	3,000
<b>Total Materials &amp; Services</b>		<b>\$ 120,904</b>	<b>\$ 253,896</b>	<b>\$ 276,100</b>	<b>\$ 134,370</b>	<b>\$ 134,370</b>	<b>\$ 268,740</b>
<b>Total Requirements</b>		<b>\$ 242,433</b>	<b>\$ 548,198</b>	<b>\$ 711,026</b>	<b>\$ 369,359</b>	<b>\$ 382,076</b>	<b>\$ 751,435</b>
<b>FTE COUNT</b>		<b>1.50</b>	<b>1.50</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 and 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.

### 2019-2020 Noteworthy Items:

- ✓ It has been a busy couple of years. In 2019 we responded to 12,150 calls for service. In 2020 we responded to 12,411 calls for service.
- ✓ Established more presence on social media, actively involved on Facebook and Twitter. We continue to increase our communication through monthly reporting and annual report. Our goal is and continues to be transparency.
- ✓ We have implemented our internal strategic plan and once COVID restrictions lift we will invite community members to review our plan to include their feedback.
- ✓ GPD transitioned into a new police department that is functional and meets GPD's needs.
- ✓ Continued developing a succession plan for the Gladstone Police Department.



**2021-2022 Budget Highlights:**

- Emergency Management – In conjunction with the Fire Chief, continue outreach designated to increase individual self-reliance in our community by preparing both city staff and community members through the use of volunteers.
- Prepare and complete curriculum for a citizen’s academy and implement when COVID restrictions are lifted.
- Complete Oregon Accreditation Alliance (OAA).
- Continue to work towards completing our current strategic plan with an emphasis on involving the community, resiliency and specialized training focusing on communication and de-escalation tactics.
- Full implementation of our volunteer program, “Neighbors Helping Neighbors”.
- Continue to enhance GPD’s media strategy and overall communication.
- Creation of a Landlord / Tenant Forum.



## General Fund

<b>Police Department Expenditures</b>							
<b>Requirements - 240</b>							
<b>Account Code</b>	<b>Description</b>	<b>FY 2016-17 Actuals</b>	<b>Biennium 2017-2019 Actuals</b>	<b>Biennium 2019-2021 Final Budget</b>	<b>2021-22 Proposed Budget</b>	<b>2022-23 Proposed Budget</b>	<b>2021-2023 Proposed Biennium</b>
<b>Personnel Services</b>							
432000	SALARIES	\$ 1,182,105	\$ 2,284,341	\$ 2,716,184	\$ 1,450,140	\$ 1,524,593	\$ 2,974,733
451000	OVERTIME/HOLIDAY	144,307	255,759	282,000	146,000	146,000	292,000
470000	ASSOCIATED PAYROLL COSTS	656,095	1,198,843	1,614,224	933,002	994,792	1,927,794
<b>Total Personnel Services</b>		<b>\$ 1,982,507</b>	<b>\$ 3,738,943</b>	<b>\$ 4,612,408</b>	<b>\$ 2,529,142</b>	<b>\$ 2,665,385</b>	<b>\$ 5,194,527</b>
<b>Materials &amp; Services</b>							
500200	CONTRACTUAL SERVICES	\$ 58,874	\$ 64,161	\$ 76,440	\$ 72,500	\$ 72,500	\$ 145,000
500284	PARK PATROL (PRIVATE SECURITY)	4,707	11,016	13,860	7,300	7,300	14,600
500498	SHARE COST CCOM DISPATCH	-	-	-	145,000	-	145,000
510044	JUVENILE & TRAFFIC DIVERSION PROG.	2,500	5,000	9,500	4,750	4,750	9,500
520112	FIREARMS/AMMUNITION	16,277	42,987	68,000	34,000	34,000	68,000
520100	OPERATIONAL SUPPLIES & EQUIPMENT	84,747	85,155	139,880	43,664	43,664	87,328
520310	MAINTENANCE, REPAIR & OPERATIONS	14,518	4,296	-	-	-	-
520320	VEHICLE MAINTENANCE/FUELING	56,448	124,938	150,000	79,000	79,000	158,000
520340	RADIO MAINT/REPLACEMENT	19,431	34,263	-	-	-	-
520345	RADAR MAINTENANCE REPLACEMENT	3,817	1,590	-	2,000	2,000	4,000
520400	OFFICE SUPPLIES/FORMS	18,511	34,537	40,000	18,200	18,200	36,400
540110	EMPLOYEE APPRECIATION	-	4,735	12,000	6,000	6,000	12,000
540200	DUES & MEMBERSHIPS	51,331	43,219	20,000	9,275	9,275	18,550
540220	TRAVEL, CONFERENCES & TRAINING	-	31,747	64,000	37,100	37,100	74,200
542000	PUBLICATIONS & SUBSCRIPTIONS	6,932	4,977	8,200	2,500	2,500	5,000
540221	EMERGENCY MANAGEMENT	4,307	-	-	-	-	-
540300	UNIFORM & EQUIPMENT	17,430	42,162	40,000	19,800	19,800	39,600
560110	CELL PHONES, PAGERS,RADIOS	22,659	44,678	40,868	-	-	-
560120	TELEPHONES	-	-	-	10,100	10,100	20,200
<b>Total Materials &amp; Services</b>		<b>\$ 382,489</b>	<b>\$ 579,461</b>	<b>\$ 682,748</b>	<b>\$ 491,189</b>	<b>\$ 346,189</b>	<b>\$ 837,378</b>
<b>Capital Outlay</b>							
651000	VEHICLES & EQUIPMENT RESERVE	\$ -	\$ 170,284	\$ 220,000	\$ 115,000	\$ 57,500	\$ 172,500
661018	RADIO & COMPUTER RESERVE	-	73,251	5,000	-	-	-
<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>\$ 243,535</b>	<b>\$ 225,000</b>	<b>\$ 115,000</b>	<b>\$ 57,500</b>	<b>\$ 172,500</b>
<b>Total Requirements</b>		<b>\$ 2,364,996</b>	<b>\$ 4,561,939</b>	<b>\$ 5,520,156</b>	<b>\$ 3,135,331</b>	<b>\$ 3,069,074</b>	<b>\$ 6,204,405</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>	

## **FIRE DEPARTMENT EXPENDITURES**

The Gladstone Fire Department strives to make our community safer by protecting lives and property while caring for the needs of the people we serve. We are committed to providing high quality services to the community at an acceptable level of taxation.

The Gladstone Fire Department is staffed by three full-time Fire Captains and Part-time/Paid On-Call Firefighters to efficiently and effectively provide emergency medical services, firefighting, rescue and to assist in other situations to meet the needs of the City and community.

The Department is managed by a career Fire Chief and the Training & EMS Chief. These chief officers provide administration, training, and logistical support for the firefighters while integrating with other City departments (Police, Public Works, etc.) to make the community a safe place to live and work. We aspire to provide a prompt, professional and positive experience to all we serve.

### **2019-2021 Noteworthy Items:**

- ✓ Stabilized response staffing by having a full time Captain and two Paid On-Call Firefighters on duty 24/7/365.
- ✓ Obtained office and training classroom space across the street from the fire station. This rental space was obtained to support administrative and training needs and to prepare the fire station for sleeping quarters for firefighters.
- ✓ Successfully staffed and responded to disaster & major emergencies: September 2020 fire storm and 2021 ice storm.
- ✓ Sustained over one year of emergency responses during COVID pandemic conditions.

### **2021-2023 Budget Highlights:**

- Reorganize staffing to provide consistent administration and operations of fire department.
- Increase recruitment and retention efforts of part time/paid on-call firefighters.
- Complete improvements to fire station to include crew sleeping quarters.
- Update apparatus replacement plan and replace support vehicles as needed.





## General Fund

Fire Department Expenditures							
Requirements - 250							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 179,584	\$ 732,605	\$ 926,051	\$ 470,568	\$ 503,856	\$ 974,424
432290	ON-CALL FIREFIGHTERS	261,133	496,496	548,000	314,487	320,777	635,264
451000	OVERTIME/HOLIDAY	-	42,114	50,000	31,794	32,276	64,070
470000	ASSOCIATED PAYROLL COSTS	143,917	560,701	690,019	454,000	481,446	935,446
<b>Total Personnel Services</b>		<b>\$ 584,634</b>	<b>\$ 1,831,916</b>	<b>\$ 2,214,070</b>	<b>\$ 1,270,849</b>	<b>\$ 1,338,355</b>	<b>\$ 2,609,204</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ -	\$ 934	\$ -	\$ 37,000	\$ 45,000	\$ 82,000
500150	MEDICAL DIRECTOR CONTRACT	10,510	24,090	29,000	14,500	14,500	29,000
500210	COMPUTER /TECHNOLOGY SERVICE	4,110	10,530	-	-	-	-
500250	JANITORIAL SERVICES	3,980	-	-	-	-	-
500498	CCOM DISPATCH SERVICE	84,831	166,655	170,000	93,500	99,000	192,500
510022	FIRE GRANTS	-	(22,225)	50,000	25,000	25,000	50,000
520122	FIRE PREVENTION & INVESTIGATION	6,107	11,840	12,000	2,500	2,500	5,000
520124	FIRST RESPONDER SUPPLIES	15,874	52,007	53,000	27,825	27,825	55,650
520126	SCBA & TURNOUT MAINTENANCE	8,149	15,860	-	-	-	-
520200	BUILDING MAINTENANCE & SUPPLIES	26,958	69,446	83,800	43,150	43,150	86,300
520320	FLEET FUEL, MAINTENANCE & REPAIR	45,898	113,728	140,000	67,100	67,100	134,200
520400	OFFICE SUPPLIES/PRINTING	3,033	9,881	5,280	-	-	-
540130	PHYSICAL EXAMINATIONS	15,822	38,249	48,000	13,000	13,000	26,000
540200	DUES & MEMBERSHIPS	10,526	9,322	15,000	2,500	2,500	5,000
540222	TECH RESCUE TRAINING	1,533	10,107	15,250	-	-	-
540224	EMS TRAINING & RECERTIFICATION	4,372	9,198	15,000	7,500	7,500	15,000
540225	FIREFIGHTER TRAINING	21,115	41,382	62,000	32,500	32,500	65,000
540300	UNIFORMS & SAFETY EQUIPMENT	13,552	24,787	30,000	12,500	12,500	25,000
560100	UTILITIES	8,906	-	-	-	-	-
560110	CELL PHONES,PAGERS,RADIOS	32,651	40,750	64,000	18,000	18,000	36,000
<b>Total Materials &amp; Services</b>		<b>\$ 317,927</b>	<b>\$ 626,541</b>	<b>\$ 792,330</b>	<b>\$ 396,575</b>	<b>\$ 410,075</b>	<b>\$ 806,650</b>
<b>Capital Outlay</b>							
641000	FACILITY IMPROVEMENTS	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ 350,000
661010	ROUTINE EQUIPMENT REPLACEMENT	23,631	55,475	-	-	-	-
661012	TURN-OUTS & SCBA RESERVE	11,996	88,997	191,620	-	-	-
661014	TECH RESCUE EQUIPMENT	15,676	22,942	-	-	-	-
661016	FIRE APPARATUS & EQUIPMENT RESERVE	41,721	-	466,667	-	-	-
661018	RADIO & EQUIPMENT RESERVE	50,654	29,265	44,394	-	-	-
<b>Total Capital Outlay</b>		<b>\$ 143,678</b>	<b>\$ 196,679</b>	<b>\$ 702,681</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ 350,000</b>
<b>Total Requirements</b>		<b>\$ 1,046,239</b>	<b>\$ 2,655,136</b>	<b>\$ 3,709,081</b>	<b>\$ 2,017,424</b>	<b>\$ 1,748,430</b>	<b>\$ 3,765,854</b>
<b>FTE COUNT</b>		<b>2.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	

## PARKS & RECREATION DEPARTMENT EXPENDITURES

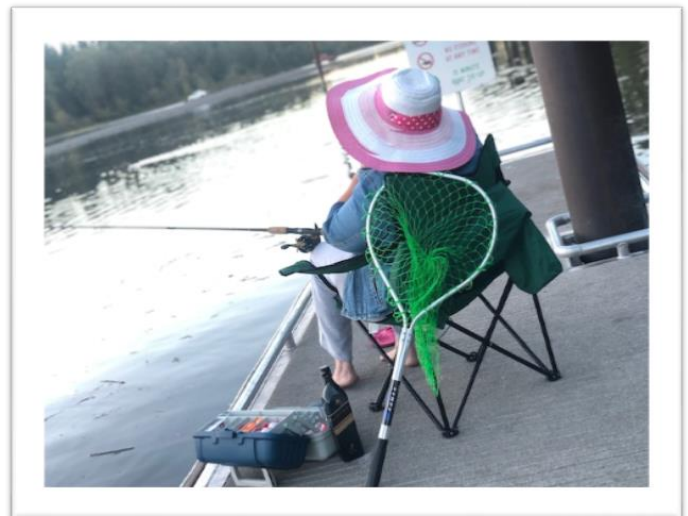
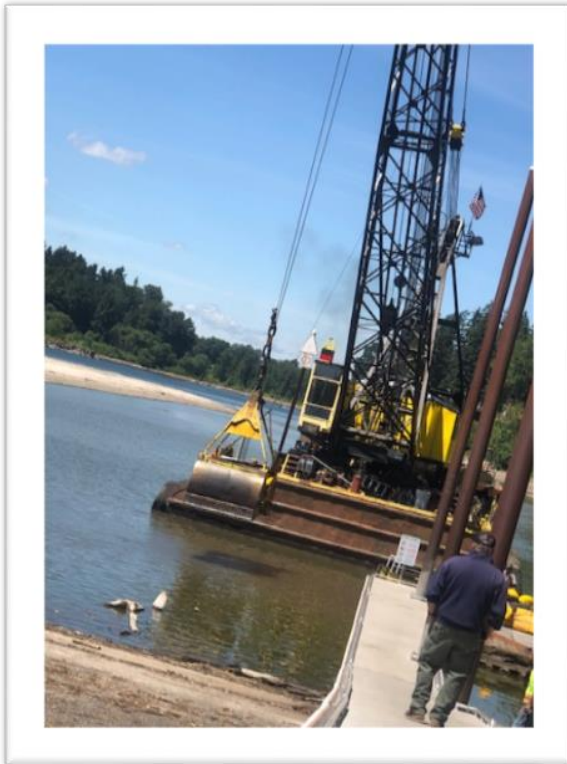
The City of Gladstone has 14 city parks, and the Public Works Department is responsible for regular maintenance of 11 of the parks. Gladstone's beautiful parks offer countless recreational options to our residents and visitors alike.

### 2019-2021 Noteworthy Items:

- ✓ Completed the Meldrum Bar Dredging project in conjunction with the Oregon State Marine Board.
- ✓ Approval to begin the Gladstone Nature Park Site Plan.
- ✓ Implementation of the Meldrum Bar parking fee.

### 2021-2023 Budget Highlights:

- Create park maintenance standards.
- Continue to move towards approval for Meldrum Bar Park site plan
- Ongoing management of hazardous tree removal



## General Fund

Parks Expenditures							
Requirements - 526							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 111,464	\$ 308,344	\$ 352,093	\$ 182,397	\$ 216,227	\$ 398,624
439000	PART-TIME/SEASONAL	15,836	34,964	65,000	45,000	55,000	100,000
451000	OVERTIME	1,732	6,291	7,000	5,000	6,000	11,000
470000	ASSOCIATED PAYROLL COSTS	69,006	187,486	232,885	125,679	159,464	285,143
<b>Total Personnel Services</b>		<b>\$ 198,038</b>	<b>\$ 537,085</b>	<b>\$ 656,978</b>	<b>\$ 358,076</b>	<b>\$ 436,691</b>	<b>\$ 794,767</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 69,716	\$ 38,772	\$ 65,000	\$ 7,700	\$ 12,700	\$ 20,400
510052	MARINE BOARD ASSISTANCE PROGRM	548	-	-	-	-	-
520130	OPERATIONS, MAINTENANCE & REPAIRS	32,207	154,462	140,000	70,000	75,000	145,000
520132	HAZARDOUS TREE REMOVAL	23,940	39,338	60,000	35,000	35,000	70,000
520134	SPRAY PK OPERATE & MAINTENANCE	939	267	-	-	-	-
520300	EQUIPMENT MAINTENANCE & SUPPLIES	14,354	220	-	-	-	-
520320	FLEET FUEL, MAINTENANCE & REPAIRS	1,377	28,453	42,000	20,000	25,000	45,000
520400	OFFICE SUPPLIES & EQUIPMENT	393	3,423	3,360	2,500	2,500	5,000
530120	PORTABLE RESTROOM RENTALS	10,152	-	-	-	-	-
540220	TRAVEL, CONFERENCES & TRAINING	770	1,252	3,500	1,750	1,750	3,500
540300	SMALL TOOLS, EQUIPMENT & SAFETY	4,285	15,071	30,000	10,000	10,000	20,000
540400	DUMPING, HAULING & GARBAGE	1,408	801	3,000	1,500	1,500	3,000
560100	UTILITIES	10,050	51,995	60,000	35,000	35,000	70,000
<b>Total Materials &amp; Services</b>		<b>\$ 170,139</b>	<b>\$ 334,054</b>	<b>\$ 406,860</b>	<b>\$ 183,450</b>	<b>\$ 198,450</b>	<b>\$ 381,900</b>
<b>Capital Outlay</b>							
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 70,262	\$ 31,569	\$ 120,200	\$ 62,344	\$ 25,000	\$ 87,344
671200	METRO LOCAL SHARE	67,343	-	-	-	-	-
676050	SYSTEMS IMPROVEMENTS & PROJECTS	-	154,448	68,411	550,000	249,285	799,285
<b>Total Capital Outlay</b>		<b>\$ 137,605</b>	<b>\$ 186,017</b>	<b>\$ 188,611</b>	<b>\$ 612,344</b>	<b>\$ 274,285</b>	<b>\$ 886,629</b>
<b>Total Requirements</b>		<b>\$ 505,782</b>	<b>\$ 1,057,156</b>	<b>\$ 1,252,449</b>	<b>\$ 1,153,870</b>	<b>\$ 909,426</b>	<b>\$ 2,063,296</b>
<b>FTE COUNT</b>		<b>1.60</b>	<b>2.25</b>	<b>2.45</b>	<b>2.40</b>	<b>2.90</b>	

## General Fund

### 2021-2023 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.
- The budget has remained the same as the previous biennium due to uncertainty on timing of commencement of programs.
- The Community School Contract was moved to the Administration department budget under the Outside Agencies Requests.

Recreation Expenditures								
Requirements - 527								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
<b>Personnel Services</b>								
435110	FIELD MAINTENANCE CREW	\$ 16,236	\$ 23,012	\$ 32,000	\$ 16,000	\$ 16,000	\$ 32,000	
435120	PLAYGROUND AIDES	10,890	25,677	28,000	14,000	14,000	28,000	
470000	ASSOCIATED PAYROLL COSTS	3,405	7,670	6,000	3,000	3,000	6,000	
<b>Total Personnel Services</b>		<b>\$ 30,531</b>	<b>\$ 56,359</b>	<b>\$ 66,000</b>	<b>\$ 33,000</b>	<b>\$ 33,000</b>	<b>\$ 66,000</b>	
<b>Materials &amp; Services</b>								
500460	COMMUNITY SCHOOL CONTRACT	\$ 22,535	\$ 44,844	-	-	-	-	
510062	SUMMER PROGRAMS	1,498	3,128	3,000	1,500	1,500	3,000	
510064	SPECIAL EVENTS	964	1,904	5,000	2,500	2,500	5,000	
520136	MAINTENANCE & SUPPLIES	936	1,345	2,200	1,100	1,100	2,200	
<b>Total Materials &amp; Services</b>		<b>\$ 25,933</b>	<b>\$ 51,221</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>\$ 56,464</b>	<b>\$ 107,580</b>	<b>\$ 76,200</b>	<b>\$ 38,100</b>	<b>\$ 38,100</b>	<b>\$ 76,200</b>	
<b>FTE COUNT</b>		-	-	-	-	-	-	



## SENIOR CENTER EXPENDITURES

The Gladstone Senior Center was built with City, fundraising funds and Community Block Grant funding in 1981. Prior to the COVID-19 pandemic, the Center had 1,000+ patrons each month that come through the doors. 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.

Due to the COVID-19 pandemic, all Oregon senior centers were closed as of March 2020, and will remain closed until further notice. The Center will continue to offer, as allowed, some social services, homebound meals, a congregate drive through meal weekly, and the foot clinic.

### 2019-2021 Noteworthy Items:

- ✓ Enhanced technical needs to comply with changing I.T. requisites.
- ✓ With partial financial assistance from the Senior Center Foundation, completed roof repairs, updated the HVAC units and purchased a new minivan for the Center.
- ✓ Modified transportation activities to enrich social lives of seniors.
- ✓ Cooperated with Clackamas County to facilitate meal preparation and delivery to homebound population

### 2021-2023 Budget Highlights:

- Due to unknown reopening plans, the position of Senior Center Manager was eliminated from this biennium budget. Remaining staff will continue to provide services as allowed under Governor Brown's Executive Order.



## General Fund

Senior Center Expenditures								
Requirements - 528								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
<b>Personnel Services</b>								
432000	SALARIES	\$ 142,580	\$ 343,220	\$ 393,471	\$ 116,713	\$ 120,166	\$ 236,879	
470000	ASSOCIATED PAYROLL COSTS	50,094	135,099	169,016	61,382	64,775	126,157	
<b>Total Personnel Services</b>		<b>\$ 192,674</b>	<b>\$ 478,319</b>	<b>\$ 562,487</b>	<b>\$ 178,095</b>	<b>\$ 184,941</b>	<b>\$ 363,036</b>	
<b>Materials &amp; Services</b>								
500210	COMPUTER/TECHNOLOGY SERVICE	\$ 6,642	\$ 2,161	-	-	-	-	
500250	JANITORIAL SERVICES	5,225	-	-	-	-	-	
510075	NUTRITION PROGRAM SUPPLIES	10,635	26,243	36,000	20,000	20,000	40,000	
520140	TRAM EXPENSES	6,050	10,615	12,500	7,000	7,500	14,500	
520190	MISCELLANEOUS EQUIPMENT	570	3,080	7,500	4,000	4,250	8,250	
520200	BUILDING MAINTENANCE & SUPPLIES	7,313	5,552	16,000	4,680	4,680	9,360	
520320	FLEET FUEL, MAINTENANCE & REPAIRS	427	985	2,500	1,300	1,450	2,750	
520400	OFFICE SUPPLIES & EQUIPMENT	5,891	11,050	11,368	6,500	6,500	13,000	
540200	DUES & MEMBERSHIPS	2,453	785	2,800	1,600	1,600	3,200	
540230	MILEAGE REIMBURSEMENT	-	-	100	100	100	200	
560100	UTILITIES	11,620	-	-	-	-	-	
560120	TELEPHONES	3,689	6,848	7,000	3,500	3,500	7,000	
<b>Total Materials &amp; Services</b>		<b>\$ 60,515</b>	<b>\$ 67,319</b>	<b>\$ 95,768</b>	<b>\$ 48,680</b>	<b>\$ 49,580</b>	<b>\$ 98,260</b>	
<b>Capital Outlay</b>								
641010	BUILDING REPAIR	\$ -	\$ 2,938	\$ 13,000	\$ -	\$ -	\$ -	
641090	PLANTON ESTATE	137,959	-	-	-	-	-	
651000	VEHICLES & EQUIPMENT	-	23,000	-	-	-	-	
676050	SYSTEMS IMPROVEMENTS & PROJECTS	-	11,000	-	-	-	-	
<b>Total Capital Outlay</b>		<b>\$ 137,959</b>	<b>\$ 36,938</b>	<b>\$ 13,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total Requirements</b>		<b>\$ 391,148</b>	<b>\$ 582,576</b>	<b>\$ 671,255</b>	<b>\$ 226,775</b>	<b>\$ 234,521</b>	<b>\$ 461,296</b>	
<b>FTE COUNT</b>		<b>3.50</b>	<b>3.50</b>	<b>3.10</b>	<b>2.10</b>	<b>2.10</b>		

## General Fund

### LIBRARY EXPENDITURES

During the previous biennium budget period, Clackamas County assumed responsibility of operations of the Gladstone Library, and will be constructing a new library on the previous City Hall site in downtown Gladstone. The City will participate in operations through an annual contribution to Clackamas County, involvement with the Gladstone Library Task Force and other committees throughout project planning and completion.

#### 2019-21 Noteworthy Items:

- ✓ Finalized Master IGA with the approval of ten Library cities, which allowed for the implementation of the terms of the settlement agreement between the City of Gladstone and Clackamas County.
- ✓ Participated on the Gladstone Community Library Planning Task Force to ensure community involvement concerning the new library construction project.
- ✓ Completed transfer of Gladstone Library operations to Clackamas County on November 30, 2019.

<b>Library Expenditures</b>							
<b>Requirements - 529</b>							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 380,553	\$ 672,258	\$ 360,000	\$ -	\$ -	\$ -
470000	ASSOCIATED PAYROLL COSTS	140,704	300,950	195,000	-	-	-
<b>Total Personnel Services</b>		<b>\$ 521,257</b>	<b>\$ 973,208</b>	<b>\$ 555,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ -	\$ 63,900	\$ 265,900	\$ 206,000	\$ 212,180	\$ 418,180
500210	COMPUTER/TECHNOLOGY SERVICE	48,052	34,095	25,000	-	-	-
500250	JANITORIAL SERVICES	13,763	-	-	-	-	-
510081	NEW BOOKS	48,578	164,284	95,000	-	-	-
510082	ADULT/CHILDREN'S PROGRAMS	8,071	6,525	7,500	-	-	-
510084	READY TO READ GRANT	2,932	5,649	2,950	-	-	-
510086	LIBRARY FNDTN FUNDED PROGRAM	6,432	7,400	5,000	-	-	-
510100	MARKETING	-	437	700	-	-	-
520200	BUILDING MAINTENANCE & REPAIRS	12,092	-	-	-	-	-
520310	OFFICE SUPPLIES & EQUIPMENT	3,597	11,524	6,000	-	-	-
530100	RENTALS & LEASES	1,261	13,953	9,000	-	-	-
540200	DUES & MEMBERSHIPS	4,027	597	-	-	-	-
542000	PUBLICATIONS & SUBSCRIPTIONS	-	8,040	4,500	-	-	-
560100	UTILITIES	8,430	-	-	-	-	-
<b>Total Materials &amp; Services</b>		<b>\$ 157,235</b>	<b>\$ 316,404</b>	<b>\$ 421,550</b>	<b>\$ 206,000</b>	<b>\$ 212,180</b>	<b>\$ 418,180</b>
<b>Total Requirements</b>		<b>\$ 678,492</b>	<b>\$ 1,289,612</b>	<b>\$ 976,550</b>	<b>\$ 206,000</b>	<b>\$ 212,180</b>	<b>\$ 418,180</b>
<b>FTE COUNT</b>		<b>8.44</b>	<b>8.86</b>	<b>5.50</b>	<b>-</b>	<b>-</b>	





## ROADS & STREET FUND REVENUES & EXPENDITURES

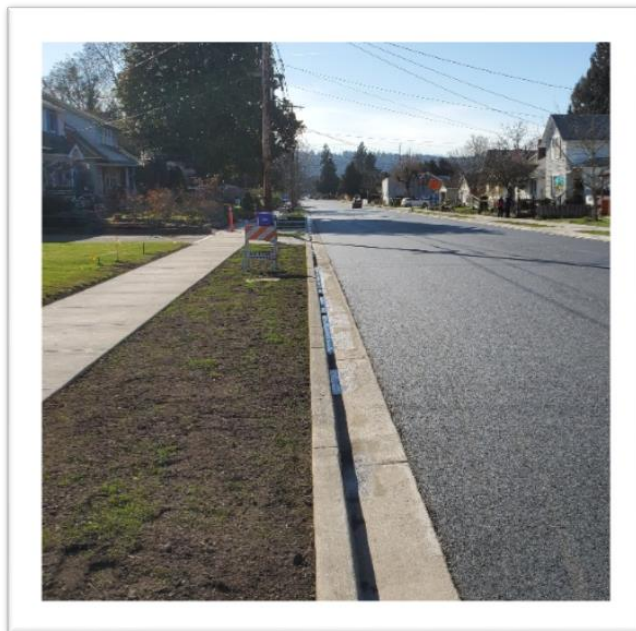
The Roads & Street Fund maintains the City's transportation system, including 37.14 centerline miles of roadway, sidewalks and pathways, in order to improve public safety and livability. The Roads & Street department strives to meet the ever changing mobility and transportation needs of our residents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

### 2019-2021 Noteworthy Items:

- ✓ Replacement of over 95 traffic/street signs and 97 street name signs.
- ✓ Restriped all streets and completed pavement patches.
- ✓ Completed the E. Clarendon St. project which provided two blocks of new roadway and sidewalks.
- ✓ Storm clean up from the devastating ice storm which left much of Gladstone unsafe.
- ✓ ROW management, commercial and private development and plan reviews.

### 2021-2023 Budget Highlights:

- Annual slurry seal, crack sealing and pavement repairs including sign replacement for the one-way E. Clackamas Blvd. project.
- Replacement of approximately 80 traffic/street signs and approximately 70 street name signs.
- Ongoing maintenance and repairs to roadways and streets.
- Replacement of ADA ramps at various locations.
- Pedestrian crossing at Webster and Cason Rd.
- ROW management, commercial and private development and plan reviews.



## Public Works

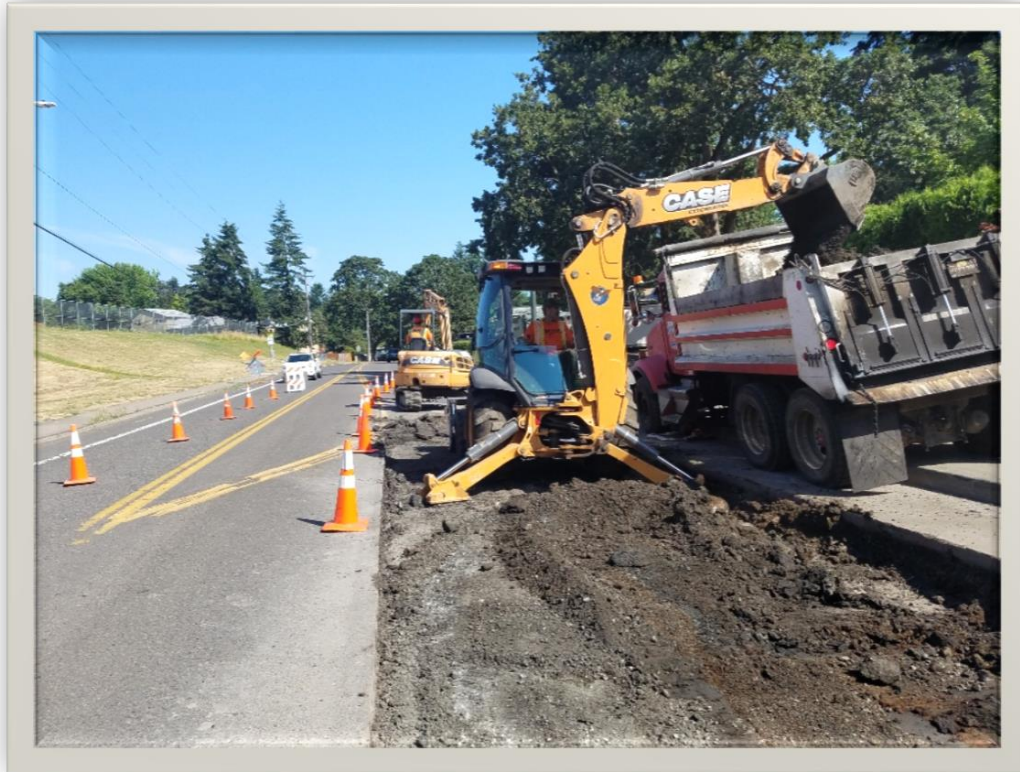
ROAD & STREET FUND - 205								
Resources								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
309999	FUND BALANCE	\$ 822,930	\$ 1,181,087	\$ 1,750,000	\$ 2,900,000	\$ 400,000	\$ 2,900,000	
310060	VEHICLE REGISTRATION FEES	-	-	-	180,000	190,000	370,000	
310140	STATE HIGHWAY TAXES	693,528	1,609,673	1,837,123	905,909	911,642	1,817,551	
312050	RIGHT OF WAY FEES	-	-	892,000	275,750	300,750	576,500	
314075	TRANSPORTATION SDC'S	63,121	125,401	20,000	10,000	10,000	20,000	
360000	ALL OTHER ROAD/STREET REVENUE	60,706	40,632	60,000	30,000	30,000	60,000	
<b>Transfers In (ROW Revenue):</b>								
399100	GENERAL FUND	82,477	316,801	-	-	-	-	
399730	SEWER FUND	56,880	221,370	241,667	211,200	219,725	430,925	
399740	WATER FUND	30,728	140,875	171,488	138,500	143,500	282,000	
399750	STORM FUND	-	52,875	79,676	51,030	53,070	104,100	
<b>Total Resources</b>		<b>\$ 1,810,370</b>	<b>\$ 3,688,714</b>	<b>\$ 5,051,954</b>	<b>\$ 4,702,389</b>	<b>\$ 2,258,687</b>	<b>\$ 6,561,076</b>	
Requirements - 305								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
<b>Personnel Services</b>								
432000	SALARIES	\$ 113,476	\$ 345,084	\$ 446,149	\$ 291,613	\$ 305,699	\$ 597,312	
439000	PART-TIME/SEASONAL	19,084	14,156	45,000	25,000	25,000	50,000	
450100	OVERTIME	4,533	5,948	8,000	4,000	4,000	8,000	
470000	ASSOCIATED PAYROLL COSTS	81,606	216,332	301,436	181,350	192,735	374,085	
<b>Total Personnel Services</b>		<b>\$ 218,699</b>	<b>\$ 581,520</b>	<b>\$ 800,585</b>	<b>\$ 501,963</b>	<b>\$ 527,434</b>	<b>\$ 1,029,397</b>	
<b>Materials &amp; Services</b>								
500110	CONTRACTUAL & PROFESSIONAL	\$ 5,143	\$ 43,001	\$ 109,200	\$ 23,000	\$ 23,000	\$ 46,000	
520130	OPERATIONS, MAINTENANCE & REPAIRS	29,255	110,996	500,000	300,000	300,000	600,000	
520172	STREET LIGHT MAINTENANCE	62,230	145,453	165,000	100,000	100,000	200,000	
520176	TRAFFIC SIGNAL MAINTENANCE	9,468	12,960	45,000	8,000	8,000	16,000	
520178	STREET SIGN MAINTENANCE	5,056	24,119	45,000	50,000	50,000	100,000	
520311	EQUIPMENT REPAIRS	12,213	140	-	-	-	-	
530100	RENTALS & LEASES	2,111	-	-	-	-	-	
520320	FLEET FUEL, MAINTENANCE & REPAIRS	1,701	31,803	65,000	30,000	35,000	65,000	
520400	OFFICE SUPPLIES & EQUIPMENT	263	2,908	4,160	2,500	2,500	5,000	
540200	DUES & MEMBERSHIPS	870	-	-	-	-	-	
540220	TRAVEL, CONFERENCES & TRAINING	24	555	5,000	2,500	2,500	5,000	
540300	SMALL TOOLS, EQUIPMENT & SAFETY	34,449	13,553	45,000	20,000	20,000	40,000	
540400	DUMPING, HAULING, GARBAGE	1,408	818	5,000	2,500	2,500	5,000	
560100	UTILITIES	185	1,307	2,200	1,250	1,250	2,500	
<b>Total Materials &amp; Services</b>		<b>\$ 164,376</b>	<b>\$ 387,613</b>	<b>\$ 990,560</b>	<b>\$ 539,750</b>	<b>\$ 544,750</b>	<b>\$ 1,084,500</b>	
<b>Capital Outlay</b>								
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 80,125	\$ 241,690	\$ 575,000	\$ 572,000	\$ 50,000	\$ 622,000	
673020	ENGINEERING SERVICES	29,071	-	-	-	-	-	
675054	NEW STREET LIGHTS	-	-	-	-	-	-	
675056	BIKEWAY & SIDEWALK IMPROVEMENTS	-	-	72,000	81,059	9,116	90,175	
675060	BUILDING & FACILITIES IMPROVEMENTS	5,410	-	-	-	-	-	
676050	SYSTEM IMPROVEMENTS & PROJECTS	9,100	134,381	1,295,659	1,474,761	109,927	1,584,688	
678090	RESERVE FROM SDC'S	-	-	327,535	550,570	-	550,570	
<b>Total Capital Outlay</b>		<b>\$ 123,706</b>	<b>\$ 376,071</b>	<b>\$ 2,270,194</b>	<b>\$ 2,678,390</b>	<b>\$ 169,043</b>	<b>\$ 2,847,433</b>	

## Public Works

### ROAD & STREET FUND - 205

#### Requirements - 305

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Transfers out:</b>							
899100	GENERAL FUND	\$ 62,308	\$ 130,285	\$ 81,935	\$ 176,848	\$ 187,683	\$ 364,531
899730	SEWER FUND	-	-	169,560	135,146	143,259	278,405
899740	WATER FUND	-	-	169,560	135,146	143,259	278,405
899750	STORM FUND	-	-	169,560	135,146	143,259	278,405
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
	UNAPPPROPRIATED FUND BALANCE	1,241,281	2,213,225	-	-	-	-
<b>Total Requirements</b>		<b>\$ 1,810,370</b>	<b>\$ 3,688,714</b>	<b>\$ 5,051,954</b>	<b>\$ 4,702,389</b>	<b>\$ 2,258,687</b>	<b>\$ 6,561,076</b>
<b>FTE COUNT</b>		<b>1.88</b>	<b>2.75</b>	<b>3.19</b>	<b>4.21</b>	<b>4.21</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.

### 2019-2021 Noteworthy Items:

- ✓ Began the Inflow and Infiltration Study in accordance with our MAO with DEQ.
- ✓ Implemented Sewer Utility rate/SDC increases.
- ✓ Continued line cleaning, system maintenance and repair.
- ✓ Completed the E. Clarendon St. project which included new sewer lines and service laterals for a two block section of roadway.
- ✓ ROW management, commercial and private development and plan reviews.

### 2021-2023 Budget Highlights:

- Continue Inflow and Infiltration Study as required in the Mutual Agreement and Order with DEQ.
- Create line cleaning and maintenance standards.
- Continue mainline cleaning (approximately 57,884 feet), system maintenance and repair.
- Continue working on IGA with Oak Lodge Water District.
- Add one FTE, split equally between Sewer and Water funds.
- Construct W. Clackamas Sewer Project.
- ROW management, commercial and private development and plan reviews.



Public Works

Sewer Fund - 730							
Resources							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
309999	FUND BALANCE	\$ 1,130,035	\$ 1,186,877	\$ 936,000	\$ 2,320,000	\$ 400,000	\$ 2,320,000
314050	OAK LODGE SANITARY	552,186	1,154,472	1,349,749	875,000	910,000	1,785,000
314055	TRI CITY SERVICE DISTRICT	1,529,600	3,406,324	3,473,582	2,965,000	3,085,000	6,050,000
314080	CONNECTIONS FEES	11,768	21,750	10,000	5,000	5,000	10,000
314110	SEWER SDC'S	5,601	194,751	15,000	10,000	10,000	20,000
360000	ALL OTHER SEWER RECEIPTS	3,159	4,185	2,000	2,000	2,000	4,000
<b>Transfers In:</b>							
399205	ROAD & STREET FUND	-	-	169,560	135,146	143,259	278,405
<b>Total Resources</b>		<b>\$ 3,232,349</b>	<b>\$ 5,968,359</b>	<b>\$ 5,955,891</b>	<b>\$ 6,312,146</b>	<b>\$ 4,555,259</b>	<b>\$ 10,467,405</b>
Requirements - 703							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 184,320	\$ 320,073	\$ 381,626	\$ 235,104	\$ 249,957	\$ 485,061
439000	PART-TIME/SEASONAL	3,973	17,119	35,000	20,000	20,000	40,000
450100	OVERTIME	5,941	9,236	10,000	5,000	5,000	10,000
470000	ASSOCIATED PAYROLL COSTS	172,855	160,250	249,431	138,584	148,477	287,061
<b>Total Personnel Services</b>		<b>\$ 367,089</b>	<b>\$ 506,678</b>	<b>\$ 676,057</b>	<b>\$ 398,688</b>	<b>\$ 423,434</b>	<b>\$ 822,122</b>
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 96,006	\$ 60,315	\$ 110,000	\$ 28,000	\$ 33,000	\$ 61,000
500210	COMPUTER/TECHNOLOGY SERVICES	39,658	-	-	-	-	-
500452	SDC PASS-THROUGH TO TCSD	14,267	21,939	15,000	5,000	5,000	10,000
500456	OAK LODGE SANITARY DISTRICT	478,680	998,529	1,068,513	554,760	574,177	1,128,937
500458	TRI-CITY SERVICE DISTRICT	1,103,496	2,370,696	2,583,000	1,345,500	1,392,593	2,738,093
520120	BANK CHARGES	-	-	-	18,000	18,000	36,000
520130	OPERATIONS, MAINTENANCE & REPAIRS	48,659	70,290	105,000	55,000	60,000	115,000
520320	FLEET FUEL, MAINTENANCE & REPAIRS	3,636	19,189	55,000	25,000	30,000	55,000
520400	OFFICE SUPPLIES & EQUIPMENT	393	7,612	4,160	4,000	4,000	8,000
520430	UTILITY BILLS & POSTAGE	-	11,338	16,000	8,000	8,000	16,000
540220	TRAVEL, CONFERENCES & TRAINING	2,402	1,262	7,500	2,500	2,500	5,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	2,128	19,539	21,000	10,000	10,000	20,000
540400	DUMPING, HAULING, GARBAGE	1,408	670	5,000	2,500	3,000	5,500
560100	UTILITIES	807	2,612	3,200	3,000	3,500	6,500
<b>Total Materials &amp; Services</b>		<b>\$ 1,791,540</b>	<b>\$ 3,583,991</b>	<b>\$ 3,993,373</b>	<b>\$ 2,061,260</b>	<b>\$ 2,143,770</b>	<b>\$ 4,205,030</b>
<b>Capital Outlay</b>							
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 49,496	\$ 317,295	\$ 662,000	\$ 615,000	\$ 50,000	\$ 665,000
676050	SYSTEM IMPROVEMENTS & PROJECTS	125,699	65,454	38,046	2,138,495	1,215,748	3,354,243
676052	RIPARIAN RESTORATION	-	-	-	-	-	-
678090	RESERVE FROM SDC'S	-	15,000	249,000	393,964	-	393,964
<b>Total Capital Outlay</b>		<b>\$ 175,195</b>	<b>\$ 397,749</b>	<b>\$ 949,046</b>	<b>\$ 3,147,459</b>	<b>\$ 1,265,748</b>	<b>\$ 4,413,207</b>

## Public Works

Sewer Fund - 730							
Requirements - 703							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Transfers out:</b>							
899100	GENERAL FUND	\$ 26,975	\$ 56,405	\$ 60,748	\$ 93,539	\$ 102,582	\$ 196,121
899205	ROAD & STREET FUND	56,880	221,370	241,667	211,200	219,725	430,925
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 35,000	\$ 400,000	\$ 400,000	\$ 400,000
	UNAPPPROPRIATED FUND BALANCE	814,670	1,202,166	-	-	-	-
<b>Total Requirements</b>		<b>\$ 3,232,349</b>	<b>\$ 5,968,359</b>	<b>\$ 5,955,891</b>	<b>\$ 6,312,146</b>	<b>\$ 4,555,259</b>	<b>\$ 10,467,405</b>
<b>FTE COUNT</b>		<b>2.60</b>	<b>2.33</b>	<b>2.82</b>	<b>3.34</b>	<b>3.34</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.

### 2019-2021 Noteworthy Items:

- ✓ Implemented Water Utility rate/SDC increase.
- ✓ Responded to water leaks, met Oregon Health Authority requirements and performed minimal system improvements.
- ✓ Completed the E. Clarendon St. project which included new water lines for a two block section of roadway.
- ✓ ROW management, commercial and private development and plan reviews.

### 2021-2023 Budget Highlights:

- Reservoir cleaning/inspections.
- Add one FTE, split equally between Sewer and Water funds.
- Create standards for water system maintenance.
- 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.
- Develop Water System Risk and Resilience Plan and certify with EPA.
- Develop plans and construct Webster and Kirkwood reservoir fall protection upgrades.
- ROW management, commercial and private development and plan reviews.



## Public Works

### Water Fund - 740

#### Resources

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
309999	FUND BALANCE	\$ 1,440,278	\$ 2,016,105	\$ 2,009,000	\$ 3,868,000	\$ 400,000	\$ 3,868,000
314060	WATER SERVICE REVENUE	1,140,794	3,223,001	3,419,750	2,550,000	2,650,000	5,200,000
314080	WATER SERVICE CONNECTIONS	355	12,656	10,000	5,000	5,000	10,000
314110	WATER SDC'S	33,949	185,652	10,000	25,000	25,000	50,000
360000	ALL OTHER WATER FUND RESOURCES	15,988	100	20,000	-	-	-
<b>Transfers In:</b>							
399205	ROAD & STREET FUND	-	-	169,560	135,146	143,259	278,405
<b>Total Resources</b>		<b>\$ 2,631,364</b>	<b>\$ 5,437,514</b>	<b>\$ 5,638,310</b>	<b>\$ 6,583,146</b>	<b>\$ 3,223,259</b>	<b>\$ 9,406,405</b>

#### Requirements - 704

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 179,125	\$ 409,172	\$ 485,161	\$ 308,815	\$ 322,145	\$ 630,960
439000	PART-TIME/SEASONAL	3,802	9,006	35,000	20,000	20,000	40,000
450100	OVERTIME	3,458	12,352	15,000	5,000	5,000	10,000
470000	ASSOCIATED PAYROLL COSTS	31,769	211,008	324,712	210,348	223,731	434,079
<b>Total Personnel Services</b>		<b>\$ 218,154</b>	<b>\$ 641,538</b>	<b>\$ 859,873</b>	<b>\$ 544,163</b>	<b>\$ 570,876</b>	<b>\$ 1,115,039</b>

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Materials &amp; Services</b>							
500110	CONTRACTUAL & PROFESSIONAL	\$ 15,055	\$ 103,885	\$ 135,000	\$ 33,000	\$ 38,000	\$ 71,000
500210	COMPUTER/TECHNOLOGY SERVICES	25	-	-	-	-	-
500240	METER READING CONTRACT	18,736	44,757	50,000	30,000	35,000	65,000
500425	WHOLESALE WATER PURCHASES	337,631	828,698	1,304,000	637,500	662,500	1,300,000
520120	BANK CHARGES	(175)	50,386	13,000	18,000	18,000	36,000
520130	OPERATIONS, MAINTENANCE & REPAIRS	113,710	248,780	310,000	150,000	150,000	300,000
520162	LABORATORY WATER TESTS	4,457	15,340	20,000	20,000	20,000	40,000
520165	FIRE HYDRANT REPAIR	-	12,635	30,000	20,000	20,000	40,000
520320	FLEET FUEL, MAINTENANCE & REPAIRS	15,376	18,113	45,000	20,000	25,000	45,000
520400	OFFICE SUPPLIES & EQUIPMENT	11,321	5,689	4,660	3,000	3,000	6,000
520430	UTILITY BILLS & POSTAGE	8,205	12,768	12,000	8,000	8,000	16,000
530190	ELECTRIC POWER/LEASE LINE	15,394	-	-	-	-	-
540220	TRAVEL, CONFERENCES & TRAINING	9,211	9,687	10,500	5,000	5,000	10,000
540300	SMALL TOOLS, EQUIPMENT & SAFETY	6,732	21,091	22,000	10,000	10,000	20,000
540400	DUMPING, HAULING, GARBAGE	1,408	4,316	10,000	5,000	5,000	10,000
560100	UTILITIES	1,376	35,477	40,000	25,000	30,000	55,000
<b>Total Materials &amp; Services</b>		<b>\$ 558,462</b>	<b>\$ 1,411,622</b>	<b>\$ 2,006,160</b>	<b>\$ 984,500</b>	<b>\$ 1,029,500</b>	<b>\$ 2,014,000</b>

Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Capital Outlay</b>							
660100	EQUIPMENT REPLACEMENT RESERVES	\$ 49,496	\$ 60,682	\$ 200,000	\$ 229,000	\$ 50,000	\$ 279,000
676050	SYSTEM IMPROVEMENTS & PROJECTS	1,209	70,339	1,103,762	3,354,432	696,963	4,051,395
678090	RESERVE FROM SDC'S	-	-	474,000	609,610	-	609,610
<b>Total Capital Outlay</b>		<b>\$ 50,705</b>	<b>\$ 131,021</b>	<b>\$ 1,777,762</b>	<b>\$ 4,193,042</b>	<b>\$ 746,964</b>	<b>\$ 4,940,006</b>



## Public Works

Water Fund - 740							
Requirements - 704							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Debt Service</b>							
720040	2005 DEBT PRINCIPAL	\$ 141,000	\$ 303,000	\$ 317,000	\$ 165,000	\$ 166,000	\$ 331,000
730040	2005 DEBT INTEREST	30,561	49,361	40,124	15,256	11,979	27,235
<b>Total Debt Service</b>		<b>\$ 171,561</b>	<b>\$ 352,361</b>	<b>\$ 357,124</b>	<b>\$ 180,256</b>	<b>\$ 177,979</b>	<b>\$ 358,235</b>
<b>Transfers out:</b>							
899100	GENERAL FUND	\$ 15,099	\$ 31,580	\$ 65,903	\$ 142,685	\$ 154,440	\$ 297,125
899205	ROAD & STREET FUND	30,729	140,875	171,488	138,500	143,500	282,000
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
	UNAPPPROPRIATED FUND BALANCE	1,586,654	2,728,517	-	-	-	-
<b>Total Requirements</b>		<b>\$ 2,631,364</b>	<b>\$ 5,437,514</b>	<b>\$ 5,638,310</b>	<b>\$ 6,583,146</b>	<b>\$ 3,223,259</b>	<b>\$ 9,406,405</b>
<b>FTE COUNT</b>		<b>3.69</b>	<b>3.34</b>	<b>3.88</b>	<b>3.34</b>	<b>3.34</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 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.

### 2019-2021 Noteworthy Items:

- ✓ Completed ongoing line cleaning and system maintenance and repair focused on localized flooding and NPDES permit requirements.
- ✓ Implemented storm water utility rate/SDC increase.
- ✓ Completed the E. Clarendon St. project which included new storm water lines for a two block section of roadway.
- ✓ ROW management, commercial and private development and plan reviews.

### 2021-2023 Budget Highlights:

- Create maintenance standards.
- Perform storm line cleaning, catch basin cleaning and system maintenance.
- System repairs in accordance with the city's NPDES permit requirements.
- Finalize new NPDES permit and implement changes.
- Construct Barclay Storm Line Project.
- ROW management, commercial and private development and plan reviews.



## Public Works

Storm Water Fund - 750								
Resources								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
309999	FUND BALANCE	\$ -	\$ -	\$ 265,000	\$ 1,040,000	\$ 200,000	\$ 1,040,000	
314060	STORM REVENUE	-	1,036,814	1,593,530	928,000	970,000	1,898,000	
314110	STORM SDC'S	-	85,496	10,000	5,500	5,500	11,000	
360000	ALL OTHER STORM WATER RESOURCES	-	-	-	-	-	-	
<b>Transfers In:</b>								
399205	ROAD & STREET FUND	-	-	169,560	135,146	143,259	278,405	
<b>Total Resources</b>		<b>\$ -</b>	<b>\$ 1,122,310</b>	<b>\$ 2,038,090</b>	<b>\$ 2,108,646</b>	<b>\$ 1,318,759</b>	<b>\$ 3,227,405</b>	
Requirements - 705								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
<b>Personnel Services</b>								
432000	SALARIES	\$ -	\$ 218,598	\$ 323,160	\$ 167,376	\$ 174,849	\$ 342,225	
439000	PART-TIME/SEASONAL	-	5,866	35,000	20,000	20,000	40,000	
450100	OVERTIME	-	3,228	4,000	2,500	2,500	5,000	
470000	ASSOCIATED PAYROLL COSTS	-	105,603	200,629	87,639	92,847	180,486	
<b>Total Personnel Services</b>		<b>\$ -</b>	<b>\$ 333,295</b>	<b>\$ 562,789</b>	<b>\$ 277,515</b>	<b>\$ 290,196</b>	<b>\$ 567,711</b>	
<b>Materials &amp; Services</b>								
500110	CONTRACTUAL & PROFESSIONAL	\$ -	\$ 77,127	\$ 110,000	\$ 18,000	\$ 23,000	\$ 41,000	
520120	BANK CHARGES	-	-	-	18,000	18,000	36,000	
520130	OPERATIONS, MAINTENANCE & REPAIRS	-	40,974	65,000	30,000	35,000	65,000	
520320	FLEET FUEL, MAINTENANCE & REPAIRS	-	16,250	22,000	10,000	10,000	20,000	
520400	OFFICE SUPPLIES & EQUIPMENT	-	4,831	5,160	2,500	2,500	5,000	
520430	UTILITY BILLS & POSTAGE	-	10,651	15,800	8,000	8,000	16,000	
540220	TRAVEL, CONFERENCES & TRAINING	-	1,166	5,500	2,000	2,000	4,000	
540300	SMALL TOOLS, EQUIPMENT & SAFETY	-	13,936	11,500	5,000	6,000	11,000	
540400	DUMPING, HAULING, GARBAGE	-	1,095	3,000	2,500	2,500	5,000	
560100	UTILITIES	-	1,134	1,000	1,500	1,500	3,000	
<b>Total Materials &amp; Services</b>		<b>\$ -</b>	<b>\$ 167,164</b>	<b>\$ 238,960</b>	<b>\$ 97,500</b>	<b>\$ 108,500</b>	<b>\$ 206,000</b>	
<b>Capital Outlay</b>								
651000	VEHICLES AND EQUIPMENT RESERVES	\$ -	\$ 98,099	\$ -	\$ -	\$ -	\$ -	
660100	EQUIPMENT REPLACEMENT RESERVES	-	11,118	100,000	65,000	50,000	115,000	
676050	SYSTEM IMPROVEMENTS & PROJECTS	-	40,770	895,917	1,350,801	544,678	1,895,479	
<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>\$ 149,987</b>	<b>\$ 995,917</b>	<b>\$ 1,415,801</b>	<b>\$ 594,678</b>	<b>\$ 2,010,479</b>	
<b>Transfers out:</b>								
899100	GENERAL FUND	\$ -	\$ 40,100	\$ 60,748	\$ 66,800	\$ 72,315	\$ 139,115	
899205	ROAD & STREET FUND	-	52,875	79,676	51,030	53,070	104,100	
<b>Contingency</b>								
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	
	UNAPPROPRIATED FUND BALANCE	-	378,889	-	-	-	-	
<b>Total Requirements</b>		<b>\$ -</b>	<b>\$ 1,122,310</b>	<b>\$ 2,038,090</b>	<b>\$ 2,108,646</b>	<b>\$ 1,318,759</b>	<b>\$ 3,227,405</b>	
<b>FTE COUNT</b>		<b>-</b>	<b>1.83</b>	<b>2.32</b>	<b>2.34</b>	<b>2.34</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 20.2% of the total Gladstone Police Department 2021-2023 Biennial Budget.

The levy budget funds the community services 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.

### 2019-2021 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 2019 the K9 team deployed 46 times resulting in 8 captures. In 2020 the team deployed 54 times resulting in 9 captures and 3 article finds.



Officer Olson and Nanuk

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



## Other Funds

- ✓ SWAT – SWAT Officer Lee Gilliam Completed his time on the Interagency SWAT Team and will be replaced in the near future. Thank you Detective Gilliam for your service on SWAT!



### 2021-2023 Budget Highlights:

- Accredited Police Agency- The law enforcement accreditation system establishes a uniform set of “Best Practices” for police agencies that are consistent on an international scale, measureable, verified by independent body as to compliance, and creates an accountability to the community, elected policy makers, and the line officers who are performing the day to day work.
- Development and ongoing training for a newly selected SWAT operator.
- K9 officer to continue education and advanced tracking and obedience training.



## Other Funds

<b>POLICE &amp; COMMUNICATIONS LEVY FUND - 228</b>							
<b>Resources</b>							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
309999	FUND BALANCE	\$ 240,832	\$ 301,319	\$ 165,000	\$ 140,000	\$ 190,347	\$ 140,000
310020	LEVY TAX	517,941	1,153,275	1,311,323	695,831	720,185	1,416,016
310050	PRIOR YEAR TAXES	25,494	29,372	48,000	8,000	8,000	16,000
330100	INTEREST	4,348	13,137	7,800	1,000	1,000	2,000
399100	TRANSFER IN FROM GENERAL	-	45,000	-	-	-	-
<b>Total Resources</b>		<b>\$ 788,615</b>	<b>\$ 1,542,103</b>	<b>\$ 1,532,123</b>	<b>\$ 844,831</b>	<b>\$ 919,532</b>	<b>\$ 1,574,016</b>
<b>Requirements - 245</b>							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Personnel Services</b>							
432000	SALARIES	\$ 232,124	\$ 633,547	\$ 670,983	\$ 358,141	\$ 368,477	\$ 726,618
470000	ASSOCIATED PAYROLL COSTS	119,371	347,512	482,308	229,490	241,818	471,308
<b>Total Personnel Services</b>		<b>\$ 351,495</b>	<b>\$ 981,059</b>	<b>\$ 1,153,291</b>	<b>\$ 587,631</b>	<b>\$ 610,295</b>	<b>\$ 1,197,926</b>
<b>Materials &amp; Services</b>							
500498	SHARE COST	\$ 120,165	\$ 259,295	\$ 295,000	\$ -	\$ 152,250	\$ 152,250
510032	SRO EXPENSES	963	954	4,000	2,000	2,000	4,000
510040	K-9 PROGRAM	-	25,398	14,000	7,000	7,000	14,000
510041	SWAT PROGRAM	-	-	8,200	4,100	4,100	8,200
520310	MAINTENANCE, REPAIR & OPERATIONS	-	1,000	20,000	-	-	-
<b>Total Materials &amp; Services</b>		<b>\$ 121,128</b>	<b>\$ 285,647</b>	<b>\$ 341,200</b>	<b>\$ 13,100</b>	<b>\$ 165,350</b>	<b>\$ 178,450</b>
<b>Capital Outlay</b>							
660000	FURNISHINGS & EQUIPMENT	\$ -	\$ 54,006	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>\$ 54,006</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfers out</b>							
899100	TRANSFERS OUT TO GENERAL FUND	\$ 14,120	\$ 29,535	\$ 24,316	\$ 53,753	\$ 80,089	133,842
<b>Contingency</b>							
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 13,316	\$ 190,347	\$ 63,798	\$ 63,798
	UNAPPPROPRIATED FUND BALANCE	301,872	191,856	-	-	-	-
<b>Total Requirements</b>		<b>\$ 788,615</b>	<b>\$ 1,542,103</b>	<b>\$ 1,532,123</b>	<b>\$ 844,831</b>	<b>\$ 919,532</b>	<b>\$ 1,574,016</b>
<b>FTE COUNT</b>		<b>4.50</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	



## 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 19.5% of the total Gladstone Fire Department 2021-2023 Biennial Budget.

The levy budget funds one career training captain position, plus safety and equipment items for the department. Noteworthy items and budget highlights listed within the Fire Department apply to the Levy fund, also.

### 2019-2021 Noteworthy Items:

- ✓ Replaced an aging fire engine with a new state of the art fire engine that will serve the community for decades.
- ✓ Purchased new vehicle extrication rescue tools.

### 2021-2023 Budget Highlights:

- Increase public education for emergency preparedness with innovative delivery.
- Equip firefighters with additional personal protective equipment for emergency medical services at scenes of violence.
- Update incident reporting software.



## Other Funds

FIRE & EMERGENCY SERVICES LEVY FUND - 229								
Resources								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
309999	FUND BALANCE	\$ 391,988	\$ 420,651	\$ 451,000	\$ 255,000	\$ 154,763	\$ 255,000	
310020	LEVY TAX	236,194	525,915	597,722	317,217	328,319	645,536	
310050	PRIOR YEAR TAXES	11,626	13,393	18,000	4,000	4,000	8,000	
330100	INTEREST	5,247	21,350	12,000	2,500	2,500	5,000	
<b>Total Resources</b>		<b>\$ 645,055</b>	<b>\$ 981,309</b>	<b>\$ 1,078,722</b>	<b>\$ 578,717</b>	<b>\$ 489,582</b>	<b>\$ 913,536</b>	
Requirements - 255								
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium	
<b>Personnel Services</b>								
432000	SALARIES	\$ 74,799	\$ 162,348	\$ 160,532	\$ 100,756	\$ 107,910	\$ 208,666	
439000	PART-TIME/SEASONAL	19,085	62,148	66,000	24,509	24,999	49,508	
470000	ASSOCIATED PAYROLL COSTS	45,402	118,938	124,471	74,982	80,406	155,388	
<b>Total Personnel Services</b>		<b>\$ 139,286</b>	<b>\$ 343,434</b>	<b>\$ 351,003</b>	<b>\$ 200,247</b>	<b>\$ 213,315</b>	<b>\$ 413,562</b>	
<b>Materials &amp; Services</b>								
500110	CONTRACTUAL & PROFESSIONAL	\$ 24,070	\$ 51,221	\$ 20,000	\$ 10,000	\$ 10,000	\$ 20,000	
520365	EQUIPMENT TESTING & SERVICE	6,699	11,000	20,000	10,000	10,000	20,000	
520400	OFFICE SUPPLIES & EQUIPMENT	7,286		10,000	3,000	3,000	6,000	
520126	SCBA & TURNOUT MAINTENANCE	-		20,000	10,000	10,000	20,000	
560110	CELL PHONES, PAGERS, RADIOS	-		20,000	3,000	3,000	6,000	
<b>Total Materials &amp; Services</b>		<b>\$ 38,055</b>	<b>\$ 62,221</b>	<b>\$ 90,000</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 72,000</b>	
<b>Capital Outlay</b>								
641030	TRAINING FACILITY	\$ 19,188	\$ 2,774	\$ -	\$ -	\$ -	\$ -	
661010	ROUTINE EQUIP REPLACEMENT	-	-	50,000	-	-	-	
661012	SCBA & TURNOUT RESERVE	-	-	55,000	52,500	52,500	105,000	
661014	TECH RESCUE EQUIPMENT	-	-	25,000	-	-	-	
661016	FIRE APPARATUS	-	-	325,000	50,000	50,000	100,000	
660120	FIRE, EMS & EXTRICATION EQUIPMENT	21,243	64,901	77,000	51,000	51,000	102,000	
<b>Total Capital Outlay</b>		<b>\$ 40,431</b>	<b>\$ 67,675</b>	<b>\$ 532,000</b>	<b>\$ 153,500</b>	<b>\$ 153,500</b>	<b>\$ 307,000</b>	
<b>Transfers out</b>								
899100	TRANSFERS OUT TO GENERAL FUND	\$ 5,935	\$ 6,300	\$ 4,863	\$ 34,207	\$ 37,404	\$ 71,611	
<b>Contingency</b>								
910000	CONTINGENCY FUNDS	\$ -	\$ -	\$ 100,856	\$ 154,763	\$ 49,363	\$ 49,363	
	UNAPPROPRIATED FUND BALANCE	421,348	501,679	-	-	-	-	
<b>Total Requirements</b>		<b>\$ 645,055</b>	<b>\$ 981,309</b>	<b>\$ 1,078,722</b>	<b>\$ 578,717</b>	<b>\$ 489,582</b>	<b>\$ 913,536</b>	
<b>FTE COUNT</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		

## Other Funds

### CIVIC BUILDINGS CAPITAL 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.

<b>CIVIC BUILDINGS CAPITAL FUND - 307</b>							
<b>Resources</b>							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
309999	FUND BALANCE	\$ -	\$ 37,658	\$ -	\$ -	\$ -	\$ -
<b>Transfers In:</b>							
399110	STATE REVENUE SHARING	890,602	-	-	-	-	-
399390	URBAN RENEWAL DISTRICT	94,246	2,932,044	12,766,000	-	-	-
<b>Total Resources</b>		<b>\$ 984,848</b>	<b>\$ 2,969,702</b>	<b>\$ 12,766,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Requirements - 255</b>							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
620000	CAPITAL CONSTRUCTION	\$ 984,848	\$ 2,799,238	\$ 12,766,000	\$ -	\$ -	\$ -
740040	ISSUANCE COSTS	-	132,807	-	-	-	-
	UNAPPPROPRIATED FUND BALANCE	-	37,657	-	-	-	-
<b>Total Requirements</b>		<b>\$ 984,848</b>	<b>\$ 2,969,702</b>	<b>\$ 12,766,000</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>							
<b>Account Code</b>	<b>Description</b>	<b>FY 2016-17 Actuals</b>	<b>Biennium 2017-2019 Actuals</b>	<b>Biennium 2019-2021 Final Budget</b>	<b>2021-22 Proposed Budget</b>	<b>2022-23 Proposed Budget</b>	<b>2021-2023 Proposed Biennium</b>
309999	FUND BALANCE	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
326020	CITY OF GLADSTONE FINES/FEES	-	800,209	700,000	350,000	385,000	735,000
326030	CLACKAMAS COUNTY FINES/FEES	-	29,927	26,000	10,000	12,000	22,000
326040	STATE OF OREGON FINES/FEES	-	139,118	88,000	41,000	44,000	85,000
326050	RESTITUTION	-	-	6,000	1,500	1,500	3,000
326060	BOND	-	4,920	5,000	2,500	2,500	5,000
360000	ALL OTHER COURT FEES	-	2,493	-	-	-	-
<b>Total Resources</b>		<b>\$ -</b>	<b>\$ 976,667</b>	<b>\$ 865,000</b>	<b>\$ 445,000</b>	<b>\$ 485,000</b>	<b>\$ 890,000</b>
<b>Requirements - 220</b>							
<b>Account Code</b>	<b>Description</b>	<b>FY 2016-17 Actuals</b>	<b>Biennium 2017-2019 Actuals</b>	<b>Biennium 2019-2021 Final Budget</b>	<b>2021-22 Proposed Budget</b>	<b>2022-23 Proposed Budget</b>	<b>2021-2023 Proposed Biennium</b>
<b>Materials &amp; Services</b>							
500500	CITY OF GLADSTONE FINES & FEES	\$ -	\$ 775,975	\$ 690,000	\$ 350,000	\$ 385,000	\$ 735,000
500510	CLACKAMAS COUNTY FINES & FEES	-	29,192	22,000	10,000	12,000	22,000
500520	STATE OF OREGON FINES & FEES	-	135,104	88,000	41,000	44,000	85,000
500530	RESTITUTION	-	-	6,000	1,500	1,500	3,000
500540	BOND-COURT	-	-	5,000	2,500	2,500	5,000
500550	ALL OTHER FEES & FINES	-	1,328	-	-	-	-
910000	CONTINGENCY	-	-	54,000	40,000	40,000	40,000
	UNAPPROPRIATED FUND BALANCE	-	35,068				
<b>Total Requirements</b>		<b>\$ -</b>	<b>\$ 976,667</b>	<b>\$ 865,000</b>	<b>\$ 445,000</b>	<b>\$ 485,000</b>	<b>\$ 890,000</b>

## Other Funds

### CLOSED FUNDS (for historical purposes only)

The State Shared Revenue Fund was closed by City Council authorization on April 11, 2017. Revenues were transferred and recorded in the General Fund as of the 2017-2019 Biennial Budget.

<b>STATE SHARED FUNDS - 110</b>							
<b>Resources</b>							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
309999	FUND BALANCE	\$ 903,411	\$ -	\$ -	\$ -	\$ -	\$ -
310170	STATE REVENUE SHARING ALLOTMENTS	139,553	-	-	-	-	-
330100	INTEREST	4,157	-	-	-	-	-
<b>Total Resources</b>		<b>\$ 1,047,121</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Requirements - 255</b>							
Account Code	Description	FY 2016-17 Actuals	Biennium 2017-2019 Actuals	Biennium 2019-2021 Final Budget	2021-22 Proposed Budget	2022-23 Proposed Budget	2021-2023 Proposed Biennium
<b>Transfers out</b>							
899100	TRANSFERS OUT TO GENERAL FUND	\$ 156,519	\$ -	\$ -	\$ -	\$ -	\$ -
899307	TRANSFERS OUT TO CIVIC BUILDING	890,602	-	-	-	-	-
<b>Contingency</b>							
	UNAPPPROPRIATED FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Requirements</b>		<b>\$ 1,047,121</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<p><b>On April 11, 2017 City Council authorized the closing of this fund.</b>  <b>The data shown is for historic purpose only.</b></p>							



Additional Information

**Operating Transfers In/Out  
2021-2023 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	249,616					249,616
Info. Technology Dept. recovery	64,827					64,827
ROW Revenue distribution	27,841		278,405	278,405	278,405	863,056
Public Works facility improvements	25,000					25,000

**Police & Comm. Levy Fund**

Administration Dept. recovery	107,392					107,392
Info. Technology Dept. recovery	27,631					27,631

**Fire & Emergency Serv. Levy Fund**

Administration Dept. recovery	57,357					57,357
Info. Technology Dept. recovery	14,886					14,886

**Sewer Fund**

Administration Dept. recovery	137,075					137,075
Info. Technology Dept. recovery	35,558					35,558
ROW Revenue payment		430,925				430,925
Public Works facility improvements	25,000					25,000

**Water Fund**

Administration Dept. recovery	216,050					216,050
Info. Technology Dept. recovery	56,075					56,075
ROW Revenue payment		282,000				282,000
Public Works facility improvements	25,000					25,000

**Storm Water Fund**

Administration Dept. recovery	91,406					91,406
Info. Technology Dept. recovery	23,717					23,717
ROW Revenue payment		104,100				104,100
Public Works facility improvements	25,000					25,000

**Total City Fund Transfers:**

	\$ 1,209,431	\$ 817,025	\$ 278,405	\$ 278,405	\$ 278,405	\$ 2,861,671
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**Urban Renewal Agency**

Debt Service	490,814					490,814
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	\$ 1,700,245	\$ 817,025	\$ 278,405	\$ 278,405	\$ 278,405	\$ 3,352,485
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(Note: includes Transfers In from Urban Renewal Agency for Debt Service not shown in Transfers Out on Summaries)

Additional Information

Summary of FTE

Description	2016-17 Actuals	2017-2019 Actuals	2019-2021 Adopted	2021-2023 Proposed
General Fund:				
General Administration	5.20	5.70	5.80	5.00
Information Technology	0.00	0.00	1.00	1.00
Facilities	0.00	0.60	0.60	0.60
Municipal Court	1.50	1.50	2.00	2.00
Police Department	16.50	16.50	16.50	16.50
Fire Department	2.00	4.00	5.00	5.00
Parks Department	1.60	2.25	2.45	2.40
Recreation Department	0.00	0.00	0.00	0.00
Senior Center	3.50	3.50	3.10	2.10
Library	8.44	8.86	5.50	0.00
<b>Total General Fund FTE</b>	<b>38.74</b>	<b>42.91</b>	<b>41.95</b>	<b>34.60</b>
Road & Street Fund	1.88	2.75	3.08	4.21
Police & Communication Levy Fund	4.50	5.00	5.00	5.00
Fire & Emergency Services Levy Fund	1.00	1.80	1.00	1.00
Sewer Fund	2.60	2.33	2.21	3.34
Water Fund	3.69	3.34	3.27	4.40
Storm Water Fund	0.00	1.83	2.21	2.34
<b>Total Other Funds FTE</b>	<b>13.67</b>	<b>17.05</b>	<b>16.77</b>	<b>20.29</b>
<b>Total All Funds FTE</b>	<b>52.41</b>	<b>59.96</b>	<b>58.72</b>	<b>54.89</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.
- ✓ In FY 2019/20, the Gladstone Library was assumed by Clackamas County.
- ✓ The increases in FTE for 2021-2023, stem from the proposed new positions in Public Works that will be split amongst Facilities, Parks and Roads for a total of 3.00 positions



Additional Information

**Salary Schedule**  
Non-Represented Personnel

July 1, 2021

RANGE	CLASSIFICATION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
<b>HOURLY</b>						
24-NR	NE POC Firefighter	14.00		7/1/2021	Minimum	Wage
	Park Aides	14.00	14.70	15.44	16.21	17.02
	Senior Center Monitor					
25-NR	NE POC Firefighter/Apparatus Operator	15.00				
26-NR	NE POC Firefighter AIC as Captain	16.00				
	Administration Office Assistant I					
	Park Program Coordinator	16.00	16.80	17.64	18.52	19.45
27-NR	NE Field Maintenance Seasonal	16.80	17.64	18.52	19.45	20.42
	Public Works Seasonal					
	Relief Caterer					
29-NR	NE Relief Tram Driver	17.64	18.52	19.45	20.42	21.44
	Senior Center General Office					
30-NR	NE VACANT	18.52	19.45	20.42	21.44	22.51
31-NR	NE On call Records Clerk	19.45	20.42	21.44	22.52	23.64
32-NR	NE VACANT	20.42	21.44	22.52	23.64	24.82
33-NR	NE VACANT	21.44	22.52	23.64	24.82	26.07
34-NR	NE VACANT	22.52	23.64	24.82	26.07	27.37
35-NR	NE Fire Logistics Officer	23.64	24.82	26.07	27.37	28.74
36-NR	NE POC Fire Captain or Lead Instructor	28.00				
<b>MONTHLY</b>						
37-NR	NE Office Assistant II	4,338	4,555	4,783	5,022	5,273
	Hourly	25.03	26.28	27.60	28.97	30.42
38-NR	NE VACANT	4,687	4,921	5,167	5,425	5,696
39-NR	NE VACANT	4,919	5,165	5,424	5,695	5,979
40-NR	NE Executive Assistant	5,166	5,425	5,696	5,981	6,280
	Hourly	29.81	31.30	32.86	34.51	36.23
41-NR	NE Project Coordinator	5,424	5,695	5,980	6,279	6,593
	Hourly	31.29	32.86	34.50	36.23	38.04
42-NR	NE VACANT	5,695	5,980	6,279	6,593	6,922

## Additional Information

RANGE	CLASSIFICATION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
		<b>MONTHLY</b>				
<b>43-NR</b>	<b>NE</b> Court Administrator	5,982	6,281	6,595	6,925	7,271
<b>44-NR</b>	<b>NE</b> VACANT	6,282	6,596	6,926	7,272	7,636
<b>45-NR</b>	<b>NE</b> Public Works Supervisor <b>E</b> City Recorder <b>E</b> Human Resources Manager	6,593	6,923	7,269	7,632	8,014
<b>46-NR</b>	<b>E</b> Senior Ctr -Manager/Media Coordinator <b>NE</b> Police Sergeant	6,923	7,269	7,632	8,014	8,415
<b>47-NR</b>	<b>E</b> VACANT	7,270	7,633	8,015	8,416	8,836
<b>48-NR</b>	<b>E</b> IT Manager <b>E</b> Finance Manager <b>E</b> Operations Manager	7,633	8,015	8,416	8,837	9,278
<b>49-NR</b>	<b>E</b> Fire Marshall	8,014	8,415	8,836	9,278	9,742
<b>50-NR</b>	<b>E</b> VACANT	8,415	8,836	9,278	9,742	10,229
<b>51-NR</b>	<b>E</b> Police Lieutenant	8,836	9,278	9,742	10,229	10,741
<b>52-NR</b>	<b>E</b> <b>E</b> Public Works Director	9,277	9,741	10,228	10,740	11,277
<b>53-NR</b>	<b>E</b> Finance Director	9,741	10,228	10,739	11,276	11,840
<b>54-NR</b>	<b>E</b> VACANT	10,229	10,740	11,277	11,841	12,433
<b>55-NR</b>	<b>E</b> Police Chief	10,741	11,278	11,842	12,434	13,056

Additional Information

**Salary Schedule**

AFSCME Personnel

July 1, 2021

RANGE	CLASSIFICATION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
<b>MONTHLY</b>						
<b>13-A</b>	Tram Driver Nutrition Caterer      Hourly	3,676 21.21	3,860 22.27	4,053 23.38	4,256 24.55	4,468 25.78
<b>14-A</b>	Account Clerk I	3,859	4,052	4,255	4,468	4,691
<b>15-A</b>	Program & Serv. Coord. Utility Worker II	4,053	4,256	4,468	4,692	4,927
<b>16-A</b>	VACANT	4,255	4,468	4,691	4,926	5,172
<b>17-A</b>	Account Clerk II Court Clerk Office Assistant II	4,468	4,692	4,926	5,172	5,431
<b>18-A</b>	Utility Worker - Journey	4,692	4,926	5,173	5,431	5,703
<b>19-A</b>	Account Clerk III	4,925	5,172	5,430	5,702	5,987
<b>20-A</b>	VACANT	5,172	5,430	5,702	5,987	6,286
<b>21-A</b>	Accountant	5,431	5,703	5,988	6,287	6,602

Additional Information

**Salary Schedule**

**GPA Personnel**

**July 1, 2021**

<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>STEP 6</b>	<b>STEP 7</b>
17-GPA	Records Clerk	4,126	4,332	4,549	4,776			
18-GPA	Property Evidence Tech (FT)	4,332	4,549	4,777	5,015			
19-GPA	Vacant	4,549	4,776	5,015	5,266			
20-GPA	Community Service Officer	4,776	5,015	5,265	5,529			
21-GPA	Vacant	5,015	5,266	5,529	5,805			
22-GPA	Police Officer	5,266	5,529	5,806	6,096	6,401	6,721	7,057

**IAFF Local 1159 Personnel**

<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>
45-IAFF	Fire Captain	6,593	6,923	7,269	7,632	8,014

## Additional Information

### DEBT SERVICE

#### Debt Summary:

The City of Gladstone will have \$3,532,600 in debt outstanding at the beginning of this budget biennium, or as of June 30, 2021. 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.

	Original Debt Amount	Interest Rates	Beginning Balance as of July 1, 2021	Less: Principal Due	Ending Balance as of June 30, 2022	Less: Principal Due	Ending Balance as of June 30, 2023
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#### Full Faith & Credit Note:

Water Refunding 2016	\$ 1,614,000	1.98%	\$ 853,000	\$ 165,000	\$ 688,000	\$ 166,000	\$ 522,000
General Fund 2018	\$ 3,000,000	3.00%	\$ 2,679,600	\$ 167,571	\$ 2,512,029	\$ 172,598	\$ 2,339,431
<b>Total Debt</b>	<b>\$ 4,614,000</b>		<b>\$ 3,532,600</b>	<b>\$ 332,571</b>	<b>\$ 3,200,029</b>	<b>\$ 338,598</b>	<b>\$ 2,861,431</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:

Fund	Total Debt Service by Fund							Total Future Debt Service
	2021	2022	2023	2024	2025	Thereafter		
<b>General Fund</b>								
Principal	\$ 162,690	\$ 167,571	\$ 172,597	\$ 177,775	\$ 183,109	\$ 1,978,548	\$ 2,842,290	
Interest	82,828	77,874	72,772	67,516	62,103	160,455	523,548	
<b>Water Fund</b>								
Principal	\$ 162,000	\$ 165,000	\$ 166,000	\$ 173,000	\$ 174,000	\$ 175,000	\$ 1,015,000	
Interest	18,493	15,256	11,979	8,623	5,188	1,733	61,272	
Total Principal	324,690	332,571	338,597	350,775	357,109	2,153,548	3,857,290	
Total Interest	101,321	93,130	84,751	76,139	67,291	162,188	584,820	
<b>Total Debt Service</b>	<b>\$ 426,011</b>	<b>\$ 425,701</b>	<b>\$ 423,348</b>	<b>\$ 426,914</b>	<b>\$ 424,400</b>	<b>\$ 2,315,736</b>	<b>\$ 4,442,110</b>	

## 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, beginning for fiscal year 2016-17, the City of Gladstone will make every effort to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).
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:

**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)

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

**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.





